



The Episcopal Diocese of Vermont

Capital Campaign Feasibility Study Report

for

The Episcopal Diocese of Vermont

Appendix

based on the preliminary case statement:

Spirit and Energy:

A fundraising campaign to equip the saints for mission
and strengthen our diocese for decades to come

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Feasibility Study

Appendix

Gift Pyramid Tested: first phase, \$5,625,000 Immediate Needs

1 Gift of \$1,000,000
2 Gifts of \$500,000
4 Gifts of \$250,000
6 Gifts of \$100,000
13 Gifts of \$50,000
20 Gifts of \$25,000
30 Gifts of \$10,000
50 Gifts of \$5,000
75 Gifts of \$2,500
100 Gifts of \$1,000

Interview Questions

Introduction

Please describe your involvement in your local Episcopal Church. How long have you been a member?

How have you been aware of, and involved in, Diocesan activities?

Could you describe the range of activities and communications that you have with other Episcopal Churches in Vermont? Outside Vermont?

How would you prioritize your interest and concern for your local parish, the Diocese, and other charitable or religious activities you are involved in?

Do other members of your family share these interests?

The Campaign

In reading the materials we sent you, what initial reactions did you have to the idea of the Diocese conducting a major campaign at this time?

The Campaign plan covers five areas of work: how do you prioritize these?

___spiritual formation

___environmental stewardship

___communication

___Rock Point

___Mission Farm

How do you feel about the proposed second phase, raising \$5.5 in Endowment to sustain these areas of work?

Do you feel this campaign play a significant role in meeting the challenges faced by the Diocese today and by the Episcopal churches in Vermont?

Are there other areas you feel the Diocese should focus on ?

The Fundraising

The proposed goal for the capital campaign is \$5.625 million.

Do you feel this is sufficient to make a difference in the issues facing the Church?

Do you think it is possible for the Diocese to raise \$5.625 million between now and 2017?

Do you think members statewide and collaboratively will respond to this challenge?

What will make this most challenging?

What is your thinking about a second phase of \$5.5 million for Endowment?

What do you think will be most attractive to potential donors?

Your Giving

The first phase of this campaign would require at least 150 donors with gifts, with about a dozen donors giving between \$100,000 and \$1 million. Can you suggest who some of those top donors might be?

Do you think you would make a contribution? Can you estimate the range of your gift?

Would the ability to make a long term pledge help you make a larger contribution?

What are the most important factors in your decision to give?

Do you think the campaign would be more successful if donors were encouraged to make planned gifts such as bequests, annuities, life insurance donations or gifts from their retirement accounts?

Advice

Based on our conversation today, do you think the Diocese should proceed with this major campaign?

What changes or adjustments, if any, do you think are needed in the campaign plan?

How would like the Diocese to follow up with this conversation?

What else, if anything, would you like to add?

Detailed Interview Findings: Episcopal Diocese 2011

Twenty nine interviews were conducted, including 43 individuals. Numbers often will not add up to 29 or 43, as couples sometimes agree and sometimes don't; the numbers are mostly indicative of weighting for the answers.

Eleven clergy participated in discussions, which are not represented here.

Biographical and Relationship data:

Member of local church: at least one person in each of 27 interviews

Left the church or not attending: 2 interviews

Vestry or warden: 22

Clergy, Companions, 15

Active assignment with Diocese:

Now: 12 (plus 11 clergy)

Past: 4

Cradle Episcopalian: 9

Member more than 15 years: 20

Family members belong to church?

Yes: 23

No: 8

Have you been involved in Diocesan activities?

Slightly: 7

Deeply: 12

Not at all: 10

On the Bishop:

We are lucky to have Tom Ely, and he is a warm and caring Bishop. 2

- the Diocese is run well by our Bishop
- we are pleased with his work
- would like to see him lead our Diocese into more worldwide outreach

'Tom Ely is the most inclusive bishop we have had, and we feel increasingly involved in the Diocese through his efforts.' 4

- Bishop is visionary
- Bishop understands the essential spiritual direction of the church, but others do not.

'The Bishop provides excellent leadership and urges consensus, which builds relationships among us and our churches.'

'It is admirable that Bishop works for democratic outreach among the members and churches, but what we really need is leadership. He needs to set the priorities and lead.' 2

'We need strong clergy, and the Bishop could play a bigger part in making sure this happens, and giving them the support they need to serve their parishes.'

'We are lucky to have a Bishop whom everyone loves, but the Diocesan communication and relevance is broken; there is little flow from the Bishop to the clergy; parish leaders feel out of touch.' 2

"The Bishop is a good leader and listener but his ministry team is weak, and support to the churches is poor."

