

# RAUCHENSTEIN CONSULTING GROUP

October 5, 2009

On behalf of Rauchenstein, I am pleased to submit the following Leadership Engagement – Feasibility Study Report. The study was conducted from September 9 through October 3, 2009 and is being presented to the Vestry at a specially called October 5 meeting. Copies will be distributed to the Vestry and Study Committee members. The Study Report will be posted to the website and a master is on file in the Parish office.

The overall purpose of the study was to assess and enhance the readiness of All Saints' Episcopal Church to support a capital funds campaign for servicing and reducing its capital debt resulting from its recent building expansion.

Accordingly, the study process was designed to:

- further share with members the status of All Saints' financial needs related to its capital debt;
- identify the strengths and weaknesses of the case;
- stimulate interest and involvement in the project;
- create consensus and develop ownership for the program;
- identify leadership and volunteers for the campaign;
- interpret the necessity for a capital funds campaign; and
- enhance All Saints' fund raising capacity.

I would like to thank Campaign Chair, Cathy Fitzpatrick, Les Alvis, and Paul Stephens for their guidance, organizational skills and insight. Les provided the initial drafts of the case statement and Cathy stayed in touch with the campaign office constantly during the study. Paul's various revisions helped turned out an exceptional case statement and his pastoral skills helped keep the study on track. Cathy's, Paul's and Les's thoughts and counsel were instrumental to the study process.

I am also grateful to Tommie Moore and Nancy Sweat for their administrative assistance and spirit of cooperation around the office and to Mike Fitzpatrick who provided helpful financial data.

Our presenters, Les Alvis, Deanna Alford, Bud Nelson, Lloyd and Sally Gray, and Wayne Averett consistently delivered inspiring, clear presentations and addressed questions and concerns with enthusiasm and sincerity. Also, my thanks to our hosts and hostesses who opened up their homes for our focus meetings and went the extra mile providing welcoming hospitality and refreshments.

I am confident the study process has been helpful and the perceptions, observations and recommendations will help All Saints' Vestry and leadership begin its capital campaign with greater assurance of success.

Peter M. Rauchenstein



## STUDY METHOD

The study utilized a dual format including a series of focus meetings (8) and a limited number (13) of personal interviews. The primary method of communication was through the focus meeting. The small group settings permitted effective interpretation of the case and encouraged open discussion and feedback. Interviews were scheduled the latter part of the study, usually after the interviewee(s) had attended a focus meeting.

Care was taken to invite the entire membership of All Saints' to participate in the process through announcements in worship, parish events, and the bi-weekly newsletter. Further encouragement was provided by follow-up phone calls by Family leaders and Nancy Sweat, the parish secretary. Those who could not attend their suggested meeting were encouraged to an alternate meeting. A complete schedule was listed in the newsletter and in bulletin inserts.

Following on orientation with Les Alvis (who largely authored the case statement) and Deanna Alford, the remaining presenters attended the initial focus meeting to become further acquainted with the presentation and the flow of the meetings. Six focus meetings were held in parishioners' homes and two were held in the parish hall on Sunday, one in the evening and the other following worship.

Following refreshments and a brief welcome by the host, and opening remarks by Fr. Paul Stephens, two members presented the case. Gene Asbury pinch hit for Fr. Paul at the first meeting. The presentation of the case and following discussion period was designed to last forty-five minutes to an hour. The session focused on the rationale for restoration and various facets of the Master Plan projects. Three presentation boards were employed including a timeline of "Where We've Been," "Where We Are," which discussed the benefits of the building program, and an "Our Challenge" board that summarized the financial information. One easel was used in the presentation. Following the question and answer period, the study director outlined what a capital would be like, and administered a brief survey. The meetings lasted about an hour and a half. Participants received a case summary in a folder as they departed. Discussion was livelier at the home meetings than the parish hall settings, probably due to the more casual settings.

Interviewees were asked if they had any additional thoughts on the project since attending their focus meeting and for further advice on how to make the campaign more supportable. Most were shown a preliminary "scale of gifts," asked for their reaction to some financial parameters necessary for campaign success, and asked about their inclination to serve in a leadership capacity during the campaign.

Good planning and continuous coordination contributed to a good cross section of participation in the study. The study director counted at least 103 attendees/participants representing at least 71 households. Some members attended meetings but filled out a survey jointly with their spouse or did not to turn one in. This cross-section permitted representation of over half of the active households in the parish.

The data accumulated from surveys, focus meeting discussions and interviews served to determine the substance of this report and the subsequent analysis and recommendations.

## **SURVEY RESPONSES**

### **REGARDING THE CHURCH**

#### **1. What do you consider to be the strengths of All Saints'??**

##### **Sense of Community – Family (36)**

- Community - 9
- Sense of community – 3
- Community support.
- Community – the members of All Saints' are very supportive of one another.
- Family-like atmosphere, family - 2
- Sense of community – church family is almost as close as “real” family.
- Church family.
- Welcoming community.
- Genuine feeling of community.
- Strong “family” ties.
- Community of faith
- Strong sense of “family” who are open and loving to all persons.
- Fellowship - 2
- Church family.
- Communion of families and relationships.
- Relationships among Parish members.
- Family groups.
- Care about one's neighborhood and each other.
- The people willing to pull together as a team. It is its family environment.
- The congregation coming together as a family / community.
- Openness to the community.
- Family groups for fellowship and pastoral care.
- Willingness to band together as a minority parish in a highly Baptist town.
- Its open, family feel.

##### **Positive Attributes of Membership (28)**

- Great family attitude.
- Generosity.
- We are a loving, caring community of believers who seek to spread the kingdom of God by our worship, works and programs.
- Love and caring of all the congregation.
- Closeness of the people.
- Connectedness of members.
- Welcoming.
- Friendly and engaged parish.
- Shared efforts in multiple parish projects in ongoing fashion.
- Charitable.

- Open-minded.
- The parishioners themselves; their talents and energies – commitment.
- Welcoming & high spirited.
- Friendliness and caring of parishioners.
- Volunteerism
- Commitment.
- Caring, friendly community led by a caring priest.
- Deep spiritually.
- Willingness to serve.
- A community of people who truly love God and God’s work.
- True Christianity, love for one another.
- Supportive of each other.
- Striving to grow in faith.
- Caring congregation
- Members’ commitment.
- Love of this church
- Determination on members to continue to grow and do God’s work.
- A strong faith, vision for the future, but most of all, it is the overall strong presence of God in this place.

