
Epworth United Methodist Church
Toledo, Ohio

Feasibility Review

Submitted by
Rev. John Laster
May 15, 2015



EXECUTIVE SUMMARY Epworth United Methodist Church – Toledo, Ohio

Horizons Stewardship Company was asked to conduct a Feasibility-Readiness Study for Epworth United Methodist Church to test the church's readiness for a capital campaign in the fall of 2015. The campaign would be to secure funds for a major renovation and expansion to accommodate the growing and changing ministry profile of the church. As described by your leaders, key components of the proposed building project include:

- New facilities for our children's and youth ministries
- Expanded "common space" for gatherings & fellowship
- Upgrade of our Family Life Center to a multi-purpose auditorium for contemporary worship, concerts and programs
- New facilities for adult studies & ministry
- Expansion of the Memorial Garden
- Additional parking that is ADA compliant
- Many, many more features

Projected costs of the renovation and expansion at this stage of the planning process are estimated to be \$7.5 million; 5.4x your current annual budget (2015 = \$1.385million).

The study was done by:

1. Conducting oral interviews with the pastor and 66 active and engaged persons within the congregation representing 37 households
2. Mailing surveys to an additional 70 active and involved households, asking for their confidential response.
 - The 107 households talked to or surveyed amounted to 12.7% of the congregation; but, they support 58.2% of the budget. We received 37 of the distributed surveys back (53%), which is an average response rate.
 - As you reflect on the perspectives shared in the comments, be aware that not all persons answered every question. The comments reflect—naturally—a broad diversity of opinions. Leadership is encouraged to carefully note the opinions and perspectives of those investing the time to share them. While every leader will by no means agree with every comment, there is much wisdom to creatively apply into the ministry practices of the congregation moving forward.
3. Reviewing a significant data package supplied by the church.

The 2014 year-end data reflects that Epworth has 1,217 members, an average worship attendance of 604, and a budget "income" of \$1,308,567. The average member gives \$1,075 a year to the operations of the church, 31% more than the United Methodist average of \$820 per member annually. Epworth has 847 member households, of these, 387 households (45.6% of total households)

participated in the life of the church financially in 2014. Conversely, 54.4% of the member households did not participate financially, (or they gave cash) in 2014. Pledging households increased from 387 households in 2014 to 428 in 2015, an increase of 10.6%; this likely reflects the cautious optimism and emerging excitement around Doug's ministry.

Epworth is carrying a debt of \$62,489 (as of 12/31/14) at 5%, for the purchase of new boilers. The debt is being paid out monthly and will be retired in 2018.

The church holds an endowment with an asset balance of \$1,260,304 (as of 12/31/14). The 2014 gain was \$94,853.

In evaluating the data, interviews and survey results there are several factors that will influence success:

- A. We must discover why the financial stewardship participation of this congregation is so poor. This is a major United Methodist church that gives more like a second rate one. Few churches could be more blessed than Epworth, their membership being rooted in the stable Ottawa Hills / Sylvania area, with significant wealth capacity. This congregation has been blessed. Where is the response to that blessing? Hearts are going to be more important in this campaign than wallets. A strong spiritual emphasis must accompany everything that is done.
- B. Why do this project, and why is now the time? This project has been developed and refined significantly over the past 8 years. But the development has, unfortunately, been happening outside of many people's awareness. For us to succeed we must clearly and unapologetically make a compelling case for why this expansion is important to the mission, and why now is the time to do it. The communication challenge is to foster a broad-based conversation around the vision which stands behind the bricks and mortar project. The compelling "why" behind the project is not as clear with many of those surveyed, as it is in the hearts of leadership. It is a matter of a communication gap.
- C. Communication. Reading through the comments overall, there is a need for an abundance of good clear communication in all forms (written, oral and visual) that causes the congregation to understand that God's purpose for Epworth is to make disciples of Jesus Christ for the transformation of the world, and that the effectiveness of this purpose is based on an active obedience to God's individual will for each of their lives. Excellent gifts will take time to be prayerfully considered. A Communications Team or task force (if not already in place) could be helpful in building on your existing communication strengths and aggressively improving some of the perceived weaker areas.

- The message needs to be clear: No construction will take place until a vote is taken to move forward with the project. This will be done after the capital campaign is concluded and more precise costs are determined for the project. Some have apprehension that the church will over-build and then be bound by a huge debt. This should not occur due to the safety net of the Conference.

- D. Engagement: a relative few are actively engaged, investing their Prayers, Presence, Gifts, Service, and Witness in the ministry of Epworth. The result is that a relative few are carrying the load for the entire congregation. Stewardship is a Leading Spiritual Indicator. The 45.6% of total households participating in the life of the church financially in 2014, likely reflects low participation rates in spiritual formation and ministry participation as well.

- E. Operationalize the Vision. Doug's Vision Sermon was one of the clearest, more compelling messages of its type that I have personally heard in my 32 years in the local church. The next step is to develop the necessary process paths and action steps to bring the new vision into reality. ASAP.

- F. Senior Pastor's influence – the survey showed that the senior pastor is highly valued and respected – which is an exciting given his brief tenure to this point. Bold leadership from the senior pastor particularly with major donors and in preaching will be a key to success.

My conclusion is that conditions currently exist at Epworth for a successful campaign to fund the proposed renovation at a level of \$3.25 to 4 million dollars. The church's ability to reach this goal will be impacted by its attention to the factors influencing success elaborated above. Failure to catalyze momentum and ignoring the keys to success can result in falling short of this range. The church certainly possesses the capacity to surpass this estimate; but, for this to occur, it will be heavily dependent upon the early surfacing of leadership gifts beyond what can be identified at this point. It would only take four or five major gifts indicated early on to raise this level substantially.