'We really like the Bishop, but don't feel the Diocese gives us anything'

"We are glad the VT Diocese and our Bishop are active nationally in the issues of the church." 2

On the Diocese:

'The Diocese is irrelevant for most Vermont Episcopalians and does not affect our lives.' 8

- 'The things we seek in church, social fabric, warmth, retreats, outreach, are not provided or supported by the Diocese.'
- The Diocese seems to ask for everything, and gives us nothing.
- 'Most people feel the Diocese does nothing for them'
- Though we pray for the Diocese and the national church, we do not feel part of it.
- I do not feel engaged in the Diocese, and this Case does not move me to become more so.
- The Diocese seems very distant and unrelated to our parish's concerns

I do not feel connected to the Diocese: 7

- The southern part of the State is totally unattached to the Diocese 2
- The Diocese is perceived as 'Burlington' and therefore irrelevant, or even a roadblock, for the rest of the state.
- We don't even read the Mountain Echo.

I suppose it is necessary to support the hierarchy, but I am really only interested in my own church: 4

- I do not think we need a Diocese.
- It's not clear what the Diocese does 2
- Other than helping find new clergy, Diocese does little
- Occasionally Diocese mediates when parishes have trouble, but that's all.

Most churches are wary of the Diocese, it is 'not part of VT' just as Burlington and Chittenden County are not Vermont. 3

Angie Emerson has come to our church and offered us great help: 3

Many of us want the church more involved in social outreach, international issues, and the troubles of the world; most people don't know about this, and don't even read the Mountain Echo. 2

"I am deeply involved in the Diocese and think we should move forward even if churches are unhappy about it, because they choose to isolate themselves."

‘We like some hierarchy and a sense of a larger organization, but we cannot afford the dues and are almost entirely unserved by the Diocese. Only served in discernment for a new minister, and even then the process was too long and full of ‘make work’ assignments.’

“I struggle with the structural rigidity of the Diocese and the church as a whole; my local church is more flexible and provides what I need.”

‘There is a deeply resentful relationship with the Diocese with many members and churches.’

Diocesan Retreats and camp:

- we’ve been to RP for retreats and meetings 12
- very unwelcoming; would not go again
- discouraging for churches who cannot reserve a date or afford it 3
- it is irrelevant to most Episcopalians; the programs are not inspiring
- though I’ve been there, for my Church, it is totally irrelevant and distant
- our kids went to RP camp: 3
- once went to Mission Farm many years ago 5
 - uncomfortable , too rustic: 2
 - might be better for teenagers

Disappointments:

- Have served on committees I really cared about, but they were poorly organized and a waste of time. 5
- Committee work requires 100% attendance, which is impossible for us due to life and geography.
- We have left the church due to severe disappointment with the interim, and will give it another try when a permanent minister is named.
- We’ve gone back to the Catholic Church with misgivings but it is better than the way our Episcopal church is now with a terrible interim.
- Convention seems like a social activity, not spiritual, so we have no interest in going.
- The church used to encourage questioning, but it doesn’t anymore. This is discouraging to us
- I call myself a ‘choir Christian’ as I go mostly for the music.

Are you involved with, or have a relationship with, other Episcopal churches in Vermont?

Yes: 11

No: 16

Also involved with Episcopal churches in other states (NY, MA, NH) 3

Attend internationally: 2

Modest: 2

- The split caused by gender issues has been catastrophic for our church. Many members have left for other Episcopalian or other denominational churches.
- We’ve been working on committees that use VIT, Skype, etc., and it helps connect us a lot 3
- There is a lack of connection and communication between churches and the Diocese does not help. 2

- We did a mission exchange with another church in VT and it was a great experience; helped both churches. 2
- We think of ourselves more as ‘Christians’ than as ‘Episcopalians’ 2
- There are too many Episcopal churches in VT and we can’t support them all.

How important is your church and diocesan involvement, compared to other activities?

- My top priority: 13
 - My Church, but not the Diocese. 5
 - I love the Diocese but have serious concerns about it
- Among my five top commitments: 13
 - My commitments are church-related, but I don’t feel the spirituality is deep enough at church.
 - Most of my interests are cultural and international, not at my local church
 - I’m also involved in social services locally
 - Our top commitments are almost all church and mission related, but do not include the Diocese
- Low: 4 (one said ‘and decreasing’)
 - Spiritual life is highest importance, but Episcopal church is not providing it.
 - Sunday attendance only
- More interested in comparative religions, international faith activities: 2

The Campaign Case and Plan:

What was your overall reaction to the Case Statement (conceptually)?

- Positive: 4
 - Surprised, had no idea of the need.
 - Do not like or understand term “spiritual formation’ 2
 - We are committed to spiritual growth, but do not think local churches are - the hope is with the Diocese
 - We think it is all good, but worry that churches have so many other pressures and needs
 - Positive, but it competes with my church, so I will support it less.
- Cautiously positive: 3
 - Although I think the goals are impossibly difficult, you never know what someone will do until you ask them 2
 - Seems to complete with Rock Point School
 - Represents a struggle between mission and property
 - Critically important, should do this even though it is a big challenge: 3
- Negative: 16
 - Will not appeal to members of churches, as the churches are so challenged: 16
 - The less it focuses on parishes, the less interest people will have” 3
 - Overwhelming document full of jargon, which dampens our interest
 - The Diocese has not reached out to our members, so it is not going to be heard 2
 - Maybe 5% of Episcopalians will even notice this campaign.