#### **All Saints’ Leaders and Leadership (27)**

- Leadership - 7
- Paul – 4
- Our new rector - 2
- Fr. Paul. Wardens, staff.
- Paul and good vestry - 2
- Paul as our rector!!!
- Addition of Father Paul.
- Rector and his passion for outreach.
- Leadership of vestry.
- Core group of committed members
- Great leadership both voluntary and professional.
- Good leadership.
- Strong core of leadership.
- Strong core of faith and leadership.
- Great leadership.
- Years of work as wardens and on vestry.

#### **Outreach and Outreach Ministries (23)**

- Outreach - 4.
- Outreach ministries.
- Growing outreach.
- Community outreach – actual servanthood – opportunity to truly serve others and not merely ourselves – we are not a country club church.

- Focus on outreach.
- Outreach is good.
- Growth in outreach ministries.
- Different outreach programs.
- Faithful people who are committed to serving God in the community.
- Much outreach.
- Makes facilities available to other groups in community.
- The community work and the way they reach out to everybody in the surrounding areas.
- Outreach such as Saints' Brew & Angel Food.
- Saints' Brew - 2
- Saints' Brew is a real strength.
- New programs (i.e. Saints Brew).
- Commitment to St.'s Brew and outreach.
- We welcome everyone and reach out to the community.
- Community-minded.

### **Programs and Ministries (18)**

- Catechesis - 4
- Music programs.
- Christian education (catechesis).
- Music.
- Liturgy and music – 2
- Great choir.
- VBS.
- Choir.
- Children's program.
- Christian education - 2
- Youth programs.
- Lay ministry.
- Christian Formation.

### **Facilities (14)**

- Facilities – 7
- Great facility.
- The facility obviously stands out.
- Our new facility.
- The facilities – the vessel we sail on.
- Quality facilities.
- Excellent facilities compared with other churches.
- The building now and some programs.

### **All Saints' Members – the People (12)**

- Long standing members.
- people -3

- Congregation.
- The people are our greatest strength.
- People.
- Caring people.
- The congregation and leadership.
- All the saints here.
- The people and their commitment and resilience.
- The people and their commitment to God's plan.

### **Worship and Liturgy (10)**

- Liturgy.
- Vibrant worship.
- Love the worship service.
- Worship - 2
- Liturgical church.
- Good (worship) service.
- Sermons.
- As an Episcopalian, I enjoy the liturgy and the service. Something different to offer prospective new members.
- A quiet and reverent church in which to worship.

### **Diversity (7)**

- Inclusive community.
- Inclusiveness.
- Very mixed congregation.
- Very diverse, all encompassing to gender and not status-seeking. Open to all people.
- Diversity.
- Welcoming to all.
- Acceptance of differences.

### **“Can Do Spirit” (6)**

- “Can-do” attitude.
- The people – Where there is a will, there is a way. All Saints’ can get it done and with God’s help.
- Desire to “do more.”
- Our can do spirit.
- People with a “we will do this attitude!”
- The knowledge of the success we have made thus far; the dedication of the many parishioners we have at every function involving All Saints’.

### **Other (6)**

- Broad participation by members.
- Tradition

- We have beautiful liturgy and facilities that enrich worship. Our life together has been tempered by struggle and we have grown stronger.
- Willingness to expand our mission.
- Wealthy parish that is generous.
- Diocesan activity.

## **2. What, if any aspects of our parish need to be strengthened?**

### **Attendance (17)**

- Attendance on Sundays - 3
- Attendance – 3
- Church attendance on a regular basis.
- Attendance and participation in programs should be greater.
- Attendance ... where are they?
- Attendance and more programs to encourage friendliness.
- Commitment to regular attendance at worship by more members.
- Committed attendance at worship stinks especially in light of the fact that we have a wonderful, gifted “new” rector.
- Get people to attend more regularly.
- Attendance at church is poor, as it is at other parish functions.
- Attention to reasons for loss of many long-time members.
- Get those members who do not attend back into the parish.
- Maybe reaching out to members who haven’t come in a while – it’s nice to know you’re missed.

### **Membership / Growth (14)**

- Size.
- Membership.
- Larger membership.
- Greeting newcomers & welcoming them – bringing them into the fold.
- We need to grow in numbers to further the kingdom of God.
- Loss of members. We need to recognize when members are uncomfortable.
- New member search.
- Growth in numbers.
- Inviting friends and neighbors to events at All Saints’
- Evangelism.
- Recruiting new families.
- Continue our efforts to engage and connect with new members and present members.
- Recruiting and cheerleading.
- Retention.

### **Outreach and Community Exposure (14)**

- Broadened outreach.
- Community awareness of our parish – more programmed groups invited to use Hall (at a fee).
- Community awareness.
- Outreach – Saints’ Brew is great, but what else can we do in addition?
- The community as a whole – for everyone, not just a few.
- Community.
- Even more outreach.
- Continued outreach.
- Outreach.
- Community outreach.
- Outreach – and more community oriented programs.
- The ability to support the surrounding community.
- Tupelo needs to know more of the All Saints’ story – Broader community needs to be exposed to it.
- Community understanding.

### **Stewardship / Giving (13)**

- Stewardship – 3
- Giving.
- Financial.
- Overall financial stewardship – more shared sacrificial giving.
- Stewardship, particularly breadth of involvement. Too many don’t participate.
- Giving proportionately.
- Everyone should be pledging.
- Stewardship of membership.
- We need to teach the tithe.
- Financial giving.
- Wise spending.

### **Christian Education / Formation (12)**

- Adult Christian education involvement.
- Training for adults as well as children.
- Pride in what we offer especially regarding children’s ministry.
- Sunday School – everybody’s busy staffing.
- Need dynamic, relevant offerings for who’s left.
- Bible study weekdays with nursery programs for others.
- More emphasis on liturgy.
- Prefer that Christian Education be more inclusive of all those willing to teach.
- Christian education (adults).
- Small group studies.
- Christian Education – EYC – the future of our youth.
- More adult participation in Christian Formation classes.

### **Volunteerism, Participation, Involvement (11)**

- Volunteers that are not out working jobs to be more active.
- Bringing in “new blood” into leadership / activities.
- Involvement by the congregation.
- Individual participation.
- Core group of committed members needs to be larger – more members involved.
- More people taking on roles. With more involvement comes more commitment to make things happen.
- Volunteerism.
- Broaden group of core volunteers.
- Working together as a total group.
- I think participation from the ones that expect the church to be there when they need it.
- 8:30 group get to know the 10:30 folks.

### **Young Adults (6)**

- Outreach to young adults and couples.
- Young people’s group – age 18 to 25; 25 to 35.
- Programs for young adults.
- Younger members and something to offer that community.
- Little to nothing for college age (when come home) and post-college – young adults – particularly unmarried.