John Laster
Senior Ministry Strategist
Horizons Stewardship

Study Results

1. About how long have you been attending Epworth UMC?

Average Tenure 22.03 years / Range 1—59 Years

- The 76 respondents to the question have a collective 1,675+ years of tenure as a part of the congregation
- 14 respondents have been a part of the congregation 10 years or less
- 20 respondents have been a part of the congregation more than 30 years

2. What is your age range?

under 25 (0)

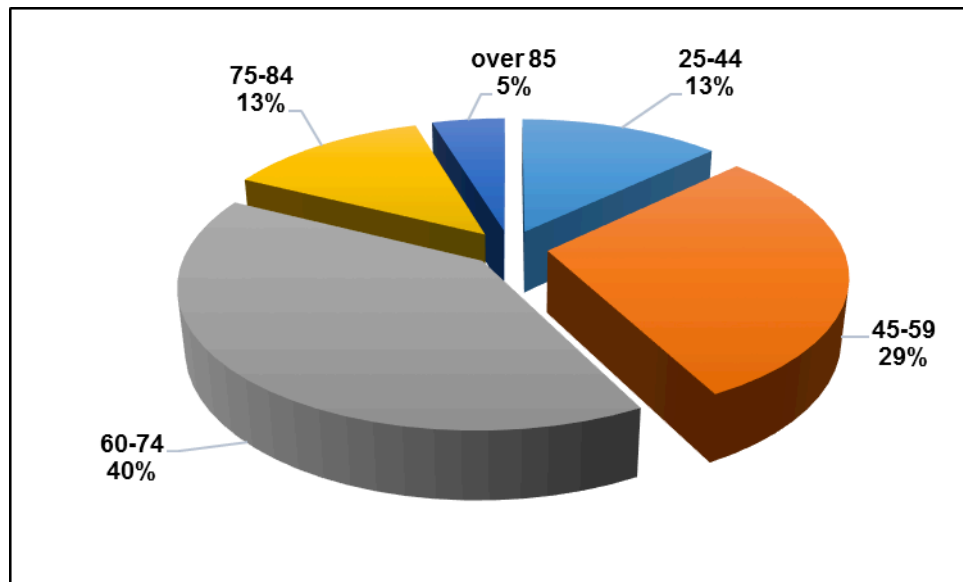
25-44 (11)

45-59 (25)

60-74 (34)

75-84 (11)

over 85 (4)



3. What word or phrase best characterizes your understanding of what Epworth is all about?

REPRESENTATIVE COMMENTS:

- a) Missional, friendly, inviting, caring – a lot of caring and support is going on around here.
- b) Outreach, giving, friendly, nurturing – many educational programs, they want you as a part of the family, fun – it's where our friend base is.
- c) Missions, service, youth – we have an aging population.
- d) Extremely hospitable - we have a super pastor. Very good outreach, service, our mission is to create disciples. Most of our friends are here. It is very comfortable. We have a good mix of ages.
- e) Friendliness, they have a helping hand, caring, aging – especially at 9:45 service.
- f) Church with a strong outreach ministry – both locally and beyond. The mission statement truly embodies who we are – trying to make disciples for Jesus.
- g) Caring, big tent (inclusive), educated, strong legacy membership.
- h) Very active in missions & outreach. It feels like home.
- i) A lot of activity around mission, opportunities to serve, friendly, supportive.
- j) People. They challenge growing and mobilizing people.
- k) Missions, Sunday School, Outreach and very strong youth programs.
- l) Involved, active in the community. It's what attracted us here. I think it's fabulous to this day. "Walk the talk", trying to make a difference.
- m) Very caring, wants to be involved and serving in the community's needs.
- n) Family atmosphere, active – so many things going on.
- o) This is a church that has a good sense of self at its spiritual formation and its service to the community. Reaching those in need.
- p) Service. It is hard not to get involved in Epworth. Music.
- q) Outreach. Caring and committed congregation. Caring fellowship. Missional.
- r) Worship and Bible study. We tend to do what's comfortable.
- s) Loving, inclusive, faith based service. You can't stand still. You've got to keep moving forward.
- t) Missions, outreach – helping the community. Children's education and activities are why we are here.
- u) In last 10 years, outreach in general has been more emphasized. To the unchurched and to the other initiatives (Methodist and non-Methodist) in the Toledo area.
- v) Mission, outreach, mission centered. Outside the walls and inside the walls.
- w) Friendship, friendliness, service, fellowship.
- x) Family.

- y) The warmth and hospitality – some of our best friends are here. What we do in community, both locally and internationally. Epworth is a signature church in this community. There is a cache/image in the community. People know us.
 - z) Community, goal to make disciples, serving, missions.
 - aa) Making disciples of Jesus.
 - bb) They do lots of good works. Service.
 - cc) Community of believers. I like the small community feel. Ability to get involved.
 - dd) Inclusive. Committed to making the world a better place.
 - ee) Creating community and serving communities
 - ff) Active, caring, many options for everyone to do (participate in).
 - gg) Caring
 - hh) Mission
 - ii) Outreach / do-ers
 - jj) Christian fellowship
 - kk) making disciples of men
 - ll) A family environment
 - mm) To spread Christian by Word and Deed
 - nn) Community
 - oo) Inspiration
 - pp) Friendly church
 - qq) An outreach Church
 - rr) Making disciples for Christ
 - ss) Bringing others to Christ within the church as well as outside the church walls.
 - tt) Christian Family
 - uu) Worship and caring
 - vv) Christian mission and individual Christian growth and maturity
 - ww) Missions
 - xx) Outreach
 - yy) Community outreach with the gospel of Jesus Christ
 - zz) Community
 - aaa) Epworth is my extended family providing me support, spiritual and personal.
 - bbb) Disciples of Jesus Christ
 - ccc) Outreach and engagement
4. What do you feel is the most significant **opportunity** facing Epworth today?
- a) There is a lot of history here. We need to make sure we take care of older folks while connecting with younger people. We have to teach Epworth what matters. We seem to think it's like Field of Dreams; build it and they will come.
 - b) Service – they have a lot of cool ideas about reaching out. We have partnered with a local school.

- c) Growth is an opportunity and challenge. Adding young people is the challenge. Before Doug's vision/sermons we never once have heard an ovation in worship. I've grabbed onto those things. They are right on track. Side note: David, Youth Pastor, brought the concept of mission to Epworth.
- d) Lots of them. Right outside are areas where 80% of kids are free lunch the next neighborhood over. A way we can make a positive difference in our community.
- e) Bringing more young people in. We have it seems more people attending. Doug brings a younger approach to the face of the church.
- f) New partnerships. New hire of Beth Irwin – caring for seniors.
- g) The building – to have over 50% of congregation under 50.
- h) People are dying at a faster rate than they are being brought in. Bring more people to Christ – that's the mission, right?
- i) Continuing mission opportunities. Pastor Doug seems to have generated a lot of enthusiasm and energy – a lot of that in the area of missions.
- j) Trying to get younger families in the church is a critical thing we need to do. Get new Christians.
- k) Vision of helping the community – involved in the community. There is a lot of need in our community. There are a tremendous number of unchurched in our community.
- l) To get more involved with younger families. Encourage their sharing with others what they appreciate at the church. More targeted ways to be involved in the community.
- m) I think it's missions/social justice. While Epworth has resources to throw at needs, the greater resources are skills that could move people to a better place. Skills offered in the name of God's service.
- n) Raising the \$ for this project. Getting new members – we've got to go against the tide.
- o) Our relationship with Hawkins School is going to be big. The word is going to spread. We are filling a need.
- p) Attracting the younger people that will carry this church on long after we are gone. A lot of grey hair here. Side note: It's more of a challenge.
- q) Working with the community. It has a reputation for being active and busy, but with itself rather than in the community. The community has a positive perception of the church.
- r) Obviously to grow. Leveraging the youth program. Side note: Doug Anderson came in a couple of years ago to help with vision/direction.
- s) Growth. Not many here in the under 25 & 25-44 age ranges. Average age is older.
- t) All churches have a great opportunity in today's world. Giving people opportunity to learn what Epworth and these people are all about. Their sense of connectedness and community that the church should be all about.