- It's a bad time for a campaign, between economic stress and uncertainty in the world.
- It focuses inward at the Diocese rather than outward to the world. 3
- The feelings toward the Diocese are so negative, this is unlikely to succeed. 2
 - The Diocese is like the federal government: inside the beltway they think they are 'it'; outside, they are irrelevant.
- Disappointed: The plan is vague, lacks clarity or specificity 6
 - Does not address the needs we see: social inequities, basic needs, humanity
 - At best, 10% of the Diocese will even notice this is happening
 - It is not moving or urgent.
 - Goals are nebulous, unclear and disconnected
 - This Case leaves us very skeptical
- Does not address the concerns of Episcopalians: 6
 - We must attract youth, offering social outlets 4
 - Youth are losing hope and connection; this is the most serious problem of the day, and it is ignored in the Case
 - Finding good inspired and inspiring clergy 3
 - Getting politics out of our churches and worship
 - Fixing up our own local church buildings 3
 - The church is in desperate shape, and this case does not offer hope
 - Basic human needs, homelessness and hunger, addictions, desperation
- Other Comments:
 - Too ambitious money-wise and shows a lack of understanding of the budgetary challenges at the churches. 5
 - The needs are not concrete enough 5
 - If this is just a way to make the Diocese solvent, say so!
 - We know the diocese has financial and clergy problems, and assume this is a way to solve them.
 - This feels like a rescue mission
 - The document could be "How the Church will Survive" 2
 - Traditional theology, Episcopalian and Anglican churches are all in trouble
 - The timing is bad: do the annual appeal for 3-5 yrs first. 2
 - I'm relieved it is not bigger!
 - The Time is right: 1
 - Show people they are investing in the Diocese, and tell them what the Diocese can do for them.
 - We do not think the Diocese does anything for us
 - We'd need some understanding of what services the Diocese provides
 - Not clear why more staff are needed; this will not appeal.
 - What would an 'innovation' fund really do? 2
 - Unaware that RP and RP School were two different entities 2

What was your overall reaction to the Case Statement as a working document?

- Terrible document; document is poorly prepared; vague; too long: 6
 - Insulting to the reader, full of fluff and unsubstantiated needs 2
 - Not exciting; poor style and syntax and grammar; not compelling

- Incorrect history on Vt Diocese
- Focus is on Burlington once again
- Boring, long, and says nothing
- Needs the dollar goals on page one. 3
- Jargon: ‘spiritual formation’, environmental stewardship, earth stewardship, etc. 8
 - Jargon and ‘church talk’ that means nothing to the average Episcopalians 3
 - Jargon creates an ‘in-group’ and excludes others; elitist: 2
 - Unfocused 2
 - What is ‘God’s mission’ anyway?
 - This all sounds so old-fashioned
 - Too much reference to indefinite ‘work,’ and ‘path’
- So generic, most of it could be for any diocese
- ‘Stewardship’ is an overused word; call it sustainability, which it really is.
- Document has a negative feel to it.
- ‘Green’ means a color to older people!
- Too complex and confusing

Components: a ‘1’ was high, ‘5’ was low

- *Rock Point: average 2.24 (11@ #1; 3 @ #5)*
 - Beautiful place, a treasure: 5
 - Let’s just protect it as a nature preserve and give up on trying to make the Conference Center work.
 - If we’re going to do this, let’s insist on best business practices and manage it efficiently and effectively.
 - We need to take care of it or get rid of the Conference Center.
 - If the Conference Center is to remain, we need to make it available to churches; at this point we can’t find available dates, and can’t afford it.
 - Poorly managed, neglected, and not maximized or maintained; could be great.
 - It’s important for the Diocese to have a ‘home’ like this, but we never go there. 3
 - Our church cannot afford to go to Rock Point..
 - It is impossible to reserve a date at RP because of non-church rentals
 - Love this idea, but the programs are not compelling; it does not attract us. 3
 - We love Rock Point, but the language is ‘over the top.’
 - Legitimate priority but no real discussion of the needs.
 - People are waiting for the RP campaign: set the goal at \$2 m just for RP
 - Yes, support RP, but with concrete specific building projects.
 - While RP and MF are both special places, and it is important to care for them, they are not a priority compared to spirituality and the environment.
 - RP is like a tight club of people from Chittenden County and they do not welcome others at programs there. 2
 - Only Chittenden County members will support this. 2
 - Confused about this, and RPS: are they the same?
 - Would prefer to support RP School. 2
 - Rock Point is unused and unknown by members in the South. 4
 - People in Vermont won’t travel far for a retreat or experience.