### **Positive Comments (4)**

- The rector and its office are excellent.
- I don’t feel I’ve been there long enough to point out any weaknesses...
- I am amazed at how much goes on.....
- None.

### **General and Candid Suggestions**

- Communication(s) – 3
- Signage and attractiveness of Education hallway and rooms.
- Landscaping Jefferson Street side of church!
- Contemporary service?
- We need to strive to find more ways to use the facilities we have to enrich our lives and those in our midst.
- There is already room for improvement.
- Dinner functions need to be more organized (i.e. more people asked to become involved).
- Friendlier spirit.
- Ability to step outside the box.
- To let go of the old “Episcopal” ego “crap.”
- Our system of governing, vestry, is set up to include all, which is great. It poses problems when the folks with the \$ are excluded to include all. Harder to make the sale.
- Everyone in the church seems to be very nice on the surface, but very hard to get to know beyond that.

- Friendship in the church.
- Youth programs.

**3. What is your general opinion of the leadership of All Saints' (rector, staff and vestry)?**

**Favorable 90 ( 97%)    Mixed 3 ( 3%)    Unfavorable 0 ( 0%)    No Opinion 0 ( 0%)**

**General Positive Remarks (18)**

- I have every confidence in the three areas. I know they will follow the tried and proven process(es) that have gotten us to where we are. Add that to Paul's vision... and we can't miss.
- They are fine.
- I'm excited about the life of this parish.
- Great!!!
- They all include anyone who is willing.
- I don't know too many of these individuals, but the ones I know are very nice.
- Always working for our All Saints' family in every aspect of the church.
- They work real hard.
- All are doing a great job.
- Wonderful, exuberant group of leaders.
- Haven't been there very long, but have enjoyed getting to know church leaders and how things are run.
- We have great leaders, young and old.
- Excellent.
- I am a new member (of about 16 months) and I have felt welcomed and informed.
- Consistently excellent.
- On the right track.
- But some (very few) reservations.
- Amazed at how lucky we are to have the "right" folks.

**Positive Comments – Rector (9)**

- Paul is very different from Shannon, but brings those entirely different gifts at just the right moment in our liturgy – a calm presence, pastoral warmth, accessibility – his strengths. Our staff is outstanding and our lay leadership is strong but needs to be broadened a bit.
- Love Father Paul.
- Paul is just what we need now.
- Rector and staff great.
- Strong pastor.
- Strong rector.
- Rector has brought a newness of enthusiasm, love and welcoming spirit.
- I am so glad Paul's family said "yes" to All Saints'. Nancy is great.
- Paul is excellent. Being CPA and attorney helps more than most realize. Vestry is strong.

### **Positive Comments – Staff and Vestry (7)**

- Vestry is a cross-section of dedicated people – good vestry.
- Exceptional leadership team this “go round.” Best in years.
- I’m continually impressed by the dedication and competency of the office staff.
- Excellent program administrator.
- Very capable bookkeeper.
- Still too new to determine.
- Don’t know everyone, but the ones I know are favorable.

### **Candid Comments (4)**

- Vestry can get some weird ideas.
- We rely on too few for too much.
- The 80/20 rule.
- I feel Christian Ed. director position should be independent of Program Director.

## **REGARDING THE PROJECT**

### **4. What is your overall opinion of the campaign program as presented?**

**Favorable 83 ( 89%)      Mixed 7 ( 8%)      Unfavorable 0 ( 0%) No Opinion 3 ( 3%)**

### **Positive, Supportive Suggestions or Comments (9)**

- This time favorable.
- I was very impressed with Wayne’s presentation and how he pulled in his past experience with a church with a slow death.
- The stories as were mentioned need to be told and retold – where we were and how far we’ve come.
- We can exceed our campaign as we did before.
- Enjoyed the history, and again, I think the church exhibited “Faith” in committing to a building project that was going to obviously be an extended project.
- Confidence in the direction it’s headed.
- Challenge is obvious, but being met with enthusiasm.
- I respect the work being done and the motivation in which it is being accomplished.
- It’s good for everyone (new and old) to see the past; what got us to where we are.

### **Challenges and Concerns (8)**

- Advance gifts will probably make or break this campaign. A strong demonstration of support will sell it to others.
- Good presentation – may be hard in a recession. Parish has a large amount of non- or minimal givers.
- The sale will be difficult.
- Economy “drudge” scares me.
- Tough to have the excitement that we felt at the first campaign – more responsibility to do what’s right now.
- I forgot about interest; thought with one thrust we would finish paying....

- The amount is alarming, but we did it before, we can do it again.
- It's a hard road, but with everyone working together it can happen.

### **Necessity (6)**

- It is a necessity.
- Necessary.
- It's a must. We have no choice.
- Know that it is needed - a little intimidating, though.
- This is needed.
- I think it's one of those things that people don't want to think about, but realize it has to be done. Very positive way to go about it!

### **5. What is the most important benefit All Saints' as a parish has realized through the completion of the recent building project?**

#### **Outreach Ministries (26)**

- Saints Brew and its effect on the community and parishioners.
- Saints Brew - 3
- Expansion of outreach programs.
- Expanded ministries & opportunities for ministry.
- Outreach - 2.
- Our outreach has been greatly enhanced.
- We're able to get more involved in community outreach.
- Being able to reach out to the community in a larger way.
- Meeting needs of people outside All Saints'.
- All the outreach.
- Outreach and youth ministry.
- Enhanced outreach.
- Saints Brew and other programs in the new parish hall.
- Saints' Brew and that our church can be used by the community!
- So proud of Saints Brew (I hate that I'm not able to help), but I can purchase food.
- Being able to have our parish hall used for other city functions and St.'s Brew and Angel Ministry.
- The success of Saints' Brew and the number of needy persons that have begun attending church services on a regular basis.
- Loaning our space to others. Giving them the opportunity of seeing the Episcopal Church.
- Increased outreach.
- Facilities available for outreach.
- The ability to serve the community thru Saints Brew and Angel Food for example.
- To open up our doors to everyone.
- How through the church so many people have benefitted and been reached.

### **Accomplishment (15)**

- Greatly increased optimism
- We have something to offer.
- In my eyes it has brought the entire congregation together and brought new life.
- The confidence – building aspect of our setting a goal (peacefully) and reaching it.
- Sense of accomplishment and togetherness.
- We revealed our “can do” spirit. If anyone thought we weren’t ready for the future, we proved it.
- We have a new sense of ourselves and our worship and potential to serve Christ.
- As a family we can accomplish our goals when we least expect it.
- We can do it.
- That thru faith, commitment, and working together God provides and is very much present.
- That, “if you build it, they will come.” Our parish has become a center for this neighborhood.
- Community recognition.
- Positive thoughts about our parish in the community.
- Sense of accomplishment – many thought the project was too big.
- How we can accomplish whatever we want when we work together and how much community work can be done with these facilities.