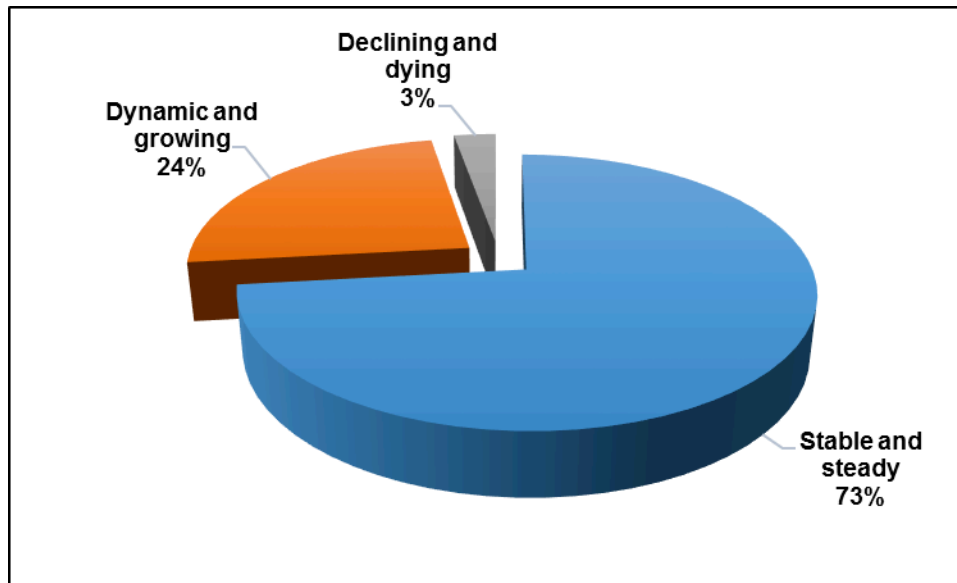
- u) Huge opportunity to make church relevant. This church is losing its relevance if you don't have young people.
- v) We need to draw younger families.
- w) 400,000 unchurched people in Lucas county. It's what we are called to be – reaching people. To be the hands and feet of Jesus and his voice in the community.
- x) Wake up to what being a church of service means in the world today. Epworth has the skills to help the local community leadership develop in their own area.
- y) Appealing to a changing demographic – Toledo is changing around us. We don't have the fortune 500 base in Toledo. Ottawa Hills is more middle class now. We've done a good job here of meeting some of the changing needs.
- z) Caring for people who are here.
- aa) Our size – we need to expand. This physical building is not being used to its fullest capacity.
- bb) We have a dynamic Pastor. He is going to play a key role in leading us into the future. To retool and grow ourselves.
- cc) There are so many: The connection with the elementary school. Are we trying to bring people to Christ or bring Christians to Epworth?
- dd) Younger generation
- ee) Furniture ministry. Partnering with the local school. I'd like to say expansionism – next neighborhood over, like most Methodist churches we tend to lose more than we gain. We have an opportunity to church hundreds of young couples, whether we do or not is another matter. We tend to squander these opportunities.
- ff) Significantly older population = balancing the demographics. Certainly to offer a relevant programming for children and youth. Education and youth offerings need to be relevant and top notch. There have been some concerns about this recently – it's static. I am fearful we are on the edge of going stale. If it's not evolving, it will get stale.
- gg) We have an opportunity to grow spiritually – will people walk into the opportunity? It is a very mature church. We need to reach younger people.
- hh) Strengthening the walk of the people at the church. Attracts others who want what we have.
- ii) Many people want updated worship w/o Megachurch impersonal-ness. They want sense of belonging and close friends as well as fun and family - we can fill the need.
- jj) Opportunity for growth in reaching families or individuals who don't have a home church.
- kk) How to retain younger families. (attract and retain ECEC families)
- ll) Assisting people spiritually via services and education.
- mm) Bringing in young families
- nn) Growing outside our walls/bldg. Need more space. Competition w/Mega churches.

- oo) Getting more involved in the local community.
- pp) Reaching out to the poor and under-privileged.
- qq) We can impact many areas in many ways, with ministries nearby and far-reaching.
- rr) serving people in our community
- ss) Christian Education
- tt) enlarging the parking lot
- uu) our "outside the church" ministries
- vv) maintaining and growing congregation
- ww) Dealing with the USA loss of morals.
- xx) Attracting young families
- yy) Creating more opportunities for Epworth's members to serve outside the church walls.
- zz) Blending new and old.
- aaa) Growing with new young members.
- bbb) Increase congregation population with young families and wealth professionals
- ccc) growing membership
- ddd) Increase attendance of people under 50
- eee) Encouraging young adults and new families to join our church
- fff) growth
- ggg) Enhancing children's ministry.
- hhh) Reaching out into our community to help those in need.
- iii) Growth
- jjj) How to make sure young families are welcome, and growing the membership.

5. Today, in my opinion, Epworth UMC is:

- Stable and steady (52)
- Dynamic and growing (17)
- Declining and dying (2)

NOTE: Some Households expressed different opinions.



REFLECTION:

The persons with whom I spoke are more optimistic today than they have been in some time about what lies ahead for the Epworth they love so much. A new day has dawned with the arrival of Doug's leadership.

REPRESENTATIVE COMMENTS:

- a) I see it in between, but closer to stable and steady. In last 1.5 years I have seen more dynamic and growing.
- b) I'm also distressed. We were growing and dynamic under Barry. And they took Barry away and gave us a person who helped us decline. It made me mad that we got killed. The momentum. We were given Doug to spearhead and move things forward.
- c) Slightly declining. Somewhat stable. We go to 8:30. It's a older congregation. I think we have to do something in the near few years to reach younger people. We have stabilized or declining membership.
- d) We have hopefulness that we are on the verge of dynamic. 10 years ago it was a phase of declining. Bob Thomas was healing for us. You can tell that change is coming with Doug.
- e) We are moving toward dynamic and growing. For last 10 years we would have been stable and declining.
- f) Our Sunday School Class has grown. The 1st service seems to be growing a little. There have been a lot of funerals lately.

