



October 11, 2013

We wish to extend our thanks to all for the cooperation, support and gracious hospitality extended to Leslie Pendleton throughout the feasibility study process recently completed.

A special word of thanks goes out to the vestry and members of the capital campaign exploratory committee for creating the case statement, as well as Andrew Freeman and Fran Holliday for coordinating the personal interviews and emails for the questionnaires.

During the implementation process, we found friendly, concerned, and open communication regarding the proposed campaign and project plans. A total of 115 individuals/families participated in the survey; 14 interviews were conducted and 101 responded to the online survey. This represents a total response rate of 61% among the members of the church community that were contacted.

This study is our distillation of the information, opinions, and ideas gathered through the survey. It represents our combined evaluation and appraisal of major factors related to the proposed campaign.

Now important decisions must be made to continue the momentum essential to the success of a campaign. The Episcopal Church Foundation welcomes the opportunity to provide further assistance.

## Feasibility Study Table of Contents

Letter of Introduction and Appreciation.....	1
Table of Contents.....	2
Executive Summary.....	3
Section One: Conclusions, Recommendations and Methodology.....	4
I. Introduction .....	5
II. Conclusions .....	5
III. Recommendations.....	10
IV. Methodology .....	12
Section Two: Composite Analysis and Summary of Personal and Online Responses.....	15
Section Three: Comments .....	26

## **Executive Summary**

After an extensive period of discernment, and careful evaluation of needs, parishioners of All Saints', Chicago, IL were surveyed through a feasibility study (the "Study) conducted by the Episcopal Church Foundation (ECF) in August 2013. The purpose of the study was to determine the willingness of the parish to support a proposed capital campaign to raise up to \$1,675,700 from members of the congregation for building repairs, renovations, and improvements.

All members of the parish were invited to participate in the Study and 61% responded to the survey via personal interviews, led by the ECF consultant, direct mail, and electronic emailed survey.

Responses indicate 96% support among the respondents for conducting a capital campaign, although some have reservations. ECF recommends that All Saints' move forward with a capital campaign with an adjusted goal.

Study results indicated that 86% of respondents would contribute to a campaign at this time. By using the ranges of estimated gifts they indicated, and applying a formula which takes into account as yet unidentified gifts, as well as other relevant factors noted in the responses, ECF recommends that All Saints' conduct a capital campaign to raise a primary goal of \$1,082,000.

Based upon the comments expressed in the Study, and overall general agreement that the identified projects are important and needed, an additional challenge goal may be considered, or an extension of years to pay off pledges.

All of the comments provided by respondents are included in their entirety in the following report. The unattributed comments should be read thoroughly in order to obtain a complete understanding of all views expressed in the Study. This will prove very helpful to the leadership and members of the congregation as decisions are made about moving the campaign forward.

Section One of this report provides background on ECF's feasibility study methodology and offers more detailed conclusions and recommendations flowing from the results of the Study.

*Section One:*  
**Conclusions, Recommendations and Methodology**

## I. Introduction

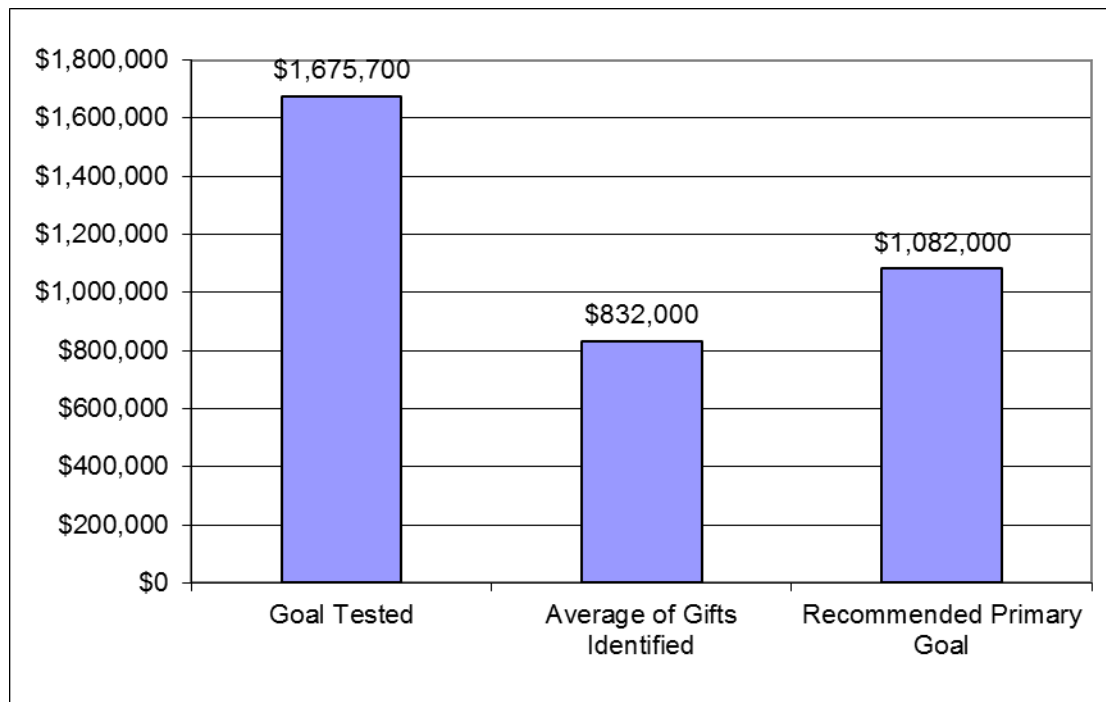
For some time the leadership of All Saints' Episcopal Church, Chicago, Illinois, has been evaluating the parish's programs, facilities, and resources, and assessing the capital needs of the church. After much study and the involvement of many people, the vestry authorized the Episcopal Church Foundation to conduct the Study to explore the willingness of the congregation to support financially these identified needs.

The facts, findings, and recommendations of the resulting survey, now completed, provide a sound basis for leadership decisions with regard to the future of a fund drive. A complete description of the goals of the proposed plans may be found in the tentative case statement in the Appendix.

## II. Conclusions

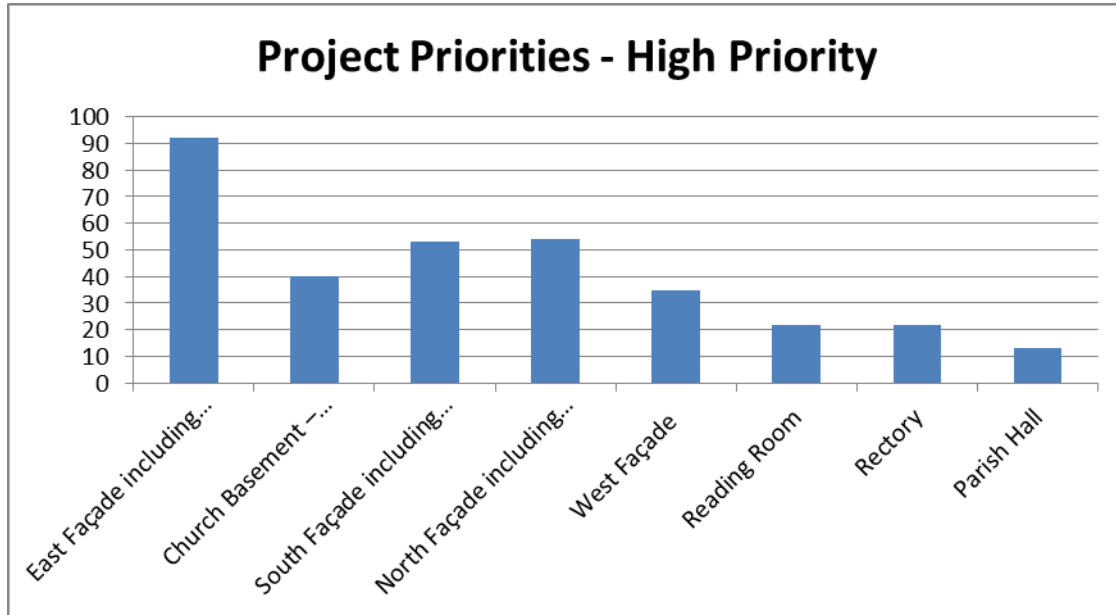
### Gift Potential

Experience tells us we can take the average between the low estimate (\$582,000) and the high estimate (\$1,082,000) of the pre-campaign projections revealed in the Study and multiply by a factor of 1.3 when certain percentages and comments (such as revealed in this study) are attained. Thus the average, \$832,000, when multiplied by this factor (1.3) reveals a suggested goal of \$1,082,000. This recommendation is made factoring in the reality that additional gifts, not yet identified, will be forthcoming; hence the multiple of 1.3.