### **Community Related Activities (15)**

- Strengthening sense of community.
- Enhanced community presence.
- Recognition in the community as a good place to go for Christian community.
- Access to space by the community and their willingness to allow its use.
- Ability to provide space to the community to help meet community needs.
- Space (straight jackets are thrown away) to allow us to offer the community to share space with us.
- Being able to accommodate groups from the community.
- Our role in the community. We do what few will.
- More community involvement.
- A stronger capacity for ministry to the broader community.
- That we can share with the community.
- How beneficial the building would not only be to the parish, but also the community.
- Reaching out into the community.
- More community activities at or in the parish hall have enlightened the other churches.
- A parish hall that fits the needs of All Saints’ as well as Tupelo as a community.

### **Various Programs and Ministries (15)**

- Growth of programs, particularly Wednesday night events.
- Wednesday night suppers.
- Growth of education.
- Catechesis of the Good Shepherd.

- Children’s programs.
- Children’s education.
- Enhanced programs.
- Expanded programs and keeping families in the church.
- Quality EYC space and library – and bathrooms.
- Active participation of members in church activities and outreach.
- Extra space for programs.
- EYC.
- Expansion of program.
- Children’s Sunday school.
- The use of the facility for so many activities all during the week, not just Sundays.

### **Facilities / Space (13)**

- More space – nicer place to “show off.”
- Space.
- Additional classrooms.
- Just a better space.
- Room to move, to host events to gather (all of us), to prepare food in a FABULOUS facility.
- A great facility.
- Room for program and growth.
- More room.
- Flexibility, programs, room for growth
- Space. Functions.
- Facilities to do the things we need to do to fulfill our mission statement.
- Needed facilities.
- Space for the different activities the church wants to hold.

### **Parish Hall (pertaining to) (12)**

- The parish hall and a place to see our strength and diversity and unity in numbers
- Large parish meeting space.
- We have a place to gather comfortably, and we are better able to serve our community in tangible and intangible ways.
- (Space) available for fellowship.
- Parish Hall.
- The facility’s multi-use purpose is the most positive thing.
- Use of the parish hall both for the parish family and outside groups.
- Gathering more comfortably as a parish family.
- We have been able to gather comfortably as a church family for large events.
- Having a facility to accommodate all parishioners.
- An area large enough to serve the total All Saints’ family.
- Ability to come together in one parish hall. Space to bring others in and show them who we are.

#### **Other Comments (4)**

- Cohesiveness of the parish congregation.
- Programming energy is extremely high.
- I can't really appreciate how far the parish has come as the new building was in place when I joined.
- It's an inviting environment. A place where you want to worship – awesome!

#### **6. What new or expanded ministries and programs made possible through the building project interest or affect you and your family the most?**

#### **Saint's Brew Related Comments (35)**

- Saints Brew – 30
- Saints Brew is amazing – what I am most proud of
- I think the Saints' Brew is a wonderful thing that I would be proud to say I was a part of.
- I'm not a member, but the Saints' Brew is a great service to the community and the fellowship between services and Wed. nights brings everyone close.
- Possibly a ministry to help the Saints' Brew family for minor medical issues.

#### **Christian Education / Sunday School Related (27)**

- Catechesis – 8
- Education, Christian Education – 5
- Atria, the Atrium – 4
- CGS!!! What a great program.
- Atrium for grandchildren.
- Sunday School.
- Christian Education.
- Christian Formation.
- Church school for all ages.
- Vacation Bible School.
- Nursery and Christian education.
- Nursery.
- I'm not involved in but am delighted to have a growing Catechesis program and a nursery that's not a source of embarrassment.

#### **Other (non-Saint's Brew) Outreach and Community Related (19)**

- Angel Food - 8
- Sharing facility with "outside" groups.
- CASA.
- More outreach.
- Our image within the community has grown by leaps making possible more outreach programs.
- Community based / sponsored activities of general interest.
- Ability to host events not church related.
- Servant ministries – as a volunteer and a recipient.
- Community programs in our facility.

- Space for outside meetings.
- I have enjoyed several events for the extended community and have heard many positive comments from non-church members – Garden Club, Quilting Guild, Madrigal feast...
- Outreach.

### **Wednesday Evening and Parish Functions (14)**

- Wednesday night suppers - 2
- Wednesday night suppers, Adult Sunday school, parish events (social and worship times).
- Regular Sunday worship services, the healing service on Wednesday at noon
- Wednesday night events, meals, Sunday school meeting areas.
- Wednesday dinners.
- Church suppers; Holy Week services in Parish Hall, etc.
- Use of parish hall (rector's forum, worship, summer breakfasts, etc.).
- Parish get togethers.
- Being able to get together as a parish family with room to do it.
- Parish meals
- Using the kitchen...
- Kitchen.
- The size of the parish hall, and in the future (near future) the nursery.

### **EYC Related Comments (11)**

- EYC - 8
- Finally EYC has its own space.
- EYC Food Fest
- Better EYC meeting space.

### **Music Ministries (6)**

- Music - 2
- Music ministries, music space
- Music expansion.
- Choir facilities.
- Improved choir rehearsal space.

### **Other Comments (7)**

- The library.
- New / “alternative” services.
- Programs.
- Everything has been enhanced. 20+ years ago we embraced All Saints’ in our lives.
- At my age mostly seeing growth of the parish - not just numbers but activity.
- Senior programs (just started).
- Funeral ministry.

**7. Pledges totaling \$1,250,000 will assure that our debt service will be met for the next five years but will only retire a little more than \$400,000 of our principal. How important is it to pay down more of our debt by exceeding a minimum goal of \$1,250,000?**

**Critical 26 ( 28%)**

**Very Important 56 ( 61%)**

**Good Idea 11 ( 10%)**

**Doesn't Matter 0 ( 0%)**

**Not Important 0 ( 0%)**

#### **Encouraging Advice**

- The more on the principal the better, of course.
- Take all “early” lump sums and pay on principal now.
- We’ll do what we can to help.
- Full ministry can commence only after debt is paid.
- I think the parish would benefit from seeing the “whole” challenge and embracing the opportunity to pay off the debt.
- The more we can knock down, the better.
- I think we should try to service as much debt as possible. We can probably raise more than we think that we can.