- I've never been there, knew nothing about it, but it sounds good. 2
 - RP is unknown: many Episcopalians haven't been there or heard of it.
 - People in the Burlington community have no idea it is there. 2
- *Spiritual Formation: average ranking 2.5 (13 ranked #1; 8 @ #5)*
 - You'll have to tell me what this means 5
 - Middle-aged Episcopalians and Americans want a spiritual life but do not want infrastructure or hierarchy involved in it. 2
 - This is important, but the focus should be on kids and spirituality. 2
 - This is not for me. 2
 - The church and spirituality is number one for us, but 'Spiritual Formation' is not on our radar. 3
 - I am not a proselytizer so this doesn't appeal to me.
 - There is a crying need for this, we are a spiritually impoverished people. 2
 - Say we are feeding the poor.....the spiritually hungry as well as physically hungry.
 - Spirituality is number one for us, but this document does not express it well. 4
 - My top concern, but people do not respond to this.
 - The committee work on this has been unfocused and unproductive.
 - My church members are not interested in exploring different forms and expressions of spirituality.
 - This just sounds like hiring staff.
- *Environmental Stewardship: average 2.77 (11@#1; 8@ #5)*
 - While it might not be the most important for the future of the Church, this will appeal most to our members, particularly if it is a way to get support for their local church.
 - This is not necessarily a diocesan concern; individual churches are doing it: 5
 - This is too secular and Vermont is taking care of it.
 - This is a nice idea, but in Vermont it is already happening. 3
 - Vermonters always like environmental things, so maybe this is a way to get them enthusiastic. 2
 - Good angle for involving kids.
 - Sophisticated environmental work and renewable energy are totally irrelevant in a system that does not appear to be surviving for the long term. 5
 - Efficiency is fine, but nothing more sophisticated than that. 4
 - Renewable energy ideas are over the top for the Diocese at this point: we won't give to this.
 - If you can show dollar pay-back, this might be more interesting.
 - Too vague.
 - Grant program would be OK.
 - If this means help for our local church, we support it.
- *Communication: average 3.62 (0 @ #1; 9 @ #5)*
 - *Pro:*
 - Communication in the Diocese is seriously 'broken' and we need to do something, but not sure this Case proposes the right moves.

- The website is in desperate need of improvement and access. 4
- This is needed but way over priced.
- Although a small state, VT has so many geographic and economic challenges that improved technological communication is essential. 2

Con:

- This seems like a lightly veiled effort to improve the Diocesan offices technology...our churches have what they need.
 - Don't even know what this means, we have no communication with the Diocese. 2
 - How needed is this? Parishes can already communicate. 3
 - We have enough very good communication. 2
 - I so much prefer 1:1 communication, not interested in technology. 2
 - Seems like this promotes politics in the church.
 - Vague and overpriced, focused on studies and consultants, not real work. 3
- *Mission Farm: average 3.92 (0 @ #1; 13 @ #5)*
 - Never been there, don't know about it. 11
 - This is the first we ever heard of MF, and we are active in the diocese. 4
 - Seems like it could be great for small retreats but we never heard of it before.
 - Does MF actually belong to the Diocese? 3
 - This is redundant, Rock Point is enough. 11
 - We can't even afford RP, how can we do MF?
 - This property is not significant enough to justify Diocesan efforts. 2
 - Southern Vermonters don't consider this 'south' enough to make a difference. 2
 - It doesn't seem like a priority to us, but maybe Southern Vermonters feel they need MF. 2
 - Wonderful place for spiritual retreats, alpha programs, teen retreats. 3
 - It will only succeed if it meets personal needs like single rooms, more bathrooms, etc.
 - It is a dump, though charming, and people will not go there. 2
 - It is charming, but not likely viable.
 - Teens might like it.
 - This should be a dead issue: don't need it, can't afford it.

What is missing in the five suggested components:

- Focus on youth 13
 - This should be our primary concern.
 - We should focus on one thing that can succeed and have impact, and I think serving kids is it.
 - The loss of hope among young people and kids is most serious.
 - Previous Diocesan efforts were not sustained and not followed up.
- Support for local parishes in trouble: 11
- The church is not dealing with the real issues, in general or in this Case: 9
 - Real Christian activities for people suffering and in need. 4
 - Focus on social causes that had been the focus of the Church in the past: poverty, civil rights. 3
 - Some convincing argument that the Diocese actually has a place in our lives. 2

- Ways to link spirituality to social mission.
- International missions and outreach.
- Local outreach to the needy.
- The Diocese throws money at things that are not related to spiritual life: renewable energy, consultants, secular concerns.
- Recognition of the financial struggles of individual churches. 3
- Support for parishes that are taking responsible steps locally. 2
- Evangelism 3
- Keeping the members we have 2
- Simplicity 2
- Concrete goals and projects: 6
 - Bricks and mortar would be easier to understand and to support
- Renewable fund for the local churches, which Diocese could help raise
- Business-like approach to making Rock Point 'work'
- Clarity on WHAT you spend money on, in spiritual formation 3
- Balance between mission, the intangible, and property, the concrete.
- Finding ways to improve the quality of interims and supply ministers, particularly if they are going to be in a church for such a long time.
- Acceptance of the economy of scale; we cannot afford to have an infrastructure like the Catholic Church, when we have 10% of the members
- If the Diocese just needs money to survive, why not say that?
- A look at creating revenue; looking out of the box; developing a product or a money-making enterprise.
- A sense of reality: how can the Diocese consider a major campaign when there is \$100K unfunded in the budget annually?
 - If a parish can't raise money to do its own programs, how can the Diocese raise money to pass back to the parish? It's an unmanageable middleman.