- g) Definitely not declining and dying. It's like there is yeast in this church. "dynamic and growing" is happening here. The new membership tends to be older.
- h) I'd say semi dynamic but stable and steady.
- i) Definitely not growing. On cusp of declining and dying. Our membership is growing older and younger people are not replacing those going older fast enough. We want dynamic and growing, but we are not there yet. We have had some pastoral challenges our past 5 years or so.
- j) So far Pastor Doug got here. We were declining and dying. Attendance is up. Membership is up.
- k) Less than a year ago, I would have said stable and on cusp of dynamic and growing.
- l) It's been all three. Today we are moving back to dynamic and growing. We are in between.
- m) Right now there are a lot of young people around. I don't see that growing right now. I'd like to see so many little kids that we would trip over them. Just don't see it yet.
- n) Moving toward declining and dying. I'm curious to see how this trends out over time. There has been an uptake in attendance. But will wait and see how that trends out. If we don't shake things up a bit we will certainly decline.
- o) Almost 10 were a part of the new member group. I would say somewhere in between stable and steady and dynamic and growing. Closer to dynamic and growing. I think we are just breaking out of stable and steady.
- p) Excluding the last year it's been fairly stable. Slow decline. I can feel some dynamic growth just starting.
- q) Stable right now. We are growing some, but not at a pace I'd like to see or we need to be. There is a lot of white hair here. There is some dynamic about this place.
- r) Before Doug, I'd say declining. I want to say dynamic and growing. There is a lot of potential for dynamic and growing right now.
- s) We are not declining and dying. It is beginning to grow.
- t) Before Bob it was unstable and unsteady. He reenergized and reinvigorated the church.
- u) On the cusp somewhat of growing and being dynamic. Every time I come here, it is hard to find a parking place. I think the church is healthy. There is no sense of aloofness here. Side note: People were warm and friendly. The welcome was genuine. They really are a friendly church.
- v) Somewhere between stable and steady and dynamic and growing. Moving toward dynamic and growing. A longer term trend is steady. Doug's relationship with the congregation has been positive. I see younger faces. More people seem to be attending.

- w) I would have said, before Doug, stable and steady. Doug is moving it toward dynamic and growing. He is preaching a different kind of message of commitment. It is a stewardship message. This is what walking the walk means.
- x) Somewhere in between stable and steady and dynamic and growing. We've certainly seen a change since Doug has come. We have been through a healing period and need to start growing again.
- y) I'd say dynamic, but steady. It's not growing. We are declining in membership. But we are not declining in giving.
- z) "Steady and stable plus" I can see some dynamic things happening. We are in between those. The contemporary service has been declining. It needs rejuvenation.
- aa) The membership seems stable. I think we are at a good place.
- bb) We need to be dynamic and growing. As elder members pass we need to redouble growth efforts.
- cc) Pastor Damron seems to be adding vitality to the church.
- dd) Change up services--contemporary earlier than 11 am
- ee) Unless we vote no on the campaign and then I think we'll be "declining and dying".
- ff) I believe we should grow for another year before we think about starting a financial campaign.
- gg) A strategy needs to be developed that will entice young Christian families to embrace Epworth and attract philanthropic Christians to support our operations and endowment.
- hh) I have been on many committees and the church goal has repeatedly been to get 50% of the membership under the age of 40. We have not gained on the goal. The current membership continues to age.
- ii) Too much emphasis on the future. Epworth is NOT dying. That is just nonsense.

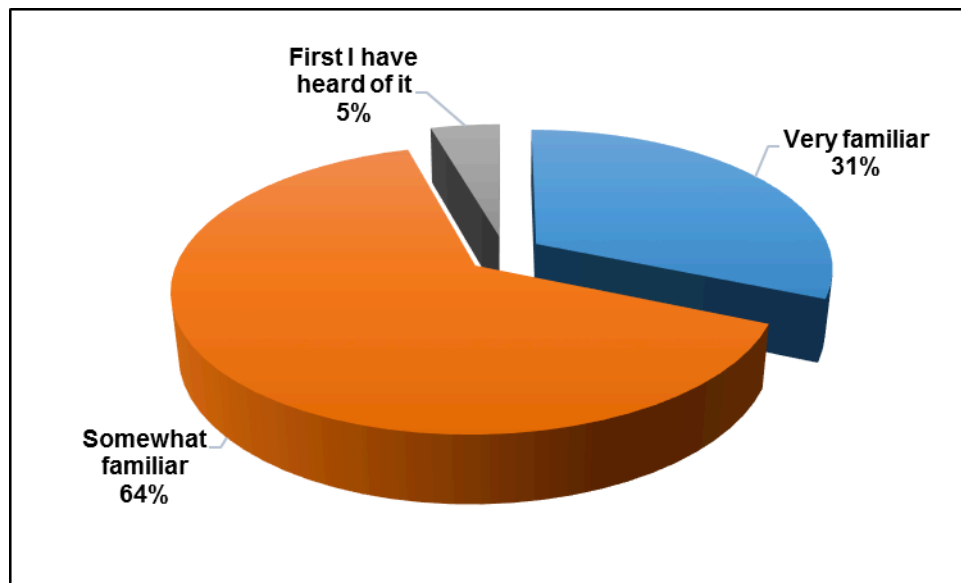
6. How familiar are you with Epworth's expansion and renovation plans as described in the case statement?

Very familiar (21)

Somewhat familiar (43)

First I have heard of it (3)

NOTE: Some Households expressed different opinions.



ANALYSIS:

Almost everyone (95%) has heard something of the expansion and renovation plans. The challenge going forward will be to help people go deeper in their understanding of the various facets of the project. Most important will be helping persons connect the project with Epworth's vision and ministry in the community.

REPRESENTATIVE COMMENTS:

- a) Looked at plans is the extent so far. Have not yet been to a town hall meeting this year.
- b) We are people of information. I'm a teacher and I love to learn.
- c) I tried to attend a meeting, but was unable.
- d) Not that familiar yet. We are going to the town hall.
- e) We went to the town hall meeting on Sunday. People were hopeful, attentive, and receptive. There was some guardedness at first.
- f) Very familiar, I'm a trustee.
- g) Close to zero at this point. We have seen the drawings.
- h) Have been to a couple of meetings.
- i) I've seen the pictures and that's about it. They had drawings – but it was hard to study them with 100 people.
- j) 7.5 million – that is way low in my opinion. Don't see a need for an indoor playground. We are going to be like McDonalds.