#### **Expressing Concern or Neutral Comments**

- Survival.
- At that we will need five more capital campaigns.
- I pray we can do better than \$1.25 million.
- Interest is throwing \$ out the window.
- If possible.
- I hate being in debt.
- We must exceed \$1,250,000!

**8. The campaign as presented is a straight forward debt servicing/debt reduction appeal. Are there any additional needs or projects which you would include?**

#### **No, None, Not Now, Etc. (20)**

- No – 8
- None – 3
- Not at this time – 3
- Not that I can think of. - 2
- None that I know of.
- No – Stay with narrow focus.
- No; we must retire this debt first.
- I think this is enough.

#### **Chapel, Organ and Sanctuary Roof Related (7)**

- Chapel and church repair.
- Chapel, organ and sanctuary roof.

- I know that there are or have been problems with the organ – we probably need to add that.
- Repair of current structures.
- Organ repair.
- Rebuilding the organ.
- Organ and Chapel repair.

### **General Maintenance**

- Just to be able to keep up the maintenance of this facility.
- Building maintenance – we already need painting, etc.
- Move William – sexton – to full time as promised when he was hired.

### **Capital Suggestions**

- We need to look at the size of the church itself – we are going to outgrow it sooner rather than later.
- If I'm dreaming, a gym / family life building (with community outreach in mind).
- Expanding parking area.
- Pay off total debt.

### **Other Suggestions**

- Don't spend more than you have.
- What ways can we use space to raise additional revenue. What about pre-school?
- The building is here. Our needs have mostly been met by building it in one phase.
- Thanks for being straight forward. The Lord will provide, but it will be from the gifts he gives us. And we have to be of that mind.
- To introduce more "in-kind" giving as a benefit to grounds, memorials, for those who may not be able to participate as they wish in capital campaign.
- Utilize e-mail as much as possible – cost effective.
- ...there are some areas in the network (computer) that need help.
- Look at cost savings/cuttings of expenses without hurting the ministry of the church.

**REGARDING LEADERSHIP AND SUPPORT**

**9. Enlistment of strong leaders is critical for a capital campaign's success. In your opinion who must be involved to best ensure its success? (More than one nomination.)**

**Name**

**Number Name**

**Number**

**10. The campaign will require many volunteers for its successful completion. Would you consider volunteering to assist with campaign activities?**

**Yes 36 ( 40%)                      Need More Information 25 ( 28%)                      No 28 ( 32%)**

**11. Is this a project you would support financially with a pledge or gift?**

**Yes 88 ( 93%)                      Maybe 5 ( 6%)                      No 1 ( 1%)**

**12. Where would you place this campaign on your list of giving priorities?**

**Top of the List 24 ( 27%)      High 53 ( 60%)      Medium 11 ( 12%)                      Low 1 ( 1%)**

**Comment -** I would like it to be high, but our daily needs take “Top of the List” now.

**13. What is your sense of what our initial campaign objective should be?**

**\$1,250,000 11 ( 12%)      \$1,500,000 33 ( 37%)      \$1,750,000 40 ( 44%)      Blank 7 ( 8%)**

**“Objective Unspecified” Comments**

- Don’t know - 2
- Pay down the debt.
- Have no idea.
- Suggest you show the giving pattern of last time.
- No opinion – more information on finances needed.
- ...it will be hard giving with the current economic problems.

**\$1,250,000 Comments**

- I like the way our current structure we have addresses our debt.
- We don’t need an initial goal that’s attainable – we need to “stretch.”
- We can always do more when the economy picks up.
- Only because it will be great to exceed that goal.
- Considering the economy for the past year.
- This seems realistic.

**\$1,500,000 Comments**

- It's important to raise more than the minimum, but we should set our goal with the hope/expectation of exceeding it.
- Not sure.
- I won't shoot too high or low.
- \$2 million as (stretch) goal.

### **\$1,750,000 Comments**

- We'll never know if we don't try.
- Aim high – you never know what can be accomplished till you try.
- Aim fairly high and hope we can exceed that goal.
- Let's strive for all we can accomplish.
- Expectations should be high for All Saints' and all the faith in the world.
- Go for the highest, yet rejoice over whatever is achieved.
- At least that, but I would not limit it as I feel it is very important that the parish understands how a "pay off" of the total would free it for greater things.
- – or more

## **REGARDING TIMING**

**14. The U.S. economy has been uniquely challenged this past year. Are there any other significant factors such as other capital campaigns in the community or plant layoffs that might affect the success of this campaign?**

### **General Economy (15)**

- The overall economy – 2
- Cost of living increase(s) - 2
- I am not aware of any specific factors other than the general decline of the U.S. economy.
- Yes. We have 11% unemployment in this country and 12% in the region. The economy is the worst it has been here in many years.
- Income entirely tied to economy. As it improves our gifts will as well.
- Just the economy.
- Economy is problem enough.
- I hope we're on the upswing.
- More of the same.
- ...the slow recovery of the economy and high unemployment are factors today.
- Gas prices, food cost increases.
- ? until Toyota plant moves to operations.
- Sense of uncertainty affects perception and perception is reality.

### **No, None, Don't Know, Etc. (12)**

- Not that I'm aware of - 3
- Not to my knowledge - 2
- Don't know - 2

- Not sure. - 2
- No, we have to press ahead with God's work no matter what scares us in the world.
- No.
- N/A.

### **Employment, Income and Investments Related Comments (12)**

- Average income of most parishioners
- Of course one's financial ability is paramount
- Where people have not lost jobs they had not received raises and yet living costs have risen.
- People have been forced to take lower paying jobs.
- Everyone lost \$ in their investments, but those should be approaching the level they were
- Most people's investments have declined.
- Additional loss of investments.
- People that have resources are not as likely to spend as much.
- The only thing I can comment on is how hard it's been for us.
- Yes – lost jobs and plant closings. My husband is working reduced hours.
- Many layoffs – many out of work – reduced work.
- Don't know how our membership is affected by lay-offs, etc.

### **Campaign Commitments and Considerations (6)**

- United Way kicks off this month.
- Giving fatigue? Back-to-back campaigns.
- "Giving fatigue" from the last campaign.
- Loss of large one-time gifts.
- Not so much on individual, but maybe large gifts...
- Other capital campaigns in Tupelo shouldn't affect us much.

### **Other Comments**

- Everybody wants \$ but it's a question of priorities – the hard part, I think, is getting folks motivated to pay down debt rather than add bells & whistles.
- The growth of the church is best
- .....health problems. We'll have to be careful.
- Another hurricane of a severe nature.
- Because the needs in community are greater, giving is more spread out over different groups.
- Health issues.
- This will test our resilience.
- Ages of children who are headed to college could be a factor.
- Definitely.
- Family obligations change from year to year, but that's not community focused.