How do you feel about the second phase, \$5.5 million for endowment?

- Good idea, much needed: 16
 - Very wise to follow the immediate needs with a long endowment campaign
 - Brings up the discussion of PG which is much needed 2
 - It's a struggle to raise endowment, but it should be done. 4
 - Just do the Endowment to stabilize the Diocese, forget the first phase.
 - Endowment is more important than the first phase, if it actually increases maintenance support and impact on churches and church property.
 - Must talk about legacy gifts in every church and encourage every Episcopalian to put something in their will for the church.
 - I used to be negative about endowment but I have come to see it is essential.
- Negative 9
 - The churches so desperately need this; the Diocese would be taking it away from them. 3
 - If this simply increases Diocesan budget, staffing, etc., it is not supportable.
 - We need to provide programs for youth and attract new members before we can worry

- about paying for the church in the future: otherwise we won't even have a future 2
- Unclear what this would pay for
- Our church has to spend its endowment to pay our Diocesan assessment: how can we justify giving to a Diocesan endowment in these circumstances?
- It is too daunting after the immediate needs component, too many years of fundraising. 2
- Do not support Endowment in any circumstance: 3
 - We have seen the endowment at our church 'invaded' and misused, and would never give to endowment in the future. 2
 - Having extra money makes people lazy.

Do you feel this campaign will help the Diocese meet challenges faced today by the Episcopal Church?

- Yes: 3
 - But it will take a long time: 25 years
 - The older members will only fund bricks and mortar; build the younger membership for support of spirituality and fresh expressions
 - We think the hierarchy of the church is essential to controlling and supporting the clergy, but we don't really think it does anything for the members of the church
- No: 21
 - The entire Case ignores the elephant in the room: the Diocese vrs. the local churches. We can't even pay our assessment. 2
 - This illustrates how out of touch the Diocese is: we can't afford to plow our parking lot; they are looking for millions.
 - The real problems of the Episcopal Church cannot be solved with money: 10
 - Spiritual formation is the only part of this plan that could actually save the Church, and it is underfunded. 2
 - The church must be more relevant.
 - The church must grow or consolidate: the campaign should only be focused on growing the church, and this would be accomplished through spiritual formation.
 - It does not begin to speak to the spirituality people are seeking today.
 - It does not show how this can save the church.
 - No, it does not take a practical look at unsupportable budgets and spending.
 - Lack of programs for youth is most important: 7
 - The problems are not about money, they are about people: 3
 - The church problems are much larger than anything tackled in this draft: 2
 - The international issues and the decline of Protestantism are critical: 3
 - Loss of membership is critical: 3
 - We need to support and strengthen the clergy; attract dynamic ministers, improve interims: 3
 - This entire plan is focusing 'inward' at the Diocese and ourselves, rather than looking out to see how we can positively impact our world: 2
 - Churches spending down endowment on basic needs: 2
 - No, I think we need to focus on evangelism: 2
 - Get successful churches to share their stories to serve as models

- Cultural shifts
- Churches with debt and unmet needs
- Unstable local churches
- The only part that seems timely to me is the environmental component, and our church has been promoting that since 1990.
- This Case makes it seem the Diocese doesn't know where it is going or what it is doing.
- Might help on some problems, but maybe not enough.
- Though the church is in trouble, things may not be bad enough yet for people to be willing to take action.

Are there other areas the Diocese should focus on?

- Support to individual churches; so many in leaderships, budget and building stress: 14
- Youth: 7
- Repairs to local churches: 5
 - The kind of work Sacred Places encourages.
- Supplementing the traditional offerings of the church with new liturgies that people can respond to: 4
 - Be more flexible on times, days and lengths of worship programs.
- Liturgy and sacraments: 4
- Building church leadership, inc. lay, clergy, youth, outreach: 6
- Strengthening the clergy: 3
- Evangelism: 3
- Helping churches meet their current budgets: 3
- Support outreach in local communities where so many people are suffering: 3
- Ways to avoid competition with local churches: 3
- Being realistic about people's time and geography so they can participate even if they live far from Burlington: 2
- The future of the church: 2
- Shut down some churches to consolidate effort, staff, expenses, environment
- Modernize the church and stop thinking of God as a white male
- Education
- Rethink the role of the Diocese, seeing it as an educating role, helping churches improve their operations and efficiency; rethink the role of the Bishop, seeing him serve as the shepherd of his flock, not an administrator: 2
- Spend less time and attention on gender issues, and national committee work, and get to the real work of helping our neighbors, our communities and those in need.
- To look at the website, you would think at least 50% of the Diocesan effort is focused on gender issues.

Fundraising

Is this enough to make a difference?