## Awareness of Need

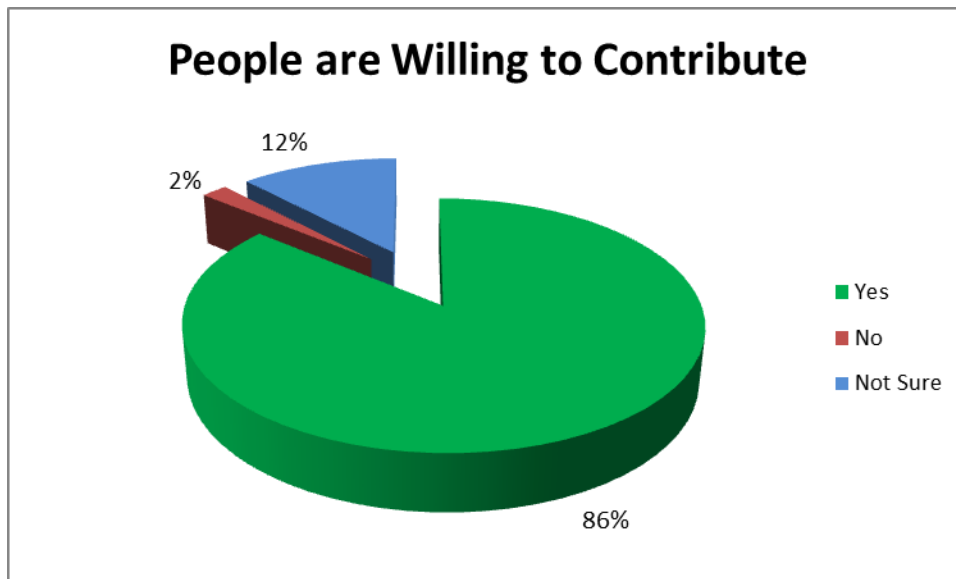
A majority of respondents (89%) were aware that All Saints' is considering a possible campaign, and 90% were also aware of some or all of the proposed plans. Of course, not all the items received the same degree of support. Present awareness of need is a positive; however, each project should be studied and prioritized with consideration given to the degree of support and the resources available.



## Interest in and Support for a Capital Drive

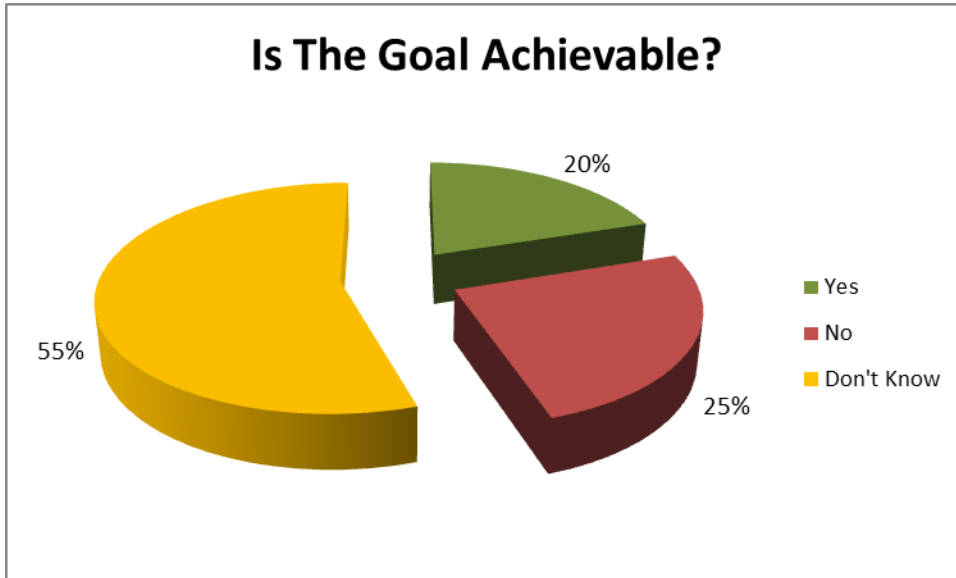
There is significant indication of support for the proposed campaign, but also signs that suggest caution. Positive signs from respondents include:

1. Ninety-six percent are in favor of the campaign, although some with reservations.
2. Only 10% are opposed to the proposed campaign timing.
3. Eighty-six percent of respondents would give to the campaign.
4. Twenty percent are willing at this early stage to consider a volunteer position.

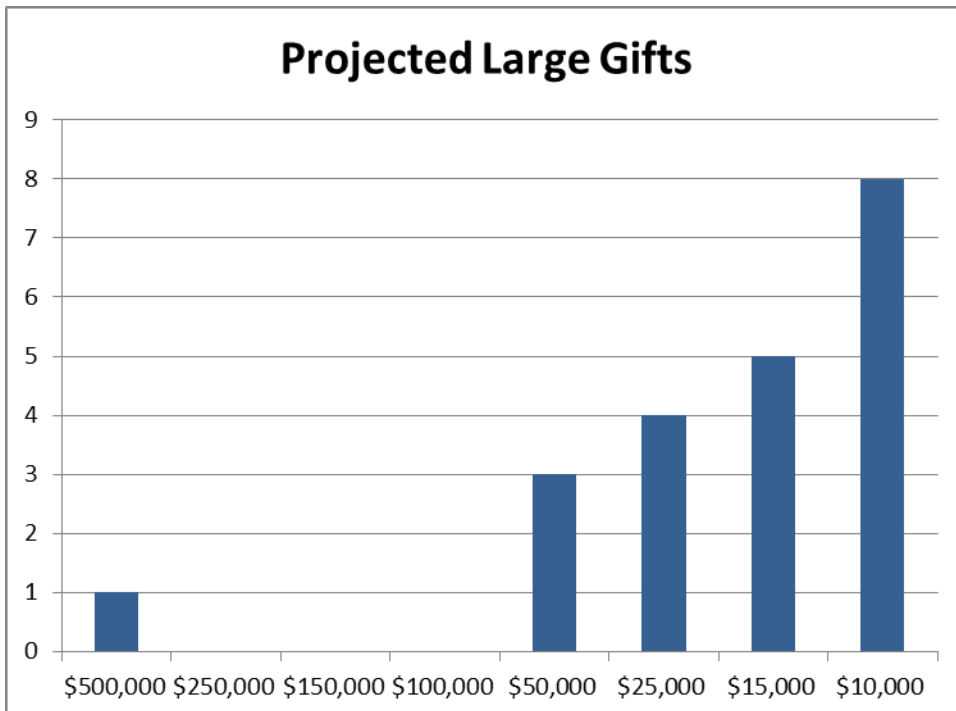


## Concerns

1. Approximately 20% of respondents feel the goal is reachable. Twenty-five percent feel it is too high. The remaining 55% had no opinion on whether this goal can be achieved. This is an indication that the proposed goal may be too high.



2. One major gift was identified, but too few larger gifts were reported at this early date to allow a goal of \$1,675,700—the estimate to complete all capital improvement work identified—to be fully embraced.





## Influential Leadership

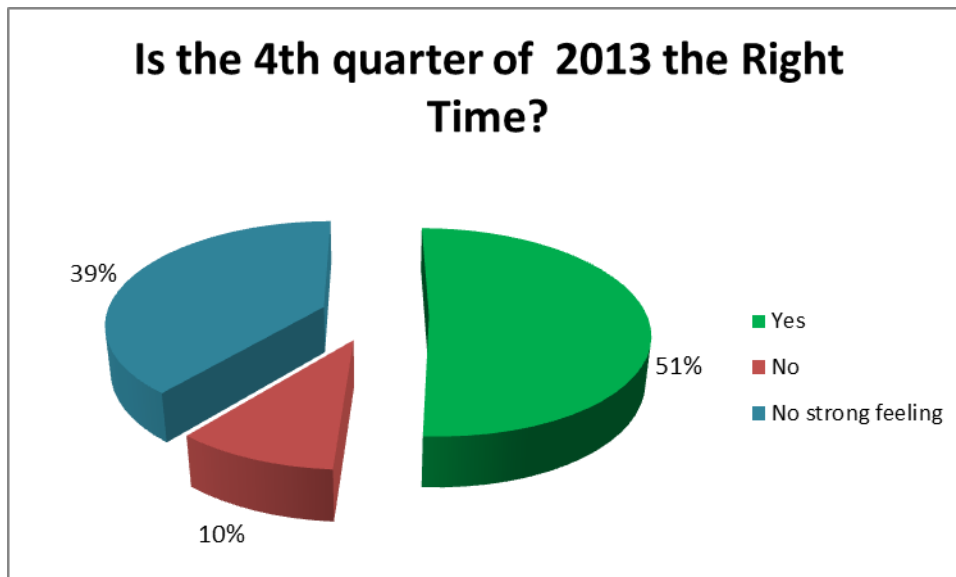
Strong leadership—both financial and volunteer—is absolutely essential for the success of any campaign. A leadership core is presently in place. It is the challenge of this leadership group to expand involvement within the parish, including other individuals who may have significant giving potential. With involvement comes commitment.