- k) A little bit. To me the building is a tool. I don't get hung up on buildings.
- l) Planning on going to the town hall on Sunday. I'm not all that concerned about it. I know it will happen.

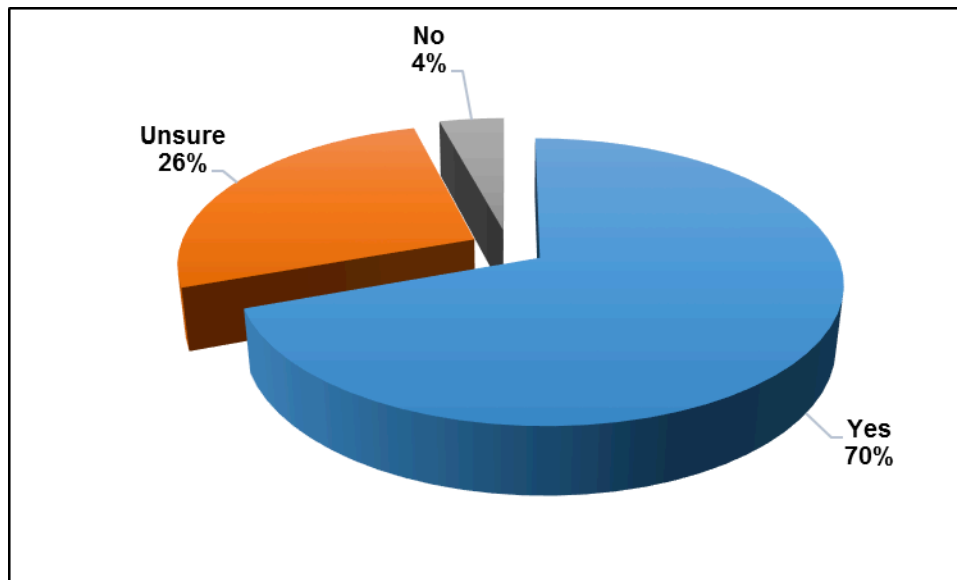
7. Do you believe the expansion and renovation plans will enhance Epworth's ministry and mission?

Yes (50)

Unsure (19)

No (3)

Some Households expressed different opinions.



ANALYSIS:

The majority of those engaged in this conversation, 70%, do believe—some very strongly—that this project is closely tied to Epworth's emerging vision. 26% are unsure. I am confident that the percentage of those in the pew who are currently unsure about this will significantly shrink as communication around operationalizing the vision, and the elaboration of specific details about the project are made available.

REPRESENTATIVE COMMENTS:

- a) Absolutely, a resounding yes. We have been driving this 55 Chevy long enough; its time to trade it in and get something else.
- b) I am unsure; it seems like a very large, grand plan. I'm not sure it will have the desired effect; we can't see the future. Hopeful and belief are two different things.
- c) I think they hope it does, but I am unsure. It's almost like the Field of Dreams—build it and they will come.

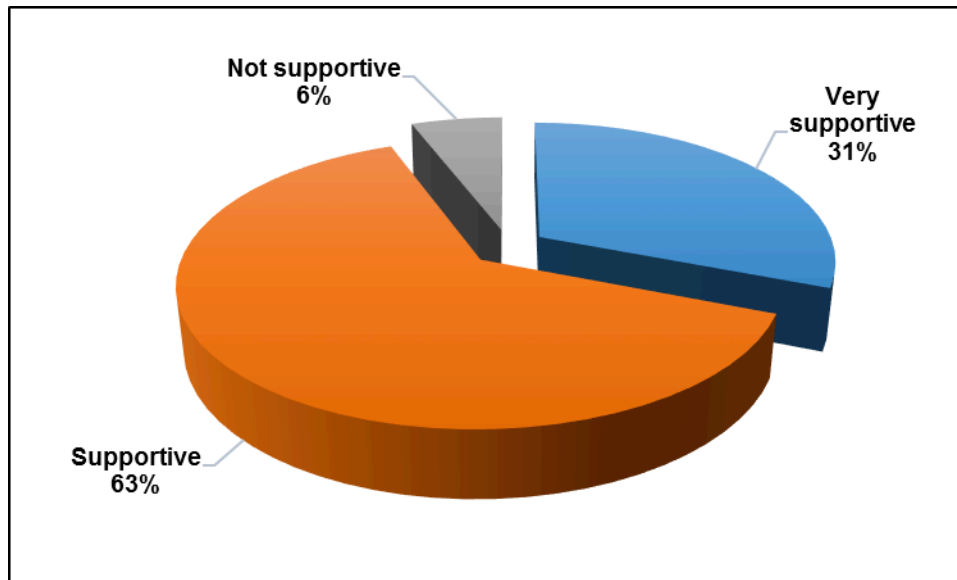
- d) We don't buy the "build it and they will come;" it is the staff, messages, programs, services.
- e) I don't know how much a building can enhance a ministry; we need to develop a retention program here. I don't get the thinking behind the plans, the goals behind it are not clear. The connection to mission—it may be there, I just don't see the connection.
- f) I've warmed to the idea; as long as it goes hand-in-hand with the congregations but-in, and the ministry is developed alongside the building. And that the ministry makes use of the expanded space.
- g) It's better. That's the plan.
- h) Not sure that build it and they will come.
- i) I honestly don't know. I'm not sure what minimum needs are not currently being met by the facility. Some Sunday School classes seem packed some Sundays. I have to trust the leadership's assessment of the facility needs.
- j) I don't know much.
- k) Yes, without a doubt. You've got to keep up with the times. You want to be more inclusive than you are exclusive. Not only in the facility but in our outreach and ministry.
- l) Unsure. Has to do with Epworth's history or follow through. I'm not sure we have looked at the issues outside of the building. The contemporary service and youth ministry; what we do well and don't do as well.
- m) Absolutely, no question.
- n) I have mixed feelings. It is not the sort of thing that would appeal to me. But we are not trying to reach me. Some of the concepts are good. Opening up circulation space and space for contemporary worship. It doesn't appeal to me, but that doesn't mean it isn't a good idea. I support the recommendation of the building committee.
- o) A strong yes. My big hope is yes. It is not the end all but certainly is important.
- p) Gotta do it.
- q) Get more members, younger members.
- r) That probably depends on Epworth – The people in the facility. It has potential to enhance the ministry.
- s) It is something the church is going to need to do. Some people didn't think we needed a gym. I think the gym made a huge functional difference in life of this church.
- t) I'd have to say yes. We had a huge meeting when Bob was here. We ended up buying this property over here. Now we have this lemon. We all just jumped on board.
- u) There is a yes and there is an unsure. When you talk at enhancing the ministry; other than the daycare idea we are already doing all the things we are talking about with the new facility. The narthex is a bottleneck. It's awkward, hard to talk to people. It's pretty intimidating to people coming in.