- Yes: 3
- No: 10
 - Pick one thing to focus on and do it right (RP)

- Not enough to make a difference, but also too much to raise.
- It might be enough money if the focus was right, but it is not.
- No idea: 9
 - I feel resentful about this: it is enough to make damage for local churches: 3
 - We feel this very large goal simply supports the image of the Diocese as a large, hierarchical and political institution: 2
 - It would be crazy not to protect Rock Point but the rest is not useful.

Do you think it is possible for the Diocese to raise \$5.625 for immediate needs?

- Yes: 4
 - There is lots of money in VT:3
 - more coming in via young professionals
 - ...but it is hidden
 - ...but it is difficult to get Vermonters to give
 - But it is very ambitious
 - It will take five years for sure
 - Some aspects of it could succeed: i.e. Environmental may be the most effective marketing tool for campaign
- No: 14
 - Local members will give to their local churches first: 5
 - Unlikely from most members: 2
 - Maybe there is some small group of very wealthy people who will do this? 3
 - If these people exist, they are all in Chittenden County
 - The goal is too much and it would be bad to fail.
 - Possibly \$2 million
 - An unsuccessful campaign will cause feelings of guilt and discouragement
 - No idea who could do this.
 - We can't even support our local churches.
 - You never know about surprises, but in terms of known donors and prospects, no.
 - It is so difficult to raise money from Vermonters.
 - There are so many needs, so few Vermonters have money, and it is hard to see who those are who DO have wealth.
- Not enough info to be sure: 6
- No idea: can't even figure out if I will support it: 1

Do you think church members statewide will respond to this challenge?

- Yes: 2
 - Unless they have a campaign at their own church, then no.
- Maybe: 3
 - Not us, because it doesn't fall within our view of the church and spirituality, but some may like it and give.
 - A very small number of extremely wealthy people might make this succeed, but most people will not give.
 - Maybe some non-Episcopalians would support it in gratitude for the church's welcoming homosexuals.

- No: 20
 - They will support their own church first: 20
 - Not based on my experience with Discovery 2000, which was very difficult: 3
 - No, the wealthy members of the Episcopal Church have all died: 4
 - The few 'old money' members we had left over gender issues.
 - Now we have 'old' members but no 'old money.'
 - In some churches people will be furious to be asked.
 - Some may be resentful of competition with their local church campaigns.
 - No, this will hurt the parishes: 2
 - At most 10% of the Diocese will consider giving; a smaller number will actually do it.
 - Only the NW region members will give to RP, and all the attractive 'bricks and mortar' aspects of the campaign are there.
 - There is sufficient wealth, but the ministries are not vibrant enough to inspire major gifts.
 - People cannot feel attached to the Diocese because the information, communications, website are so poor in access and content.
- No idea if there is a population with both the financial capacity and the Diocesan interests: 1

What will make this most challenging?

- Great need in individual parishes: 14
 - Some churches are impoverished, even those traditionally wealthy: 2
- It doesn't tell how money can fix our problems: 7
- It doesn't get to the real needs: 7
 - such as bringing in new members, encouraging kids, mission
- Disconnect from the Diocese, lack of understanding: 6
 - Most Episcopalians know nothing about the Diocese.
 - We are unaware of what the Diocese does for us or our church.
- We know nothing about Mission Farm: 6
- Jargon and language: 3
- Getting people to focus on spiritual needs: 2
- It is too intangible: 3
- Too many church campaigns: my parish, the Diocesan annual and now the Capital Campaign
- Distances: Cannot imagine you can assemble a campaign committee and do significant numbers of visits in Vermont
- Confusion with annual appeal: 3
 - Personally, I'd rather give to the annual appeal: 3
- While a few large gifts might happen at the top of the pyramid, the real challenge will be the middle, between \$15,000-\$100,000.
- Change in tax law and charitable deductions will have a dramatic negative impact.

What is your thinking about the ability to raise Endowment of \$5.5 million?

- Good idea, much needed, but it will appeal only to a few people: 10

- This is the stronger of the two phases, and would be even better if it was clear how the money (interest) would be spent: 4
- Some will give, not me.
- Nice idea, won't happen, there's no money left: 2
- Even if this takes a very long time, do it.
- This can go on forever.
- It's a good idea but I don't think people will give to this.
- Very tough/impossible: 9
 - This is taking the money right out of the churches: 3
 - We're not supportive of anything more than a 'rainy day fund', maybe 3-6 months worth of cash; no holding principal.
 - We could not raise this in our region for our church, let alone for the Diocese.

What do you think will be most attractive to donors?

- Money that goes to the local parishes: 17
- Environmental: 9
- Programs for kids: 5
 - Finding ways to attract young people back to the church
- Saving the church: 2
- Spirituality: 2
 - If money can actually make this happen
- Rock Point: 2
- Keeping music in the church : our church eliminated the choir, so we won't go anymore: 1
- Innovation Fund: 1

Your Giving:

Can you suggest some major donors who might make the top dozen gifts?

A list of named prospects includes only people suggested other than the interviewees themselves.