## Planned Giving

A number of people requested planned giving information, and nine indicated the church was already in their estate plans. This is encouraging and suggests that such future gifts could be used to help build endowment or retire indebtedness.

## Campaign Timing

The respondents endorsed the proposed campaign timing. Of course, decisions on the priorities of projects must be made. It is imperative to revisit the proposed plans and make appropriate changes in the size of the effort, the proposed goal, and other sources of funding.



### III. Recommendations

#### Recommendation #1

The information revealed in this Study suggests that a capital campaign for a primary goal of \$1,082,000 is realistic and appropriate. This presupposes that an assertive campaign involving the entire constituency would be launched, and that the type of methodology used by the Episcopal Church Foundation would be followed.

Recognizing that immediate needs are greater than what is revealed in the Study, leadership may wish to consider \$1,082,000 as the “primary” goal and establish a larger “challenge” goal, which would encourage the congregation to stretch to longer pledges—five years rather than three years, for example.

If the “challenge” was not reached, the congregation would still experience success by achieving the “primary” objective, but hopes would be high that the challenge, at least in part, could be accomplished.

#### Recommendation #2

Planned giving activities should be pursued during the campaign in an effort to encourage major gifts to underwrite the future of the church. Such gifts, often deferred and received in future years, are helpful in reducing mortgages or indebtedness. The Episcopal Church Foundation is responding to individual requests for information on planned giving.

#### Recommendation #3

Review the Tentative Case Statement and make final decisions based on the financial feasibility revealed in the Study. Consider also the prioritization suggested by respondents.

#### Recommendation #4

Share as soon as possible the revised plans with the congregation and seek increased consensus. Increase significantly all publicity concerning this project.

#### Recommendation #5

Once the leadership has had an opportunity to review the Study recommendations and revise the proposed plan, a timetable such as the following should be considered to maximize success:

Months 1-2	Determine campaign calendar and budget. Announce goal. Begin materials development (pledge cards, brochures, letterhead, etc.). Recruit and train campaign leadership and support committee chairs. Evaluate Advance Gift prospects.
Months 2-3	Continue to train leadership. Complete materials development. Begin Advance Gift solicitation. Contact planned giving prospects, if appropriate.

- Months 3-4                      Prepare for and launch the Congregational Gift division. Hold kick-off event. Begin personal solicitations and monitor solicitation efforts.
- Months 4-5                      Finalize all calls. Set up pledge collection and acknowledgment systems. Hold Celebration Event to acknowledge conclusion of the campaign and recognize the leadership and volunteers.

**Recommendation #6**

Select professional management to guide and direct the campaign to insure efficiency and the implementation of a proven, successful fundraising methodology.

## **IV. Methodology**

### **A. The Feasibility Study**

As the parish considers a capital campaign, it should reflect on several important questions:

- ◆ What conditions are essential to a successful campaign in the church community?
- ◆ How much money realistically can be raised?
- ◆ Will the church community support a drive that fulfills the goals of the proposed plans?
- ◆ When should the campaign begin, and how long should it last?
- ◆ What volunteer leadership is available to head the campaign?

Determining the answers to these and other questions was the major purpose of the Study. Through the Study we have researched, analyzed, and evaluated fundamental factors present, or capable of development, which might influence a capital campaign.

The Study was conducted in three phases: research, personal interviews, and online survey.

#### **Phase I**

An examination of the proposed needs, development of a “Tentative Case Statement,” determination of optimum campaign goals and timing, and review/selection of personal interview prospects were completed during sessions with the parish leadership.

#### **Phase II**

A sampling of parish members interviewed in August. A total of 14 interviews were ultimately conducted by Leslie Pendleton of the Episcopal Church Foundation.

#### **Phase III**

An online survey was sent to 176 households. Included in the mailing was a letter requesting participation in the survey, the online questionnaire, and the tentative case statement.

**STATISTICAL NOTE:**

- ◆ A total of 176 online surveys were sent to the parish community.
- ◆ Of those, 101 were returned: an online response rate of 57%.
- ◆ Including the 14 who were interviewed, 190 units were exposed to the Study. Of those, a total of 115 units or 61% participated.
- ◆ Based on experience, this response rate is an excellent involvement from the parish community, lending credibility to the Study findings.
- ◆ Of the total that participated, 46%, attend worship services and/or are involved two to three times per month and 30% attend or are involved one or more time(s) per week.
- ◆ Regarding the financial-giving practices of those who responded, the majority, 95%, are regular contributors with a written annual pledge.
- ◆ In importance of charitable donations, only 4% rank All Saints' as the sole charity they donate to and another 40% rate it as the most important charity they donate to. The majority, 56% rate it in the top five charities that they donate to.

## **B. Elements of a Successful Campaign**

There are certain elements which must exist in connection with every successful fundraising campaign.

1. Recognition and acceptance of the “tentative needs” as expressed.
2. The case for widespread appeal.
3. Availability of strong financial leadership.
4. The capability of existing leadership to recruit additional support.
5. Past and current support levels for other church-wide capital campaigns.
6. The congregation’s awareness of the proposed plans.
7. The economic optimism of the parish community.
8. Possible conflict with other past, present, and projected community, parish or diocesan campaigns.
9. Overall response to goal attainability.
10. Indicated interest in contributing to, and projected levels of support for the proposed campaign.
11. Projected timing of the campaign.

These elements are carefully reviewed in this report. The Conclusions and Recommendations Section of this report addresses the elements of success as we consider the readiness of All Saints’ Episcopal Church to proceed with a major capital campaign.

*NOTE: Minor editing has occurred in the comments to ensure grammatical accuracy and preserve the anonymity of the feasibility study respondents. Also, the spellings of some names could not be verified against the parish directory.*

*Section Two:*

**Composite Analysis and Summary of  
Personal and  
Online Responses**

## Results from 14 Personal Interviews and 101 Online Responses **Total of 115 Responses**

*Note: Not all respondents answered all questions.*

### **Awareness of Need**

- 1. Prior to this survey, were you aware that the parish was considering a capital campaign?**

100 Yes      13 No

Eighty-nine percent were aware that All Saints' Episcopal Church is considering a capital campaign. This is a positive indication that the church leadership has prepared the ground for a major capital campaign.

- 2. Prior to this survey, were you aware of the capital needs as expressed in the accompanying case statement?**

63 Aware      11 Not Aware      39 Aware of some of the needs

Fifty-six percent of the respondents were aware of the capital needs of All Saints' Episcopal Church. Another 35% were aware of some of the needs. Only 9% were not aware of the needs. This is an indication that the leadership has done a fine job of communication.

- 3. Are there additional capital needs that seem important to you which are not covered by the case statement?**

A number of additional needs were offered and should be read.

### **Interest in and Support for a Capital Drive**

- 4. Generally speaking, do you favor the parish conducting a capital campaign as outlined in the case statement?**

75 Yes      4 No      27 Yes, but with some concerns

More than half, 71%, are in favor of the campaign, with another 25% in favor with some concerns. Only 4% are opposed to the campaign. This is a sign that the church community is willing to support a campaign.



5. Please indicate the level of priority you would attach to each of the projects outlined in the case statement by checking the appropriate line under each heading. At present, they are listed in no particular order.

*\*Select only one option per line and feel free to make comments*

	PRIORITY				
	High	Medium	Low	Opposed	Lack Information
<b><i>The Church</i></b>					
1a. East Façade including Entryway Vestibule and Bell Tower	<u>92</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>5</u>
1b. Church Basement – Furnace/Boiler Room	<u>40</u>	<u>39</u>	<u>10</u>	<u>1</u>	<u>7</u>
1c. South Façade including Choir, Sacristy and Hallway	<u>53</u>	<u>38</u>	<u>4</u>	<u>0</u>	<u>4</u>
1d. North Façade including Choir	<u>54</u>	<u>38</u>	<u>4</u>	<u>0</u>	<u>4</u>
1e. West Façade	<u>35</u>	<u>46</u>	<u>13</u>	<u>0</u>	<u>5</u>
2. Reading Room	<u>22</u>	<u>36</u>	<u>37</u>	<u>1</u>	<u>3</u>
3. Rectory	<u>22</u>	<u>47</u>	<u>23</u>	<u>1</u>	<u>8</u>
4. Parish Hall	<u>13</u>	<u>31</u>	<u>49</u>	<u>0</u>	<u>4</u>

In determining which parts of the proposed case are most attractive to respondents, the following system is used:

High Priority = 3 points; Medium Priority = 2 points; Low Priority = 1 point;  
Opposed to Project = -1 point; Lack Information = 0 points

The most popular receives the highest number of points.