**15. How would you describe the present local economic condition in the greater Tupelo area?**

**Excellent 0 ( 0%)      Good 38 ( 41%)      Fair 51 ( 55%)      Poor 4 ( 4%)**

**16. Is the local economic climate improving, remaining the same, or declining?**

**Improving 33 ( 37%)      Remaining the same 49 ( 54%)      Declining 8 ( 9%)**

**17. Realizing that pledge payments from the previous campaign are winding down by year's end, is the time period from now through early December a good time to move ahead with fund raising activities?**

**Yes 74 ( 80%)      No 7 ( 7%)      Don't Know or Blank 12 ( 13%)**

**Positive Comments (4)**

- Perfect timing.
- As good as any other.
- As good as any. Episcopalians give more when the stock market is up. Now few have appreciation in their portfolios.
- It's a wonderful Christmas gift to be making. Maybe pledges in honor of.

**Generally Objective Responses with Concerns, Questions or Suggestions (11)**

- No time is perfect – time's a wastin'.
- I don't believe we have a choice but to move forward.
- Instill a sense of urgency.
- We have no choice.
- We must. Payments will be due 1<sup>st</sup> quarter of 2010!
- How is this going to affect the annual stewardship drive?
- Would prefer 2<sup>nd</sup> quarter of 2010, but we have to do what we can.
- We cannot wait any longer in order to have monies available for monthly payments.
- Right now anytime is a challenge.
- It has to be done.
- Needs to be started, economically going to be difficult whenever we start.

**Uncertain or Negative Responses (7)**

- Don't know – 2
- Too soon after other campaign ends.
- There is never an ideal time to ask for money.
- I think the giving public is still in shock over economic condition uncertainties.
- It's hard for so many retired and older people to increase their pledge as their income has decreased.
- Our (own) payments do not wind down this year.
- Not sure that any time in the next 9-12 months is a good time. Individuals, families and privately held companies will be making decisions on the giving project they are most interested in during this time.

**18. Do you have any other comments, suggestion, observations, or concerns you would like to convey to parish leadership regarding this campaign?**

**No, None (5)**

**Positive Comments**

- We are in good hands.
- I was in the minority at the May 8 mtg. – but once the vote was in, I was in. This parish is my family. I will support my family, my community as we move forward.
- I do feel that with a wonderful new rector, our church has finally achieved stability. This campaign will be more positive.
- “Friends of All Saints” benefactors – many members of the community have ties to our church.

**Helpful Advice**

- Just as before – keep parish advised– good and bad.
- Keep meetings short.
- Don’t spend more than you have.
- Ask to extend and raise pledge for another term - e.g. \$150/month to \$200/month.
- Stress early giving rather than over 5-years. All \$ collected in the next few months could greatly reduce our debt service.
- Involve whole church family – find a way to involve all.
- Make sure the operation budget is first. Keep a slush fund. Complete separation of tithes operation – capital building.
- Communication is vital – everyone must know what is taking place. Share total picture with loving candor.
- Many volunteers are needed to be a success.
- Need to work with members for the church to be remembered in their wills and settlement of their estates.
- Make sure we realize people in parish who are unhappy or dissatisfied. We have a long journey and this is a stressor on some “new growth” with finally a rector.
- Growing our membership is very important.
- Stay positive, three months can be a long time. Allow people time to make their decision.
- Don’t hold back – ask for what we need and emphasize all that’s been said tonight.

**Observations**

- We probably have enough money to pay off the debt, it’s just getting it out of the congregation’s pockets.
- I felt as though I came in on the middle of a conversation. I don’t recall talk of pledges ending, talk of needing a campaign, talk of hiring a consultant. Now we are in the midst of the campaign process. I do feel more up to speed after tonight’s meeting.
- Mainly to keep in mind the hardships that a lot of our families are facing.
- Some of us who have been able to rise above our comfort level in giving are reaching retirement and supporting aging, ill parents and siblings.

- We need to get more participation in the community of Tupelo to fund St.’s Brew so our members can defer more to their available funds to our capital campaign.

### **Concerns**

- Suggest you ask Paul about my concerns for the end of campaign letter in the last campaign. While I changed my pledge, I did not think it was the right thing to do.
- I’m worried about how much I can contribute.
- I understand the need, but am personally just starting to resume making my annual pledge and my “Way Ahead” pledge – I know the need to give until you are uncomfortable...but am not sure I can give.
- I pray that the campaign won’t “consume” us and alter the spirit we now have here.
- Several people have commented that they will not be giving as much this time.

### **Other Suggestions and Questions**

- Interesting to know so much of original campaign came from large donations. We should have a good idea of what we are looking at to start this campaign.
- EYC spokesman – new activities-benefits to young people.
- What will we have if everybody renews pledges – outside of major gifts?
- Would like to explore long term plans for day school opportunities – possibly adding income to the bottom line.

## **DISCUSSION OF CAMPAIGN PREREQUISITES**

**CASE** – To begin a capital campaign with the greatest likelihood of success, the case must be seen as urgent, compelling, and worthy of support. It should be clearly defined in terms of what needs will be met, what will be accomplished, and how much will it cost.

The overall opinion of the campaign case as indicated by question # 4 revealed 89% favorable responses and only 8% mixed. Some of “mixed” responses reflect concerns about the economy or major gifts and question the likelihood of exceeding the stated minimum objective \$1,250,000. On the other hand, paying down additional principal by exceeding the minimum goal was viewed as “Very Important” by 61% and “Critical” by another 28%, coincidentally matching the 89% rating on overall case favorability (Question # 7).

The case is straightforward, uncluttered and clear. The parish understands this is a debt reduction campaign and the income stream from the first campaign for servicing the \$2.8 million capital debt is about to expire. There were relatively few suggestions about adding organ, chapel and sanctuary repairs or other maintenance needs to the case retaining the simplicity of the appeal. This accents the case’s urgency – a good thing.

On another note, the fruits of *The Way Ahead* campaign, All Saints’ expanded facilities, have greatly expanded and enhanced outreach, ministries and programs, and parish life. The parish’s identity as an outreach and community-oriented parish is consistent with what All Saints’ is

doing with the new building expansion. The many ministries of All Saints' illustrate the benefits of the building expansion case on a daily basis.

**LEADERSHIP** – The enlistment of influential, capable leaders willing to lead is the single most important element necessary for campaign success. In fact, more than a dozen of the most capable parishioners have already agreed to serve the campaign at the highest levels of leadership.