Do you think you would make a contribution? Amount? (5 year gifts below).

Total estimated giving based on this information is under \$200,000 over a 5 year period.

\$50-\$100,000: 1

\$10-\$20,000: 3

\$5-\$10,000: 3

\$2500 or less: 2

\$1000: 4

\$500: 2

Small, 4

Nominal: 1

Very little if at all: 2

Uncertain: 2

\$0: 7

- Less than I give to my church or the annual appeal: 2
- Depends on the specific things they'll spend money on.
- We're more likely to give to the diocese annual campaign.
- I give my money to change the world, and this campaign is only about the Diocese, not the world.
- The money would not clearly be invested in needs.
- The message is "trust us, we'll do the right thing" but we don't see it.
- Not for a few years due to personal commitments.

Would pledging help you contribute more?

- Yes: 12
 - 3-5 yrs: 6
 - Most people will need 5 years to make a pledge.
 - 5 years is too long: 2
- No: 14
 - We tithe, but like many people, our 10% is already spread over many organizations.
 - The long pledge period makes it feel like another assessment.
 - I gave to the Diocesan annual appeal but it forced me to reduce my church gift, and the capital campaign will cut further into my local giving.
 - Most people have no clue what they should give to support their church.

What are the most important factors in your decision, whether it is to give or not?

- Commitment to my local church: 16
- We would support our church, international missions, and Episcopal relief before we give to the diocese: 5
- Would support this if I saw more clarity in the case, focus on spirituality, outreach and securing the future of the church: 4
- Will not support because of lack of focus and irrelevance of the Case: 3
- Would support if the case clearly was focused 'outward': 3
- Lifelong appreciation for the role of the church in my life and family: 2
- Disenchanted with the church: 2
- We give a great deal for missions and spirituality, but this does not speak to us: 2
- If it included programs for kids and new members, we might reconsider: 2
- Our interests are broader, spiritually, internationally and hierarchically, than approached by Episcopal Diocese in Vermont: 3
- Turned off by the lack of clarity, sense of bureaucracy, jargon in the Case: 2
- Specific fundable projects.
- Funds available and my children and grandchildren's needs.
- We want to see the annual appeal strong before a capital Diocesan campaign.
- Too many church and diocese related appeals and needs.
- This plan makes my heart ache. It is too slow, too unclear, too nonspecific and doesn't help us sustain our church.
- We do not choose to support the hierarchy.
- We'd want to see ways to promote evangelism.

Do you think planned giving, estate planning and bequests should be included in this campaign?

- Yes: 23
 - Yes, offer it, but most people are not interested: 2
 - Yes, and hurry, our aging population is dying fast.
 - There have been efforts to promote this, but never followed up on.
 - Yes, but most of the wealthy people are already dead.
 - Yes, but most of us have to leave our money to our families now.
 - The Diocese should have a life insurance program and encourage everyone to name their church and the Diocese the beneficiaries.
 - We have received some bequests as a result of talking about this in our church, but they have been about \$1000.
 - We would not give to this, but if some people are inclined to, of course it would help.
- No: 3
 - People do not understand this.
 - I have already made plans for a bequest: 1
 - I'm not ready to think about this: 3
 - When we offered training in PG at our church, only a few people showed up: 3
 - We will leave a bequest, but to our local church: 3
 - Our church doesn't do this now, and it is a terrible loss: 2
 - We have seen bequests misused, so would never leave one.
 - We have to take care of our family first.

Would you help on the campaign?

Yes: 1

No solicitations, but would support, and look at lists: 1

No: 21

Maybe later: 2

Too busy, might look at a list: 1

Too old: 1

Can you suggest other people who would be good campaign committee workers?

Bishop Ely is critical to the success: 10

Angie Emerson: 6

- Great approach to heartfelt stewardship.
- Angie could manage this campaign and, with Bishop's leadership, inspire it.

Several others were identified by interviewees.

Advice:

Do you think the Diocese should proceed with this campaign?

Yes: 7

- Keep the two phase approach
- But just immediate needs, and not MF, and others reduced: 2
- It must be revised, more specific, smaller

- Survival of the church is dependent on campaigns like this even if hard: 2

No: 8

- Later
- Better to invest in strengthening the parishes, and that in itself will strengthen the Diocese.
- Just plain too big.
- Find ways to generate revenue instead.
- Personally I'd say no, but this is based on my opinion and not Diocesan capacity: 2
- We think this is a terrible plan, amorphous and unnecessary.

Not as currently described: 8

- The Case is not focused.
- The mix of Endowment and Immediate Needs is not worked out well.
- Omit RP conference center, just support the property.
- Build leadership and focus first.
- Too much money, too many years, not enough focus on local churches.
- Run RP campaign separately.
- Just for endowment.
- The case is Diocese-centric, not recognizing the parish needs or the world's needs.