- v) Yes, but not by itself. But on the other hand, I object to going in debt – that my dilemma. They are talking about financing 1/3. Side note: Review of programs and services.
 - w) Yes. I would describe the 2nd service as dying. I don't want to put millions into a venue and hope it will grow. If we do nothing else, we will not reach new people.
 - x) Absolutely.
 - y) The cost is a concern. Dislocation of preschool during construction. It makes me wonder about putting all this money into the facility. I've not heard. Have they done a marketing study of the area to determine the feasibility of our target demographic? Not that many people with kids. How many families are there really?
 - z) I'm hopeful – we've got to do it. The Methodist church system needs to be supportive of this. We do not have a facility that welcomes younger families. In some ways I'm unsure. The building without the ministry in and aroundWith a couple of potential concerns. The space will be helpful. Unless we have plans to reach out to these people a building is not going to help much.
 - aa) Yes with some uncertainty. Getting caught up in expanding and not having the energy to keep the ministry going.
 - bb) I'm hopeful that the plan will work. Primarily from a financial standpoint that I am unsure. We don't have any intimate spaces. The lounge has served this function. I'm unsure if the plan works for what we need. More classrooms for adults, meeting space.
 - cc) Yes, it is needed. The church was built in the 50's. We are not in the 1950's anymore.
 - dd) In some ways I don't think it needs to be as big. I almost feel we think, if we build it we will come. I'd rather put my money in a place that is meeting people's needs. If we want to grow young families and children, why are we taking away staff in that area?
8. How supportive are you of the decision to conduct a capital campaign in order to raise money to fund these plans?

Very supportive (21)

Supportive (43)

Not supportive (4)



ANALYSIS:

This is the most important question on the survey. 94% of those responding are either supportive or very supportive. For a campaign to succeed you generally need at least 65%. Those who are unsupportive, it seems from the overall responses across all the survey questions, do not understand or own how this project ties into and supports the Epworth mission. Abundant communication and conversations are needed at this stage of the project development.

REPRESENTATIVE COMMENTS:

- a) It's not just about the building; it's much broader in our call for stewardship. There is no reason for a building campaign unless you have a vision. The building is a tool in outreach and in growing Christian people.
- b) It's obvious that this is needed.
- c) Don't know how else we can do this.
- d) I think we would be supportive, but need to know more about it.
- e) Don't think there is any other way. To support what we decide as a congregation, there is a feeling that having people vote on options, not a yes or no on 7 million project.
- f) Have some questions, because of fixed incomes of so many.
- g) I don't know the what and why. To have drawings, when we don't know what we can do on this location. I can't get behind something that might not even be possible.
- h) The plans look wonderful. A little disappointed we could not address bathrooms upstairs, fix hallway by Pastor's office.
- i) The people who are active have been exposed to the plans and conversations.
- j) A little bit scary. The needed changes are challenging. Unsure about our ability.

- k) I come here because I need to grow.
- l) I think the expansion of the nursery is really needed. It's an aging church. We've got to attract new members, younger people. At 9:45 there is a lot of grey hair.
- m) If you don't do it, you will never know. I think I can pray. Support it just as much as I can.
- n) I was supportive to move to this new stage. Waiting – I want to be supportive. "Guardedly supportive". I don't see how the numbers add up. If we could raise the money is the building the place where we would put it all?
- o) Heard 2 guys talking about this capital campaign. I don't think we can afford this. Another plus – people with disabilities are participating in the life of the church. The sanctuary is appropriately full. It's not overcrowded.
- p) My concern isn't that it is going to do something. We need people to make it happen. What are the ongoing financial needs to keep things going? What is the plan for that?
- q) It's just such a huge uncertainty.
- r) I'm supportive as long as we don't do anything we don't have pledges to come. If I'd known 2 years ago that Epworth was doing this we would have made a different decision. We are million dollar donors to the museum. It was a sacrificial gift. It was a once in a lifetime gift. I've never given a gift in that range before. Just finished year 2 of a 5 year capital campaign. I tithe to two churches. Epworth is two years too late for my husband I'm in for the second phase, but not for the first. I'm cautious in terms of Epworth's past history of giving. It's a stewardship issue.
- s) I have no question that the capacity is there. For some, it's like it's someone else's project to do. It's I really feel they have done this in the right order. This is just the time for this now. Leadership really has best intentions.
- t) There is no other way we can fund the plan.
- u) Toledo Sylvania has moved west. More of an effort to connect with the preschool parents.
- v) We must reinvest in this church.
- w) I'd say we are supportive if the plan moves forward. Caring for the congregation is crucial. That is a huge number. I would not want us to start this and have people just leave. It is a huge project.
- x) We have to. We can't borrow the money. We just can't pull money out of thin air.
- y) This is God's money. \$7.5 is way too much money to spend on facilities. I'd like to see us do this piece, then that piece.
- z) We are both unsure. We feel Epworth is a mature church and we're unsure how much potential there is to get much larger. We agree that we need to attract new members, but are unsure that we need to build so much to do so.

- aa) Concern over getting sufficient seed money from those who can pay it forward for the next generation to cover not only the expansion costs but also the ongoing operating costs
- bb) But again, we have no cost basis on which to complete the proposed plans - everything is vague at this time.
- cc) What other way is there to raise the money?
- dd) I would be supportive if I knew exactly what the campaign was going to have happen in the expansion. The plans I do not support as they are present.
- ee) I do not believe that a new building will attract a different set of members. The reputation is of an old rich church
- ff) I would like to know the size of Epworth's endowment
- gg) If this was done in stages, then yes. This "all or nothing" is a loss opportunity.
- hh) I have been out of town, so do not feel very well informed, tho have heard discussion among members. I will be attending the meeting on May 7 to learn more.
- ii) However I am moving out of the state within the next 1 1/2 year.