**1a. East Façade including Entryway Vestibule and Bell Tower**

276 High Priority      10 Medium Priority      0 Low Priority

0 Lack Information      0 Opposed to Project

Total Points: **286**

**1b. Church Basement – Furnace/Boiler Room**

120 High Priority      78 Medium Priority      10 Low Priority

0 Lack Information      -1 Opposed to Project

Total Points: **207**

**1c. South Façade including Choir, Sacristy and Hallway**

159 High Priority      76 Medium Priority      4 Low Priority

0 Lack Information      0 Opposed to Project

Total Points: **239**

**1d. North Façade including Choir**

162 High Priority      76 Medium Priority      4 Low Priority

0 Lack Information      0 Opposed to Project

Total Points: **242**

**1e. West Façade**

105 High Priority      92 Medium Priority      13 Low Priority

0 Lack Information      0 Opposed to Project

Total Points: **210**

**2. Reading Room**

66 High Priority      72 Medium Priority      37 Low Priority

0 Lack Information      -1 Opposed to Project

Total Points: **174**

### 3. Rectory

66 High Priority      94 Medium Priority      23 Low Priority

0 Lack Information      -1 Opposed to Project

Total Points: **182**

### 4. Parish Hall

39 High Priority      62 Medium Priority      49 Low Priority

0 Lack Information      0 Opposed to Project

Total Points: **150**

#### RANKING BY POINTS:

East Façade including Entryway Vestibule and Bell Tower	286
North Façade including Choir	242
South Façade including Choir, Sacristy and Hallway	239
West Façade	210
Church Basement – Furnace/Boiler Room	207
Rectory	182
Reading Room	174
Parish Hall	150

These rankings do not dictate those projects the church should embrace in the final case statement, but they are a strong indication of what communication and marketing must occur if leadership does elect to support projects that have a lower acceptance rating.

### 6. If the estimated cost of \$1,675,700 cannot be fully funded by a capital campaign, how would you feel if the parish were to assume prudent long-term debt to ensure completion of all the capital work?

28 Acceptable      64 Undesirable, but acceptable      11 Unacceptable

More than half (62%) responded that it is undesirable, but acceptable to assume long-term debt; another 27% said it is acceptable. Another 11% responded that long-term debt is unacceptable.

**7. In your opinion, what major positive factors does the parish have in favor of the proposed campaign?**

Comments were many and varied. Some highlights include:

- The need
- A committed congregation
- A loyal/involved community

**8. What problems, if any, do you foresee for this project?**

Comments were many and varied. Some highlights include:

- Donor fatigue
- Construction uncertainty/cost overruns
- Raising the money

**9. What added ideas or suggestions do you have which might be helpful to the leadership in deciding to move forward in initiating this capital campaign.**

Comments were varied and thoughtful and should be read in their entirety.

**Leadership**

**10. If asked, would you be willing to work on a committee in support of the proposed capital campaign?**

  21   Yes        35   No        49   Not sure at this time

Twenty percent would be willing at this early date to volunteer. Another 47% are not sure at this time and may be persuaded to participate as the campaign plans are formulated. This is a relatively good response at this stage in the process. It appears likely that an adequate number of workers would be attracted to the campaign.

**11. Among individuals you know, who would make an ideal chairperson for this proposed capital campaign?**

Nina Chinn	
Stephen Christy	
Ed Dubose	
Andrea Garland	
Jack Garland	4
David Gee	3
Barb Giloth	
Ken Jones	4
Nancy Lischer	
Alison Mankowski	4
Mike Mattson	6
Ann Mckenzie	5
Colleen Mulcahy	
Jack Quigley	4
Chris Schilling	
Bill Shropshire	2

**12. Hypothetically, if you were a chairperson, who would you want to serve with you?**

Ashley Craig	
Rob Craig	
Dan Acosta	
AJ Buckingham	
Anne Cadigan	
Stephen Christy	5
Alice Dubose	
Ed Dubose	2
Lionel Edes	
Dennis Felhauser	
Andrea Garland	
David Gee	4
Lori Gee	4
Cornelia Grumman	
Jim Gust	
Nick Hatzis	
Lynda Hazen	2
Lucy Jenkins	
Ken Jones	2
Andrea Knepper	
Clare Kunkel	
Jen Lawrence	

Nancy Lischer	2
Alison Mankowski	3
Lynne Marek	
Mike Mattson	2
Ann Mckenzie	5
Colleen Mulcahy	
Steve Pike	
Jack Quigley	
Chris Schilling	2
Karen Schrage	2
Bill Shropshire	3
Joe Silvester	
Charlie Simokaitis	
Polly Tangora	3
Hillary Waldron	3
Connie Wilson	
Matt Zaradich	3

### **Campaign Timing**

**13. Do you know of other current or projected capital campaigns in the community that might have an impact on the success of this proposed effort? Please name them if you do.**

A few area campaigns were mentioned, but these should not affect the success of All Saints' campaign.

**14. Does a proposed solicitation period for pledges in the fourth quarter of 2013 seem appropriate to you?**

  53   Yes        11   No        41   No strong feeling

More than half of the respondents, 51%, are in favor of the proposed timing. Thirty-nine percent expressed no strong feeling one way or another. The remaining 10% were opposed to the campaign timing. This is an endorsement that a campaign could proceed as scheduled.

**Gift Potential****15. How would you describe the present economic climate in our community?**

  1   Excellent       44  Good       56  Fair        5  Poor

Fifty-three percent of the respondents to this question believe the present local economy is fair, 42% consider it good. Four percent believe it to be poor, and one respondent rated it as excellent.

**16. Do you think the present economic climate improving, remaining the same, or declining?**

 56  Improving       43  Remaining the Same        6  Declining

Indications are that the local economy is improving, with 53% rating it as such. Another 41% believe it is remaining the same, and only 6% believe it is declining. These responses express economic optimism. When people feel the economy is good, they are more apt to make gifts.

**17. To attain the proposed goal, substantial leadership gifts would be required. Are there individuals, foundations, or other sources who might support the proposed renovation project? (Please include mailing address, phone number, and email address if possible and use the back of this page for additional space.)**

A complete listing of names can be found in the Comments section of the report.

**18. Do you think a goal of \$1,675,700 (as outlined in the case statement) can be raised in gifts and pledges?**

 21  Yes       26  No       59  Don't Know

Twenty percent believe the goal can be attained, while another 55% have no opinion if it can be reached. Another 25% do not believe the goal can be attained. Normally, we like to see at least a majority believing the goal is feasible. Generally when less than half are confident about the projected goal, the proposed goal is usually too ambitious.

**19. If convinced of the need, would you be willing to contribute to this proposed campaign?  
(All gifts, regardless of size, are needed and important to the success of the proposed campaign.)**

  91   Yes        2   No       13  Not sure at this time

Eighty-six percent would be willing at this early date to contribute to the campaign, while another 12% expressed that they are not sure at this time. Only two respondents indicated a negative response. This is a positive and an indication that a campaign can proceed.

**20. If "yes," please estimate your possible total range of giving. Gifts potentially could be paid over a several-year period. *This is not a pledge or in any way binding and will be kept confidential.***

<u> 12 </u> \$500 or less	<u> 18 </u> \$500 to \$1,000
<u> 21 </u> \$1,000 to \$3,000	<u> 18 </u> \$3,000 to \$5,000
<u>  8 </u> \$5,000 to \$10,000	<u>  5 </u> \$10,000 to \$15,000
<u>  4 </u> \$15,000 to \$25,000	<u>  3 </u> \$25,000 to \$50,000
<u>  0 </u> \$50,000 to \$100,000	<u>  0 </u> \$100,000 to \$150,000
<u>  0 </u> \$150,000 to \$250,000	<u>  1 </u> \$250,000 to \$500,000
<u>  0 </u> \$500,000 and above	

**Typical Gifts Essential to the Success  
of a \$1,675,700 Capital Campaign**

Size of Gift	# Needed	Gifts Indicated in Study*
\$500,000	1	1
\$250,000	1	0
\$150,000	1	0
\$100,000	1	0
\$50,000	4	3
\$25,000	5	4
\$15,000	7	5
\$10,000	10	8
\$5,000	11	18
\$3,000	12	21
\$1,000	15	18
\$500 and below	Many	12



\*Using the high range estimate

Respondents projected donations ranging from a low of approximately \$582,000 to a high of \$1,082,000. While not indicated in the chart above, not all gift amounts were given within a range as presented. Some were given as singular amounts, e.g., \$5,000, instead of \$3,000 to \$5,000. The high and low estimates have been adjusted accordingly. These early estimates fall short of supporting \$1,675,700 as a primary goal.