Maybe: 6

- Leery
- If it is much smaller, simpler and focused: 2
- Deal with the Diocesan shortfall first (it discourages capital giving).
- If you can secure 60% before convention.
- If you think you can sustain the energy it will take, especially for two phases.
- We have mixed feelings: would strengthen the diocese, but local churches would suffer.

What changes or adjustments do you think are needed in the plan?

- Direct funds to local churches: 13
- Narrow the focus of the case and be more specific: 14
 - Ask for what you need, do not obscure the issues.
 - Focus on spirituality, and show it in Diocesan activities: 2
 - Show what the money will be spent on: 3
 - Focus on only one need: 2
- Down to earth language, simplify: 9
 - Especially on spiritual formation: 9
- Focus more on getting young people to join the church: 4
- Build leadership rather than egalitarian democracy in strengthening the church; people want to feel loyalty and see leadership.
- We need more answers about how to make the Episcopal Church attractive to new members: 2
 - Not a fast food religion. We need to encourage thinking.
 - Improve the programs at RP....they are boring and irrelevant.
- We want to see faster, but graceful, growth toward new views of spirituality, reinterpreting mission, etc.: 2

- Direct support to missions and people in need: 2
- Create a money-making program (like Bishop Tom's Hot Sauce), to cash in on Vermont mystique, local products, etc.
- Tailor the communications component to simple construction of a web platform, which links the Diocese and the churches, is easily searchable, straightforward and helpful.

How would you like the diocese to follow up on this interview?

- No specific requests: 10
- Put the campaign in the context of a changing, thoughtful church: 4
- Stay in touch: one big failing is that the Diocese and Church seldom follow through on things: 2
- Inform interviewees if the plan changes.
- Eliminate the plan.
- Improve the website so we can research what is happening.

What other thoughts can you add?

- Personal contact, providing a lot of information, is critical to a campaign: 7
 - The Bishop must be out in the parishes much more.
 - 1:1 meetings are critical
- The Church needs to reach out and encourage spiritual growth and communication: 6
 - Before you can raise money from them, you've got to provide a way that people want to worship: more flexibility in times, schedules, services.
- Bishop Ely is a strong leader, encourages consensus, and is well-liked and admired; so if any Bishop could lead this campaign, he could. But it will still be a huge challenge: 6
 - The Bishop's democratic approach is his failing too: he needs to exert more leadership: 3
 - The Bishop should spend more time in VT helping his own diocese: 3
 - To make the campaign work, the Bishop will have to invest most of his time in this.
 - He is the only one with statewide presence who can ask for the larger gifts.
 - Consensus leads to the lowest common denominator which is never a powerful, inspiring message.
- Make the retreats more exciting and compelling, deeper, so more people will participate....don't just use Vt priests to conduct retreats: 4
- We feel the church was more compelling when it was engaged in social issues (poverty, outreach etc): 3
- The discussions of personal spirituality are not comfortable for us and seem like intimate conversations about saving oneself rather than others: 2
- We'd like to see modern day missions in the diocese: 2
- As currently written, the Case would only attract Episcopalians, neglecting the possibilities of secular donors to RP, MF, etc.: 2
- The message should be: yes, your church needs help, but the Diocese needs help in order to help your church: 2
- Even though my religion is most important to me, the Diocese is fourth after the parish and outreach and relief: 2

- I'm deeply involved in the church, but feel no attachment to the Diocese at all.
- We would like to see the Bishop as the spiritual leader of the Diocese, and serving the people and parishes, not as an administrator or fundraiser: 2
- Having the convention before you have lead gifts is going to make it almost impossible to get a positive vote to go forward; it is too discouraging to the average church member: 2
 - Do not see how you can get a positive vote on this at convention if you don't have 50% or more raised by then: 2
- My church would never want to support solar panels at Rock Point.
- Hope you rewrite the Case.
- Promote the Rock Point summer camps and build nostalgia for the donors of the future.
- The leadership of the church is moving forward, but the members and parishes are slow to change.
- The words Christian, and spiritual, are red flags these days.
- The VT Diocese is perceived as far-out liberal.
- Do not name a fund or project for a person or family....the last campaign gave all the wrong messages when the fund was named "McClure".
- Capture the 35-55 age group: 2/ and the 20-40 age group
 - Offer them something meaningful.
 - These people want spirituality but not infrastructure...the Diocese may be irrelevant to them.
- Teach us what 'spiritual formation' means, and how spending money on that can solve our problems.
 - Provide more portals for entry to the church.
- Supporting Rock Point is the only responsible thing, since the infrastructure is failing there; otherwise the campaign is not a high priority.
 - Attract people there for sports and outdoor activities, cross country ski trails, etc.
 - Families will be more likely to go for activity than retreats.
 - Promote RP to people outside Chittenden County.
- Earn money:
 - Create and market local food/VT products at Rock Point.
 - Create a statewide run, from one Episcopal Church to another.
 - Build a solar farm at Mission Farm and sell the power.
- Stick to the basics: build the church for the future, protect our critical properties and invest in youth.
- Don't try to raise money from the churches as groups, only from individuals.
- Consider approaching VT environmental businesses for partnerships.