9. What important factors might hinder the success of the proposed campaign?

REPRESENTATIVE COMMENTS:

- a) Just where is the money coming from? We bought a piece of property to the south of us for \$750,000. Within two years the house was torn down for parking. The building was to be used for ministry programs. That was a little disappointment; they said one thing and did another.
- b) Our past history of not keeping the promises we have made.
- c) I could give more, but I don't want to. I think I can put my money in other places that can yield better results. I'm not about this place succeeding; its about the unchurched and helping them create better lives. People want to be a part of something bigger than themselves. How do you build an infrastructure that ensures things will go well after Doug leaves? Are you here to get better, or are you just here. How can we help people grow in their faith journey? That could be exciting I would think.
- d) There will be some older folks who don't think we need it. This facility has been fine for us." Anytime you ask the congregation for more money, focus on the change rather than the amount of dollars.
- e) There will be a few people not for it. You hear that some are still upset they haven't paid back the money to the Foundation for the property next door. For those who have an issue, putting the half-million back into that fund might help people feel better about it. The feeling that it's not a real Foundation, because of the money pulled out for the property. We need to fix this, it is a ticking time bomb the confusion around the Foundation.

- f) 7 million is too much to renovate.
- g) Change is difficult. Some embrace it, some don't.
- h) There is a concern about the costs. Where we are going and why. Reassuring people that it is still us. The design of this church reminds me of the design of my parents split level home. At the time it worked, but times have changed. Its different now, but so are we. When we were first here there were 20-30 couples in our age/situation in life. But I just don't see that new group behind us.
- i) Concerns about simultaneous annual and capital appeals. They interviewed 7 firms. We have to find opportunities that fit us and Epworth.
- j) They had a big push for stewardship in the fall. Many people stepped up; now we are asking again for another major commitment. Some people were shocked by the project scope and cost.
- k) We've just lost some of the real fire power. Side note: You almost have to go in the bathrooms. They haven't been updated since we came in the 1970s.
- l) There are people who just don't see the need to expand. Some are happy with the way things are now. It's perfect the way it is. And why do we need all these new people in our church?
- m) People's mindset right now. Just are we trying to do by this project. I'm not seeing a sense that the focus is on taking people deeper in their walk with the Lord. It's about attendance.
- n) How can we do a 7 million project when we are scraping by with annual budget? The numbers sort of grab people.
- o) We are not getting any younger. We are caring for the people who are here. People are concerned still about the economy.
- p) It's always difficult to help people understand why need to do this. Doug is doing this.
- q) People not understanding how the addition will improve our ability to build disciples and reach out into the community. A building that is going to separate the traditional and contemporary services.
- r) Money – the scope of the project is big. People who are not engaged/won't participate.
- s) A clear vision of what they are trying to do. Biggest barrier – not having the biggest gifts up front. Making sure the bridge financially is in place so they don't sputter.
- t) If we are not getting full backing from the congregation. Getting the money. It would be nice to see some numbers to support the project.
- u) I worry about people leaving because overwhelmed about raising that much money. People getting their feelings hurt.
- v) How are we going to fund this?
- w) People holding on. People who disagree at use of funds. The fear that this will look like a big box church.
- x) The thing that scares me about even a successful capital campaign what could happen if there was a possible split? The church over

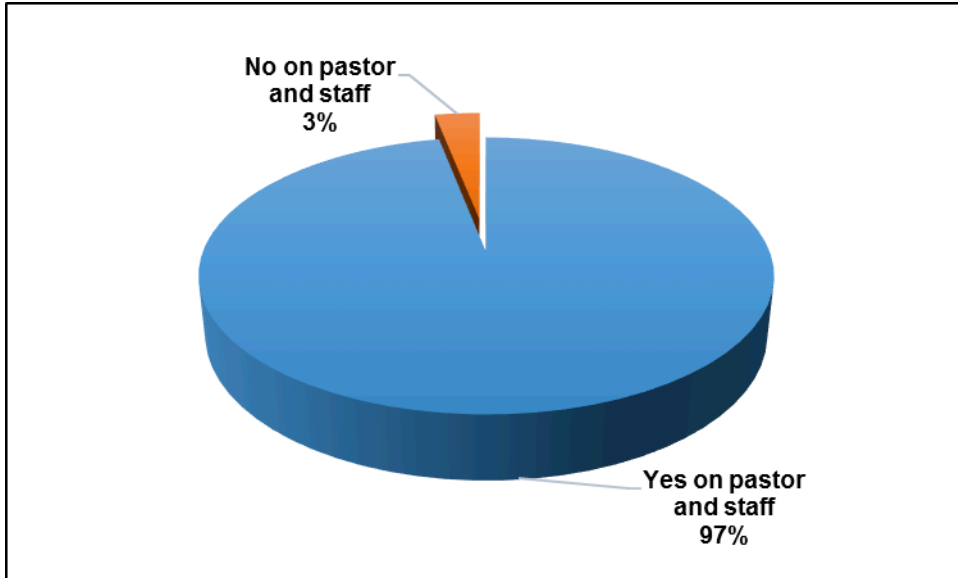
- some etc. the political things – what would happen with our commitments? It could leave the church in some dire straits. There is the potential for that happening.
- y) A few comments questioning the bottom line financially. Attitude and prayer could hinder the success.
 - z) How much people agree with the planned changes and scope. Does it fit our needs? The economy – a little bit of uncertainty. Its not a back to the way it was.
 - aa) People concerned about the cost and source of funds. Negative thoughts about moving it (contemporary worship) out of sanctuary and looking like a production. I'm concerned at how we manage the different expectations of what is needed. There are people who are listening to hear how this settles out.
 - bb) Clarity about the what and why. Lucas county – one of the poorest counties in Ohio. General economy is a factor.
 - cc) The economy is still not back to where many people hoped it would be. The feeling of some that the money might be better spent on ministry.
 - dd) The number of people on fixed incomes.
 - ee) Big projects can be conflictual/divisive. Needs to be handed sensitively. Don't want to see the church divided. And in the transparency – the last few years heard there was a building committee but not much was ever said about it. No regular updates. Since January there have been several open meetings. A building means "space". Do we really need more "space"? If we start with programming, that will drive the "space" issues. Children's security. Prior to that last open meeting had not heard of the security issues with kids. Lastly, 1.2 million budget: a consultant suggested no more than 2 times operating budget.
 - ff) Important to get everybody on board. Giving a lot of opportunities to see, hear and ask questions. I think they are doing it right. It's marketing. Not selling but communicating the news.
 - gg) The ability to raise the money. Difficulty with regard to change.
 - hh) The size of it and the uncertainty of it. The average age of this church tends to be more the conservative we've never done it crowd.
 - ii) For everyone to realize there is something there for them. The economy is an issue. We are both thinking of retiring in next 18 months. Another thing is a lack of communication or lack of transparency. (Not that these are present) but possible hindrances.
 - jj) Making the assumption that a bigger building is going to attract new people; the present memberships reluctance to fund the campaign.
 - kk) Disagreement among members on importance. Many I fear will be shortsighted and want us to just paint what we have. Lack of financial commitment to project.
 - ll) Older congregation might not be able to donate as much as needed.
 - mm) commitment of funds