*Section Three:*  
**Comments**

## Comments

### 3. Are there additional capital needs that seem important to you which are not covered by the case statement?

*Comments:*

Additional space. (3)

More improvements to the rectory, both inside and out.

Acquiring additional property in the neighborhood.  
Sunday parking arrangements.

Green considerations.

Given the work to be done around the choir area, it may be necessary to remove the organ pipes or at least cover them so that they are not damaged. The organ chambers, pipes, and mechanisms are already dirty from the dust from the hole in the wall project even though they were covered for the project, so it would probably be good to do a thorough removal and cleaning of the organ during this project. It would be nice to be able to envision a time when we could work on some capital needs related more to growth than simply taking care of deferred maintenance. We need lots more space for programs, meetings, staff, etc. As our music program grows, our need for dedicated music space increases.

Yes, the Sunday School has limited capacity that will be exceeded at some time in the future if it continues to grow with the parish.

Getting the Tyvek off the bell tower, but without an expensive historic restoration.

Address longer-term space issues once existing structure has been repaired.

The church school and adult education seem to be expanding. Has any progress been made towards having the diocese purchase another home in the neighborhood for the rector and her family so that the rectory can be converted into meeting/classroom/office space?

Air conditioning.

**Interest in and Support for a Capital Drive**

**4. Generally speaking, do you favor the parish conducting a capital campaign as outlined in the case statement?**

*Comments/concerns:*

Economic pressure.

Seems like an awfully big number.

Don't want the parish divided by this or feeling excluded.

I understand the need but we can't give much more.

I do not understand what funds, if any, come from the Anglican/U.S. Episcopal Church or the Diocese or other organizational-wide branches. Are we flying solo here? If so, I think it would help to explicitly state that. I always assumed funds came from higher-up (and I do not mean God).

Donor burnout is a concern.

I am still paying my last capital pledge. I am concerned that it is too soon to ask people for new, large, capital contributions. Will having a capital campaign so close on the heels of the last campaign alienate donors? I do realize that the church buildings need extensive repair.

Sometimes I do wonder what it would be like to spend this much money building a new building that was built with the life of our community in mind rather than bring this lovely old historic building back to a former glory. I dare say if we built an entirely new building we wouldn't design it anything like our current building is designed.

Outstanding pledges from the last capital campaign.

The total amount is too high and a lot of the work is not essential, such as removing the stucco and restoring the original wood. Unnecessary!

Does it make sense to invest over \$1 1/2 million in a building that will continue to age and need ongoing work to maintain? Once the building is restored, will it be adequate to provide the necessary space for a possibly growing congregation? Is it feasible for this congregation to be able to raise the necessary funds?

May be overly ambitious. Might be better to separate the projects into critical and less important categories and just aim to raise the money needed for the critical projects first.

The parish just completed a \$500,000 capital campaign just over five years ago. While the building is literally falling down, expecting the congregation to fund even part of it is arrogant and presumptive.

I'm concerned about our ability to raise this money.

Congregational financial capacity to meet financial goals.

I think that the church should seek three bids before committing to \$1.6 million. I don't think we can afford to remove the stucco and do all the work outlined in the statement. I have disagreements with some of the work. For example, the east wall must be dealt with, but does all the work need to be done?

I was happy to see the list of how many contributions you needed at what level as it gave me a better sense of what was needed from me and how I could contribute. Before I saw it I had no idea how much money you might need/want from me.

All Saints' has a habit of mismanaging capital campaigns. The church needs to show that it is a good steward of people's money before it should do yet another capital campaign.

I've yet to hear that you filed for 501c3 status. If not, I'd like to know why.

Can the money be raised?

Is there a plan for professional project management to see this work through to completion on the stated schedule? Will we have use of the church space during construction? If not, where will worship be held?

I note that the "case statement" is silent on All Saints' usual practice of allocating 10% (or some other percentage) of the money it raises to social welfare causes. (This was the case with the "foundation" campaign several years ago, but was never disclosed beforehand.) I strongly object to this type of blended spending. I will not contribute to a campaign that does this.

Yes, the building needs help. But folks are just plain short on money.

- 5. Please indicate the level of priority you would attach to each of the projects outlined in the case statement by checking the appropriate line under each heading. At present, they are listed in no particular order.**

*Comments:*

First concern: Structural integrity and safety, including a rat-free rectory! Second: Attractive entrance, if possible historically accurate – first impressions count. Third: Restoration of church exterior to original Stick Style; I would love to see this.

I feel like we should focus on the largest items first, otherwise I fear funds will be used "a little here, a little there" and nothing is totally accomplished.

It is difficult to rank these, because they are all important and delayed maintenance will lead to additional structural problems later. Nonetheless, I think the highest priority has to be ensuring the building is structurally sound and safe.

It is a priority!

I defer to knowledge of the rectors and vestry on what needs to be done. I have confidence in their judgment.

I may have missed this in my reading, but can we try to include a new "marquee" out front, one designed to match the building's style and heritage (with appropriate materials, colors, and typography)? The current sign looks run down and out of character for the building.

Structural issues are top priority! Second is any work that can increase energy efficiency, thus reducing operating costs.

It seems from the case statement that the church has the most serious structural issues. The idea of the vestibule pulling the east wall out is especially appalling. The West facade is indeed not very visible. How much do we really use the Reading Room? We use the parish hall more, I think. And the rectory should be kept up and the priest should have a good place to live.

Structural repairs and the bell tower are high priority. Removing stucco and repairing/replacing wood trim are low priority.

The structural issues that threaten the building are obviously the top priority. I cannot remember exactly which were the most critical.

The reading room, structurally, is an independent unit that could fall down without hurting the other buildings.

I believe that east wall and, possible, support beam under arch are most important. Both the arch and east wall appear to be moving.

I feel like I don't know enough about construction to really say what is important. I'm willing to trust that someone who knows about this wouldn't ask for this kind of money unless we needed it.

In my experience, the priorities have already been decided upon, so it doesn't matter what my preferences are.

I trust the committee to prioritize the work.

My priority would be to fix things that effect the structural integrity of the church/buildings first, then focus on cosmetic things.

Nothing seems frivolous and all seems to need to be done.

**6. If the estimated cost of \$1,675,700 cannot be fully funded by a capital campaign, how would you feel if the parish were to assume prudent long-term debt to ensure completion of all the capital work?**

*Comments:*

We need to get it done and can't put off the repairs any further. The building has to be safe for the mission to continue.

Depending on debt service and annual capability.

Depends on the amount and the impact.

Best to do everything at one time and probably get a better price.

I support the idea of the church taking on long-term debt of seven to ten years at current interest rates if we cannot raise the entire capital campaign amount.

Debt is not bad and, in fact, it can certainly be more prudent than spending cash. I feel like it should be a required component of the overall funding but only if there is a capital campaign to retire it. Basically I'm saying get the work started with some debt and people will hopefully see results and know for a fact that we MUST raise this money and, therefore, feel more obligated to contribute.

Be prudent about how much realistically to take out. We've had debt before that has been hard to retire; we don't want to enter that situation again.

What is the status of the line of credit from the last campaign? I wouldn't support additional debt that extends the total debt beyond what the Diocese would recommend.

It seems the neighborhood is continuing to grow and thrive, so I think it's safe to assume the parish will at least stay at its current size, or grow.

The economy is only going to get worse.

If the work is not done ASAP the building will fall down.

The longer we wait, the worse things will get, which means more work and more money needed. Let's get to work!

I would have to be convinced that capital service could be covered without reducing funds available for the annual financial needs of the parish.

No, no, no.

I am very familiar with the problems of churches assuming long-term debt and know of two churches where doing so became a major crisis for the parish when the mortgage payments could not be raised. Whether the church will necessarily have continuing revenue sufficient to service debt as well as funding ongoing operations is very difficult to predict.

The parish should be seeking historic preservation grants, as well as grants from the larger Episcopal Church to fund this project. The congregation should not assume a debt load of that magnitude.

Depends on the amount of long-term debt and what that would mean for the annual budget and other activities of the parish.

This makes me uncomfortable, we are already in debt. My comfort with the debt would depend on how much it is.

This parish has already shown that it is not good at managing money. Adding debt would make it worse.

Unknown until you attach a dollar amount.

**7. In your opinion, what major positive factors does the parish have in favor of the proposed campaign?**

*Comments:*

Good will!

Positive feelings in the congregation.



We have some large gift possibilities.

Perception of the need and visible need.

It is very clear that the improvements have to happen.

Bonnie, who has taken the church out of the rubble.

It is an excellent formation center for clergy and laity and youth in the diocese.

Good relationship with the diocese and prudent use of resources.