All Saints' had a relatively high number of leadership nominations (question # 9) even for a smaller or mid-sized parish. Survey respondents nominated the top two leaders at least 20 times, another three were suggested 15 to 19 times, and six more received 10 to 14 votes of confidence. Clearly, these seem to comprise a consensus of many of All Saints' top leaders. Another nine received five to nine nominations. Also, most of these parishioners have already indicated a willingness to serve at top levels on the campaign team. The study director is confident a motivated Campaign Executive Committee can be assembled on a timely basis.

Extending "leadership" to volunteers, of those responding to the survey, 40% indicated a willingness to assist the campaign and another 28% "needed more information." Campaign counsel normally looks for a volunteer percentage approaching 40%, so these responses are a promising indicator for the volunteer enlistment process for a close-knit parish like All Saints'. While securing enough campaign visitors is always a challenge, early success and campaign momentum tend to draw parishioners into the campaign process. Also, smaller and moderate-sized parishes are more easily managed and tend to be more receptive to the campaign process.

**CONSTITUENCY** – The primary constituency for an individual parish campaign is the membership itself. All Saints' active membership and pledging members are fairly constant with about 135 households supporting the church through pledges and/or regular giving. In addition, there are a modest number of former members and friends who are thought to have a significant interest in All Saints' and might be interested in supporting the campaign. It is not unusual for non-pledging (annual stewardship) members, former members, and friends to make a capital pledge.

Of those participating in the study, 93 % indicated they would support the campaign financially and another 6% indicated a "might" or "maybe" response. This is one of the higher percents of support I have observed and indicates a deep, abiding belief in All Saints' mission.

An informed and inspired parish is key to broad participation. Fresh from the study meetings with over 100 study participants from 70+ households, the campaign is front and center in All Saints' collective mind. Campaign activities, newsletters and interpretive pieces will serve to further inform the parish and amplify the need for support.

**RESOURCES** – One rule of thumb estimate for gauging campaign potential is 3 to 5 times a parish's annual plate and pledge giving. With annual giving approaching \$500,000, admittedly a minimum campaign objective in the \$1,250,000 range is well within this scale, especially for a five-year payment period. Arguably, higher goals up to and exceeding \$2 million also fall within range. However, considering All Saints' results from the previous campaign, the

economy and other factors, larger objectives would appear to be a stretch. The director, however, has learned not to greatly limit the thinking and generosity of God's stewards. An adequate number of All Saints' members appear to have the capability of considering very significant pledges and, if aligned with the objectives of the campaign, could do so.

While the scope of this study purposefully does not attempt to poll potential advance gift donors and estimate results, the director believes some large commitments may indeed be realized. A handful of interviewees have already indicated they would consider pledges that would appear to support a campaign goal above the minimum of \$1,250,000. The generous response of some often encourages others to respond at similar levels as well and move the sights of all upward. Actual gift levels tend to increase as the case is refined, ownership and enthusiasm build, and specific appeals are made.

The importance of generous responses from those who are able to consider major gifts cannot be overstated. Experience shows that at least 50 to 60% of the campaign outcome is usually pledged in the top 10 to 15 gifts with another 15 to 25% from the balance of advance donors and midrange gifts. 77% of those surveyed including some potential advance gift donors indicated the campaign would be on the "top of the list" or "high" in their giving priorities.

Further research and planning are necessary to secure commitments at the appropriate levels during the first phase of the campaign.

**PROVEN PLAN** – The short term, intensive resident directed plan of campaign being recommended by the director has been tested and proven in thousands of individual parish campaigns. Principles of sound campaign management and strategies will be presented and implemented through the All Saints' leadership. While holding fast to time honored principles is critical, some flexibility in interpretation will undoubtedly be necessary to recognize All Saints' uniqueness and maximize campaign potential. A brief description of the plan of campaign follows the recommendations.

## **OBSERVATIONS**

While the survey questionnaires do not capture all attitudes about the parish and project, they are very helpful in forming an overall view of the campaign landscape. The Focus Meetings have yielded a wealth of information and have been helpful by interpreting the need for the campaign in a positive way. In addition to the survey results, these observations and perceptions have resulted from conversations with a number of parishioners.

### **THE CHURCH:**

- Above all, All Saints' values and cherishes its family-like atmosphere and treasures each other. Further, it identifies strongly with outreach and community-oriented ministries. It is blessed with strong leadership, an active membership, and a "can-do" spirit.
- Two concerns include the related areas of attendance and membership / growth. Members are desirous that former members become active again and visitors and newcomers are retained, especially now that the building project is completed and a new rector is in place.
- All Saints' new facility is a treasure, not just for the parish, but for the community. All recognize it is being put to good use fulfilling All Saints' mission. While not all agreed with the decision to build the entire master plan, it appears few if any want to "go back."

- Financial stewardship remains an issue with an uncertain economy, a large building debt and an annual budget that declined this past year.
- Some wonder that with all the ministries, outreach programs and activity that volunteers may be spread too thin and experience “burn-out” somewhere down the line. Too few may be doing too much.
- Saint’s Brew appears to be All Saints’ “signature” ministry. Virtually everyone is proud of this program. It actively involves many members and raises All Saints’ visibility in Tupelo.
- The overall opinion of All Saints’ leadership (clergy, vestry and staff) was overwhelmingly positive (90% Favorable – Question # 3). All Saints’ is especially pleased with Fr. Paul Stephens.

#### **THE PROJECT:**

- The case for the campaign is seen as urgent and necessary. All are aware of the capital debt and realize it will be with All Saints’ for the long haul. Members appreciate the candid approach of the campaign.
- The 89% “Favorable” rating of the overall opinion of the campaign as presented (Question # 4) is very strong. There were no “Unfavorable” responses.
- Parishioners recognize the direct link between the building expansion and the increase and enhancement of ministry and programs brought about by its completion.

#### **LEADERSHIP AND SUPPORT:**

- There is a good nucleus of leaders who developed a proven track record in *The Way Ahead* and have already responded by committing their active support to this appeal.
- Truly high ratings of 93% indicated they would support the campaign financially. This is among the highest I’ve seen in any parish! (Question # 11.)
- Combining “Top of the List” and “High” responses for Question # 12, 77% of survey respondents considered the campaign near the top of their giving priorities. This again is fairly high despite a challenging economy.
- There appears to be an ample number of major gift prospects who have the capacity to make the campaign successful and are already enrolled in campaign leadership.
- More survey respondents were optimistic desiring to set a higher goal than a lower one (\$1,750,000 – 44% vs. \$1,250,000 – 12%).
- There is concern that some donors to *The Way Ahead* campaign may not participate this time or may not reach the same level of giving.