We are the conscience of the neighborhood and continue to care for under-served.

The involvement of people doing mission in the building recognize the importance of the soundness of the building structures.

People are largely engaged.

Appreciation of the value of the building and what happens inside throughout the week.

We do so much outreach others may want to support the campaign.

No one can deny the building is desperate for repairs.

People/the neighborhood sees the services provided by the church that are important to the community.

Leadership is strong and respected.

We are all very clear about the need.

Nothing frivolous in the plan.

We recognize and are committed to the outreach work and know if we don't have the building that work can't continue.

People are committed to giving generously.

People recognize how blessed we are even in light of economic uncertainty.

A growing, committed congregation.

High visibility in the community.

Well understood need.

Strong regard for the historical structure.

The people love the church.

Solid core of involved people.

We've been able to raise money in the past.

People come here because of what goes on, not how it looks. Mission is first!

Loyal community.

Ripe for some architectural grant or support.

Bonnie is an incredible leader.

Dynamic parish.

Strong leadership.

Building itself and history.

Building needs are obvious and an eyesore in the neighborhood.

Could receive notoriety if restoration is done right.

Good young demographic.

We're growing!

We've been able to attract a lot of new people despite our look.

We need to have a building to do what we do.

An improved look may help us grow faster.

Vigorous involved community.

Lots of ongoing outreach .

The place looks terrible; obvious need.

Strong Sunday school program.

Everybody here is excited about the church and involved.

Seems some people have some money.

We need to be able to continue to meet and expand our place in the community within a secure structure.

A committed established congregation that is growing.

Most are very willing to give.

Very positive community relationships and reputation.

Located in neighborhood on upswing and in midst of economic reinvigoration.

Vibrant membership that needs to be expanded. We need to get a more diverse population of parishioners.

Bonnie.

The outreach programs we have, including raising funds for others.

New, young, moneyed families.

It has been growing and there are more new families who were not a part of prior campaigns.

Repairs to an old building are inevitable. I commend those that have gathered the information and put it together. The parish is stepping up to see that the community can continue for coming years and generations.

Tireless clergy leadership, and excellent building and grounds and finance committee leadership.

New blood, possibly more prosperous newcomers.

The congregation is dedicated to this church, and will, I think, support the improvements.

A well thought out pledge.

We have several committed members who would like to see this through to a successful end.

Ensuring long-term stability and vitality of the church.

Many new families.

The church is a major symbol to the community of the compassion and joy of Christianity.

An energized and growing congregation. A true need for the work contemplated.

Strong support for both church and RCS missions. Volunteer capacity, local network strength.

Enthusiastic, dedicated congregation.

All Saints' has dedicated members who will do whatever they can to support the mission of the church. People will contribute because they love All Saints', support its mission, and want to facilitate its continuing growth in the community.

Dedicated parishioners. A lot of programs that would suffer if the building isn't maintained.

Growth!

I think it is about the growth of the church with more couples/families with means willing to contribute funds to the decaying structure.

We are a growing parish.

People recognize Ravenswood as a historic district and our church building as a key part of that history.

Restoring the church's "arts & crafts-era" character will enhance the neighborhood while putting a proud face on God's House.

Exterior improvements (beautification) can only improve our standing among non-parish neighbors and may encourage inquiry or attendance from possible parishioners who otherwise might be turned off (in other words it can help grow our parish further!). This means more souls joining our ranks to share in our good work, donating their time, money and gifts to our food pantry and our other efforts.

A dedicated core congregation and folks like me who are more peripheral but believe in the work of the church in the community.

The historical restoration is of more general local interest.

An incredible amount of support from the congregation, as well as the neighborhood for the ministry that is done in this building. An incredibly well-connected congregation. A congregation that is very strong.

I think a lot of us have been around the block enough to understand that in this day and age, active and inspired church communities are not exactly a dime a dozen. I know the church is not the church, but humans do actually need places to meet. There are a lot of churches out there that

ought to be desacralized, sold, and put to some more productive use -- or razed -- and All Saints' is not one of them. And what the congregation does have, I think, is a sense of disciplined mission to get this done. And people with good communication skills to get people on board with it.

Ravenswood Community Services is the most effective outreach activity I have ever experienced in an Episcopal parish. It can't operate without the existence of a suitable facility to house it.

Longevity of the church, revitalizing an old-style for a historical building, protecting the congregants by keeping the church stable.

Parishioners love the church.

Improved safety and appearance of the buildings.

Continued growth of the congregation.

Improved appearance will appeal to surrounding community/neighborhood.

Strong commitment of the parishioners to the church and its mission; strong leadership.

History of Ravenswood and Chicago, and architectural history.

There are a lot of people here with excellent financial resources and even the rest of us have so much love for this place that I believe we will give what we can.

Great need. Uses space well. Enthusiastic campaign team.

All Saints' is an amazing place doing wonderful things. People are extremely generous here.

Great place to go to church and be a member of; accepting congregation.

A well thought out plan and an active parish.

An engaged, active congregation.

The congregation is growing and alive. I think the pleas need to appeal across all age groups and needs. Honestly, I think that Bonnie and Susan's house is as important as anything. Bonnie is the leader of our congregation and it is an embarrassment to have her and Susan in a comparatively marginal living situation.

A committed congregation.

I believe that this work is essential for the continued viability of All Saints' church. Although the church is not the building, I believe that it would be devastating to the moral of the congregation

if, for example, the east wall and bell tower should collapse.

I think All Saints' has a lot of really interesting history and a really great mission. I also believe that the hardworking and simply amazing congregation will step up to help out.

We've done it before.

People care very much about the church and the building.

I think All Saints' is a church whose commitment to their mission of social justice and community is clear. I do not think that All Saints' is overly concerned with aesthetics. And so I do not think that this campaign is being undertaken for superficial reasons. We wouldn't be doing this if it didn't actually really need to be done. At least I hope that is the case!!

All Saints' is a great parish, except when it comes to finances.

Dedicated church members.

We have done capital campaigns in the past, repairs have been completed.

We are a cornerstone of the Ravenswood community, extending into Uptown, Lincoln Square, and Lakeview. If the physical plant of the cornerstone is not kept in good condition, how can we continue to support ourselves and our neighbors?

Parishioners have stepped up willingly and enthusiastically to support its church historically under current and recent leadership.

Large, engaged congregation.

Obvious issues with the buildings...we knew this was coming.

A vibrant growing and increasingly affluent community.

Wide reach, variety of programs, location, and history.

The school, the welcoming environment, and faith in action.

## **8. What problems, if any, do you foresee for this project?**

*Comments:*

Lacking donor base.

Lack of focus on programmatic needs.

Donor fatigue after the “hole in the wall”.

Projects going over budget / so many unknowns.

Donor fatigue. (4)

Fear of the amount we need to raise.

General economy stresses.

Leadership fatigue.

Raising the money.

Small congregation.

Limited giving capacity.

Some are just finishing the last campaign.

People used to giving to programs and relief.

Beauty versus mission.

Not sure the capacity within the parish is here. (2)

Capital campaign fatigue.

Ongoing insecurity with the economy.

The amount and need is pretty daunting.

Recession effects.

Unknowns and overruns. (2)

Community is very giving but getting donor fatigued.

Volunteer fatigue.

Construction always has uncertainty. (2)

Has the potential to cause bad feelings among parishioners unable to give.

We've done this recently.

Will people understand the importance of maintaining the building?

People are already stretching to give.

Foundation emergency and past campaigns are too close in the past.

I don't think those bigger donations listed in the plan will come in.

Would assume the total capital costs are significant for the current parishioners to bear the full burden. You need to be creative in reducing costs or finding alternative sources of funding.

Potential for cost overruns once work is commenced based on new issues that arise, especially given existing structure is so old.

Not being able to raise the capital campaign funds. Not able to raise long-term debt given the current low interest rates. Not completing the items in time. Incorrect estimate of cost of material. Unplanned work that was not scoped out.

Folks may not understand the ramifications of NOT doing any of this work. We totally need to sell this, and with a "what's in it for me?" angle. Donations need to be positioned as investments.

Maintaining pledges; unexpected move-aways.

Job markets are still uncertain, people may be unable to live up to pledges even if they really wanted to.

Inconvenience and expense. As long as we publicize the effects of the reconstruction, we can all be on board for the process and adapt to whatever inconveniences may come up. The personal expense is something we will each have to reflect on and the overall expense may be a problem.

We need to talk to the parish more and more, so they can plan their giving for the next year if they'll be making their regular pledge contributions to All Saints' AND contributing to a capital campaign.

Donor burnout.

I do not know if the congregation has the financial resources to support this project. Construction in Chicago is very difficult. My experience suggests we will go over budget and over schedule, even with the best planning.

Some naysayers always exist.

Raising funds and diverting any donations from charitable works, but this is outweighed by the



benefits.

Seems that many still do not pledge regularly. What can we do to convince them of the importance of their support?

Possible inability to raise the fully funded amount, requiring debt raise or decrease in scope. Also, unforeseen costs not accounted for with contingency.

We are all burned out from giving to our families, schools, etc, etc.

A parish tired of fundraising, feeling as if we've just been asked.

Economic situations of many in parish also in debt due to long-term recession.

That is a lot of money.

Cost and time overruns, impact to programs.

Is everyone as broke as I am?

I'm worried that it is too soon to start up another capital campaign. I can't be the only person in the congregation who is still paying down my last pledge!

This is one of a few capital campaigns. Some may be "capital campaigned" out. Also many think this isn't necessary because it is solely cosmetic, though that clearly isn't the case.

Ability to raise \$1.675 million!

Managing the cost overruns that are associated with this large scale type of project.

We've raised an awful lot of money in the last several years, much of it for capital projects. I feel like if this campaign is to be successful we'll have to secure some major funding from outside our congregation.

This plan does not provide for any friendly gathering spaces for small group meetings.

It's always about money. I've heard it described as an over-educated under-salaries congregation.

Raising the money to fund the entire project in an economy that has not completely recovered from the most serious economic collapse since the great depression of the 30's.

It costs too much.

Raising necessary funds without incurring excessive debt and the possible loss of current members or discouraging new members due to costs and/or potential debt.

May not be enough high income people to support a campaign of this size. Many competing demands for money including charitable activities to which the parish is strongly committed.

I might leave the parish if the capital campaign goes forward as Bonnie seems to want. Some people in the congregation are very wealthy, but many are not. Do not assume that the congregation will stick around to see vast financial mismanagement. If the plan goes forward and the congregation is made responsible for the cost of construction and/or the debt load, this church will become only a church for the rich.

Parish already comes close to living beyond its means. Could use the excitement and motivation from outside money, maybe matching gift-type component to the campaign. Obviously tough to find.

Raising the money!

Where are the major gifts going to come from? It's not clear that we have super wealthy donors who can provide these.

Lack of high-end donors and the challenge of raising this amount of money and still maintaining ministries.

Most of the congregation is families with children and young adults who may not have the luxury of discretionary dollars to support the campaign without impacting annual pledges. Long-time older folks are retired so discretionary income is limited.

Division on how the funds should be used.

Neighbors always have concerns with long-term construction projects and can be a severe impediment. What discussion and/or thought has gone into the entitlements process (i.e. working with the city regarding permitting, zoning, etc.)? Also, what implications are there for the project regarding the historical nature of the building?

Lack of competitive bids. Has Ron performed this sort of work in the past and is he qualified? His company is small, I believe. Would it be more cost-efficient and quicker to have a larger company perform the work?

The large amount of money.

A lack of funds/not meeting the goals.

Costs may go up.

We dip into the well a lot at All Saints'. This is one more instance of that.

Concerns (which may be totally unfounded) that maybe we are doing this for superficial reasons and spending a lot of money on something other than real structural problems. As much as I love the beauty of the wood floors, the old worn carpet was a pretty great reflection of All Saints' priorities! That isn't to say I object at all to the improvements made when the carpet was removed. I'd just want to make sure that these plans are being done to keep us structurally sound and healthy, rather than just pretty.

Where shall I begin? Shifting priorities, having the wrong priorities, confusing parishioners on the capital campaign and regular giving, not following up on pledges, forcing out parishioners who actually know what they are talking about with respect to financing and construction.

Some, who I know love the church, have told me they are tapped out.

Keeping people on track with their giving commitments over a three-year period.

Inability to use the church (and related areas) may decrease membership growth and possibly shrink the community, as people find other churches that are not in the midst of construction. This is a lot of construction and money to ask of church members. What else will come up next? It would be better for this capital campaign to put us into maintenance and repair mode, rather than construction and fundraising, for at least 20 years for the existing structures.

Actual costs outpacing estimates. Potential unforeseen contingencies.

We recently had an emergency campaign to fix the hole in the wall.

The church needs to be forthright about how much of this campaign's proceeds will be allocated to social welfare spending and not to the campaign's stated purpose. This lack of transparency is greatly troubling.

Unknown and unforeseen costs due to age on building.

**9. What added ideas or suggestions do you have which might be helpful to the leadership in deciding to move forward in initiating this capital campaign.**

*Comments:*

Vestry needs to give 100% and take the lead.

You have to move forward.

Make sure to answer people's questions and concerns.

Historical preservation grants.

Stress Bonnie's adage - "It's a river not a pie".

Full disclosure and complete transparency in communications.

Continue to engage the entire congregation and community in the campaign and listen to what they say.

Expand the commitment: new givers - new leaders.

Make the need known and the responsibility of all.

Bonnie needs to deliver the message with a strong team.

Communicating what is most dire.

Can the projects be completed in phases?

Involve the children.

Have the youth write letters to community or foundations.

Encourage people to see the actual needs.

Transparency.

Make the project realistic, don't over reach.

Consider how to engage as many of the members/attendees as possible in this effort.

No specific ideas at this time, but would be happy to work with the committee on creative financing considerations, as well as identifying alternative funding sources or ways to raise money.

Circulate to all how much per family contribution will achieve 25%, 50%, 75%, 100% of capital campaign. Alongside the funds raised, provide for remaining amount, if debt is taken, the cost per year/family.

The scope is very daunting and I think people want to see results. Break-up the project into phases that can be achieved. Kickoff each one with a bang, with a dedicated website showing results and accountability (and of course a way to donate). This has to be not only city-wide, but also state and nationwide and beyond. We know organizations around the world. PR, and sell, sell, sell.

Have we checked out all other sources for financial support? Ecumenical funds? Funds for projects that promote environmental/efficiency/green concepts?

I think this parish is really proud of its community engagement and outreach work, and emphasizing the importance of this campaign on our ability to do this (so the project serves others, and not just ourselves) will help people get even more excited about it.

A visual campaign is always successful.

Every time we do this the price seems to go up and there is more work. I realize that this survey is an attempt to prioritize what people most value but I'm concerned that perhaps the priorities should be the most urgent needs.

Look for grants to help fund this. These are tough times for everyone.

A strong support from the clergy.

Make it very easy to set up a regular donation online. That's what we do with our weekly contribution and it's so easy and convenient. It would help a lot if more people did that!

Potential framework for engagement beyond typical monetary ask: message that there are many ways to rebuild these walls, with organizational support for mechanisms. Provide structure and process for ways to contribute labor, contacts, expertise, small fundraisers, etc.

Fundraisers and promotion of fundraisers rather than excessive pulpit begging--not that All Saints' has ever done that!

We should go to outside sources for financial assistance too. Reach out to organizations that support places that do the work we do.

May God be with you and with us all.

Share the vision! Commission and circulate high-quality architectural illustrations to demonstrate how beautiful a fully restored All Saints' would look. Use these image to promote how this work is a huge plus for us and for our community. Let's move beyond the idea of having to "choose" between our building and our work serving the needy. Investing in the church can only pay dividends to our other efforts.

Are there any local grants via Chicago History Museum, Chicago Architectural Society, local neighborhood historical societies, the Alderman's office, Chicago Landmark Commission, etc., that might help defray some costs? Or maybe national interest groups who are seeking to restore/celebrate American stick style architecture? It seems like the historical interest of the church structure could potentially be useful to secure some funds.

I know we're not exactly the handyman type in general, but is there any part of this that could be done (and done right) with volunteer labor? I say this with caution, but is there any way?

Be prepared to be realistic in priority setting if the parish can't afford to do everything in the time frame envisioned. A failed campaign must be avoided. It would be a terrible psychological blot on our parish consciousness.

Rethink what is really “needed” and limit the campaign to that.

Determine the feasibility of raising the necessary funds before deciding to move forward. If the full amount cannot be raised, leadership should determine which projects are of the highest priority to address safety issues and move forward with those.

Do not move forward with this plan unless, and until, outside funding is obtained. Do not burden the congregation financially.

Look at other similar churches and how they have implemented a similar campaign.

A couple more open meetings to invite everyone to have a final say.

Obtain competitive bids. The leadership would learn a lot from the various contractors about their views of work and can then understand the project better.

If the total funds cannot be raised now, consider repairing the most unstable parts first (east wall, bell tower?) as we did with the "hole in the wall", with a formal, longer-term schedule to complete the remainder of the work.

Don't run a good capital campaign until you've shown you can run a few stewardship campaigns.

File for 501c3 as other historic Chicago churches have done so you can apply for foundation grants. If you do not, I'd like to know why.

I think that it would be nice to see some images of what the church will look like when it is restored to its stick style origins. Have these cost estimates been adjusted for what it will cost to do the work two years from now, when the money is finally raised?