### **TIMING:**

- There don't appear to be any other campaigns in the Tupelo area that would have a direct effect on this appeal.
- The perception of the economy, however, is the worst I've encountered in my career on any study. Not one respondent considered the local economy "excellent" and over half rated it "fair."
- On the brighter side, 91% viewed the local economy as somewhat level - either improving (37%) or remaining the same (54%).
- 80% favored beginning the campaign now with several "we have no choice" and "now is as good a time as any" type responses.

### **RECOMMENDATIONS AND NEXT STEPS**

Upon reviewing the information gained through the study, Rauchenstein Consulting Group believes there is a consensus to support a capital funds campaign by All Saints' Episcopal Church. While it is still premature to establish an official campaign objective, the director is optimistic a significant financial objective can be attained during the campaign. RCG recommends the following steps be taken:

- The Vestry officially approve a capital campaign to begin immediately as outlined in the initial proposal. Counsel recommends the capital campaign focus singularly on debt servicing / reduction. Stewardship commitments will be sought simultaneously - one visit – two commitments. Beginning immediately permits an eleven week campaign to be concluded by December 15, prior to Christmas.
- Accordingly, the vestry begin weekly professional fee payments consistent with the minimum goal of \$1,250,000 per the Agreement.
- The vestry consider committing an amount approximating the anticipated fund raising expenses from "other sources" so that it can be advertised that 100% of all capital campaign proceeds will be used to service and or retire the capital debt. This amount is estimated to be from \$80,000 to \$85,000 and includes the cost of this study. The announcement that campaign expenses are covered can be a powerful statement.

- An initial amount of \$2 million be presented to advance gift prospects for their consideration of major gifts during a quiet, non-public first phase of the campaign. These parishioners, by their response, will chart the financial course of the campaign. It is understood the official campaign goal will be confirmed or adjusted based on the response of major donors during the initial period of the campaign.

Note: A word of explanation is in order. The director is not implying that he believes \$2 million should be the goal at this time. However, we should attempt to raise sights as high as possible during this goal confirmation phase. There is no danger of something not being built or having a cost overrun for this project. All Saints' can't afford not to be as aggressive as reasonably possible so that it best positions itself to have an opportunity for workable options in 2014.

- Vestry, Clergy, and campaign leaders review this report to glean perceptions, attitudes and insight as we begin the campaign.
- All Saints' begin enlisting a Campaign Executive Committee under the direction of Campaign Chair, Cathy Fitzpatrick, with the assistance of Les Alvis, Fr. Stephens, and the director. A number of leaders have already agreed to serve including David Sparks, Mike Fitzpatrick, Les Alvis, Albert White, Lloyd and Sally Gray, Fred Page, Betty Lee Marshall, Peg Oakes, Wayne Slocum, Virginia Chambers and others. This committee should be nearly complete in time for a first Campaign Executive Committee meeting this Sunday evening, October 11. This leadership team will determine campaign policy and procedures and implement the fund raising process.
- The Stewardship Committee will be folded into the Campaign Executive Committee to strengthen and unify the appeal(s).
- Because of the need to maintain the campaign on a high spiritual plane and to focus attention on how the capital campaign will enhance All Saints' mission, ministries and parish life, Fr. Stephens should begin immediately to assemble a Prayer Support Committee. Providing opportunities for prayer, interpreting stewardship principles, and placing the appropriate emphasis on spiritual issues during the campaign promote spiritual growth and benefit the campaign itself.
- Nancy Sweat and Mike Fitzpatrick (and others) should collaborate to further trim or update the parish records following the study process.

## **THE BASIC PLAN OF CAMPAIGN**

### **PHASE I – Advance Gifts – Goal Confirmation**

During this initial, non-publicized period of the campaign, the director will work closely with All Saints' top leaders and potential top donors to enlist the strongest available leadership for the campaign. From this essential leadership foundation we will seek substantial first pledges to provide optimism and inspiration as well as ensure maximum campaign results.

Plans are made for a parish-wide gala or dinner on behalf of the campaign and its objectives. A great effort is made to promote maximum attendance. Phase I activities also include preparation of campaign literature and training of Phase II volunteers.

At the conclusion of the roughly four + week goal confirmation phase, the director will evaluate the results of the personal commitments and pledges received to date and the state of the campaign in general. The information will be submitted to the Campaign Executive Committee and, with the director's assistance, the highest feasible campaign objective will be recommended and determined. This approach provides the following advantages:

- Develops and builds upon solid commitments, rather than tentative opinions drawn during the study period.
- Permits a rational, realistic appraisal of fund-raising potential and joint evaluation by consultant and Campaign Executive Committee prior to the gala or parish dinner.

- There is no premature limiting or overstating of the campaign objective since the goal can be set in relation to the response of advance donors.
- Potential donors in the following campaign phases will be positively influenced by the generosity of early lead donors.

## **PHASE II – Pacesetter Gifts**

The campaign is officially launched at an “all-inclusive” gala event, usually a dinner. This event will be a time of information and inspiration. The program will feature speakers who should enhance the parish’s understanding of its mission and purpose. A key element of the event’s program will be the recognition of campaign leaders, the nature of gifts received to date, and the announcement of the official campaign objective.

Immediately following this event, visits begin with volunteers in the Pacesetter Division seeking a limited number of above average pledges. Prior to solicitation, all who are making visits will first be trained in productive and enjoyable visiting methods and will have made their own commitments. Volunteers or “visitors” are expected to report results of their call to campaign leadership at a limited number of weekly report meetings. Many campaign volunteers will be able to complete their campaign visits within a four week time frame. Enlistment and training of Phase III volunteers is completed.

## **PHASE III – Parish Teams**

The final phase of the campaign includes the largest number of remaining families and individuals at All Saints’. Effective leadership will have enlisted sufficient volunteers so that no one need make an excessive number of visits. As in previous phases, prospects will be selected, not assigned.

Coaching and training volunteers in the “right way” to visit is a key part of the plan. Brief report meetings will be scheduled on a weekly basis. Experience has shown that committed individuals, even though busy with the demands of everyday life, will respond favorably when they understand what they are instructed to do, when they are expected to begin their tasks, and when their assignments are expected to be completed. Emphasis will be placed on broad participation.

Interpretative newsletters and report bulletins keep All Saints’ members and campaign volunteers informed of special events and campaign progress. The intensive phases of the campaign often closes with a Celebration Sunday where volunteers are recognized and pledges are dedicated. This date may be delayed due to Christmas season. Follow-up and collections procedures and recommendations will be submitted to the Campaign Executive Committee and Vestry within the body of the final report.