You may already be aware of this but the Driehaus Foundation provides grants for preservation of public, historical spaces. The program staff are lovely and I'm sure would be willing to have a conversation about eligibility and guidelines. <http://www.driehausfoundation.org/pages/built-environment/>

If assuming debt, what is that annual cost to service that debt and can people commit to an annual stipend (on top of regular commitments).

### **Leadership**

#### **11. Among individuals you know, who would make an ideal chairperson for this proposed capital campaign?**

*Comments:*

Our neighbor Mayor Rahm Emmanuel would make an excellent honorary chairperson. His name

has value. I think we need to hire a pro, and it should be a line item of the project budget. What about those folks on WTTW that raise money all that time?

The wardens you already have!

**12. Hypothetically, if you were a chairperson, who would you want to serve with you?**

*Comments:*

Someone very energetic and positive. I would not want someone too close to the church, because I feel they almost need to be removed a bit, and do what is prudent, not what is "emotionally" needed. Someone needs to say no when needed.

People who are hopeful, energetic and practical. There must be dozens of those at All Saints'!

It would need to be someone who knows most of the congregation.

**Campaign Timing**

**13. Do you know of other current or projected capital campaigns in the community that might have an impact on the success of this proposed effort? Please name them if you do.**

Old Town School of Folk Music- finishing up

Lycee Francais (2)

Public School Fundraising (2)

The Diocese (2)

Our Lady of Lords

Lill Street Arts  
CPS

Diocese campaign

Ravenswood School

**17. To attain the proposed goal, substantial leadership gifts would be required. Are there individuals, foundations, or other sources who might support the proposed renovation project? (Please include mailing address, phone number, and email address if possible and use the back of this page for additional space.)**

Approach the affluent local neighbors.

The Diocese

Richard Driehaus Foundation - gives to capital needs.

McArthur Foundation

Go to the Donors Forum, which has fundraising resources, training, library, networking, etc. They're in loop on Adams St. [www.donorsforum.org](http://www.donorsforum.org).

<http://www.preservationnation.org/resources/find-funding/#.UjNUXWTF3L0>

Historical Society

Driehaus Foundation: <http://www.driehausfoundation.org/contact/>

Ask the members of the congregation who are architects to help obtain contacts within the Chicago Architecture Foundation and related not-for-profits.

Without 501c3 status, would foundations talk to us?

**18. Do you think a goal of \$1,675,700 (as outlined in the case statement) can be raised in gifts and pledges?**

*If no, how much do you think can be raised?*

\$1 million (2)

\$1.2 million

\$1.25 million

Yes, over a longer period of time like five years or more.

\$200,000

\$500,000

\$750,000 to \$1,000,000

\$800,000 (2)

\$900,000



\$1 million (5)

\$1,300,000 to \$1,500,000

I think lots of gifts of smaller size is required even more so than the one or two large gifts. The large gifts need to be cultivated by a pro.

I think it is ambitious. It depends on how much can be committed in advance. I would not announce the campaign before a number of major gifts had been secured.

No idea, but this is a huge amount for a congregation of about 250 people and would require an average of \$6,700 per person. This congregation does not strike me as a wealthy congregation. Honestly, my willingness to contribute and the amount depends on competitive bids at this point.

Not sure that this amount can be raised over a three-year period.

### *Sharing Campaign Proceeds*

**19. All Saints' traditionally gives a portion of the proceeds from capital campaigns to groups or organizations in need. Do you have any ideas as to where such funds might be directed? Any thoughts on the amount or percentage to be given?**

New Roger's Park Health Center

RCS – fix the stuff needed first.

RCS - 5% (2)

RCS - 10%

10% actual net- building needs in the community

At-risk teens

More local- we do lots of global outreach

Something to programmatically address reducing gun violence

Small percentage to a local organization that would make a difference for them.

Zero should be diverted from the sole mission of fixing the building (special first time for All Saints); let's fix it for our own missions and ministries.

Sudan or something we already have a strong relationship with and not add any new

organizations- or in Chicago area- 10%

We already give so much in our annual giving that we need to take this time to sure up our building for mission.

Something related to children - 10%

Episcopal Diocese in South Sudan - 10%

ECS

We do our outreach annually and a capital campaign is necessary so we can continue doing our outreach. Maybe if we raise more than a certain amount then we can designate money to give away.

House of the Good Shepherd (domestic violence recovery program for woman and children) - 5%

Whatever might be the most effective effort to support that is working towards a safe environment for all Chicago's children.

No initial thoughts, but would try to keep this amount as low as possible. I understand the history of sharing the proceeds, but would think those giving would be more inclined to contribute if they knew that 100% of their gift was going directly to the work to be accomplished.

Funds raised for capital campaign should be used ONLY for improving the church structure. 0% to be given for any other organization or group or activity outside the church.

For real? I think investing in ourselves is investing in the community, especially while we're also doing ongoing things like the 5K Run. I think it could potentially make it harder to raise money. Folks won't know what they're contributing to, or at least its diluting the message.

CROSSwalk or other ecumenical anti-gun violence programs - 10%

Chicago Citizens for Change - Not familiar with the expenses or needs so can't suggest an amount.

RCS or one of our local schools would be ideal.

5% to 10%

In the past the 10% was a great goal. However, this time we are using fund raising advisors who I assume are also charging a percentage of what is raised so doing both might really increase the money needed. Maybe 10% of the money raised to pay fund raisers and organizations in need.

I would defer to other needs as expressed by the community. 5% to 10% seems about right, but I have very little grounds on which to base that and would defer to historical practice.

I think in this instance much of it needs to go to the campaign. There is a lot to be done and its time we focus a little on us, and while these donations are nice, its money much needed.

Sudan

I like the tith of 10%.

10% as given before. Again, to our companions in Sudan, RCS, etc.

I feel that it has to be either 10% or don't do it. And it should go to the local community (Ravenswood) or already established missions of the church.

I think on this capital campaign all the funds pledged should be spent on the church facilities. The mission funds should be provided for in the annual parish budget as are the routine maintenance and repair funds.

10%. Give to poor communities in Chicago.

Funds for this capital campaign should be directed solely toward the building. Raise money for other projects separately.

I believe that these are two separate things that should not be combined in one campaign.

I know this sounds terrible but I would drop the percentage significantly this time; maybe 2%?

Our food pantry.

I support the current mission focus of All Saints' and would suggest remaining with those.

50% to the Africa missions, 25% to Santa Maria Virgen, 25% to other(s).

I think we have a series of well-defined projects (pantry, Ravenswood school, Sudan, Mexico, New Orleans).

No, but I think that this needs to be handled carefully. It is counter to many campaigns to claim that money is needed and then to give a portion of it away. It might cause people to wonder why we're giving money away if we need it so desperately that we are being asked to give over and above our pledges.

I realize it flies in the face of our common practice, but I think any excess should be invested in a capital fund and held against future need. This will NOT be the last time the church buildings will require renovation.

Santa Maria Virgen in Xalapa - 1%

CrossWalk and Ravenswood community services

I think we need to deal with our property issues to make sure we have enough money before we start giving a percentage away.

All Saints' asks its parishioners for a lot of money for a lot of causes already. To ask for money for the building, only to announce that we're giving 10% of it away seems like a lot to ask of the congregation. I absolutely support donating in support of the building, but in this instance I want ALL of it going to the building. I would donate MORE if I thought it was all going to All Saints'. I would donate less if I thought some of it was being given away. What if we give people the option of allowing 10% of their donation to be allocated elsewhere?

I'd like to hear more about this, as I appreciate the sentiment, but my initial sense is that my general annual pledge to the church is to support organizations that All Saints' deems important causes. If I am going to give All Saints' additional money on top of that pledge, I'd want it to go specifically to the capital needs of the building.

While I think this is an important aspect, I think it can be a relatively low percentage (10% or less). The health of the church building has been a lingering issue for quite some time. I think it impedes our overall growth and health as a parish and, as such, the long-term viability of supporting other organizations in need.

Not more than 10% given away. I'd like to see it stay in our city to help youth find meaningful purpose in their lives, away from guns and violence, towards education, careers, and stable families.

One of our mission partners like New Orleans, Mexico, etc.

RCS, Chicago Food Depository

I would like my donation to go solely to the renovation in order to feel comfortable contributing.

I wonder if this time we forgo this and take care of our own community? Although I love this practice; I'm conflicted!

RCS, Night Ministry, Pantry, Chicago Coalition for the Homeless

### **A Final Word**

The Episcopal Church Foundation thanks the leadership of All Saints' Episcopal Church for the opportunity to work with the parish family. We enjoyed our work on your behalf and would welcome the opportunity to be of service.

Thank you, and best wishes.