- nn) The church members need to understand the current building needs and why the building needs expanding and renovating.
- oo) Questions about the financing. Especially in light of the fact that a \$550,000 loan is still outstanding from Epworth endowment.
- pp) \$7 mil - trying to move too fast for a vote before people have a chance to digest and ask questions.
- qq) Raising enough money.
- rr) Lack of support from the majority of the congregation.
- ss) financial
- tt) \$ needed may seem overwhelming. Some people don't like change, some may question need for new contemp. worship setting, due to low attendance.
- uu) People may leave Epworth
- vv) Size of campaign
- ww) The stock market decline - depression
- xx) Inadequate information to congregation. Inability of congregation to support debt.
- yy) Very costly - not sure congregation can/will support such a costly project.
- zz) Economy - younger families living paycheck to paycheck and older families on fixed income.
- aaa) Lack of understanding of the imperatives to support this project.
- bbb) If the structural building plans are not finalized before the financial campaign begins.
- ccc) Older membership, financial situations
- ddd) Amount of the campaign Expansion plans that don't serve the interests of the present members Expansion plans that don't attract new members Expansion plans that the existing congregation can't afford to operate
- eee) The average giving unit gives less than 3000. This campaign is going to need to have most givers double their pledge for three years. That would leave 4 million not paid. We missed giving our pledged local apportionments three years ago. Local centers did not receive money we promised them at the beginning of the year for 6 months. What an embarrassment.
- fff) Sufficient pledges
- ggg) Enough funding Resistance to change
- hhh) Cost
- iii) Ignoring local ministries will concern members. These important items need to be included in the message.
- jjj) The all or nothing threat.
- kkk) Maybe the amount of money asking for.
- lll) Tough times economically for the region.

10. Do you feel the church's leadership is appropriate for this undertaking?

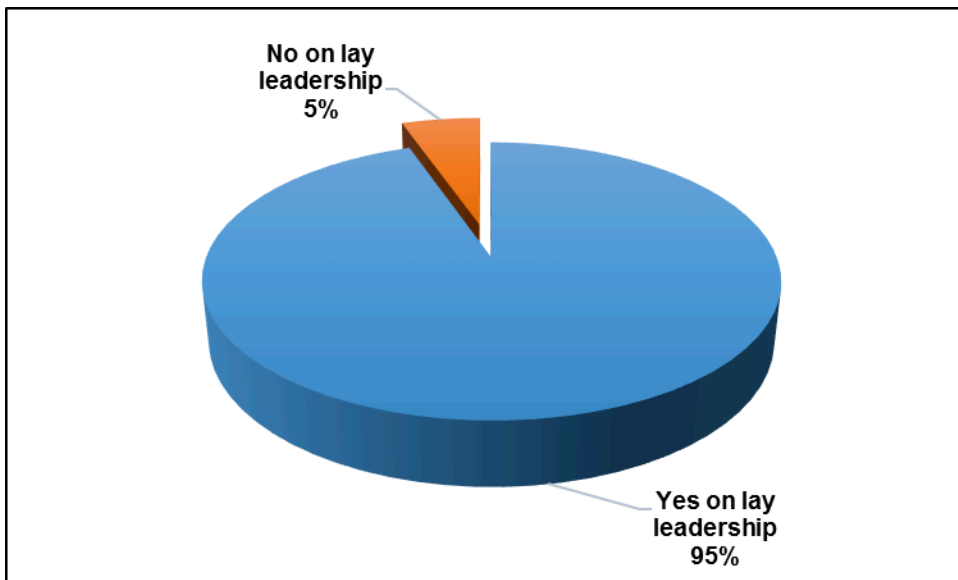
Yes on pastor and staff team (63)

No on pastor and staff team (2)



Yes on lay leadership (53)

No on lay leadership (3)



ANALYSIS:

Belief in the capability of Leadership is crucial to a successful campaign effort. The senior pastor in any church is the most significant player in a capital campaign. This congregation has trust and confidence in their leader and will respond to his guidance. He must play a strong role in communicating the vision

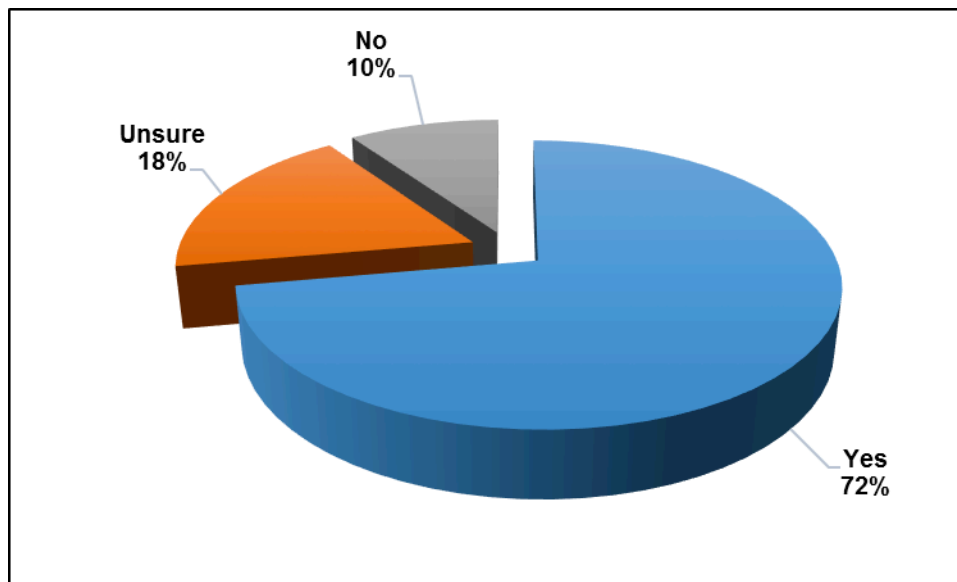
and seeking gifts to underwrite that vision. Confidence in lay leadership is strong as well. Some of the comments point to a need to better communicate who the various lay leadership people are. Comment “s” needs broad consideration: engagement is crucial to achieving your potential at Epworth. The objective is for every member, all 1,217 of them, to have both a place to belong and a place to serve. To the degree that persons are not engaged in these ways, it will put a damper on the congregation’s potential capacity, in all facets of its ministry.

REPRESENTATIVE COMMENTS:

- a) I think there is a lot of forward thinking there. Fifteen years ago we would have said no way. Side note: Very satisfied with leadership. We have made a huge turn around.
- b) I think the staff is very qualified. I have no idea; I am a little cloudy around lay leadership. I don’t know who is going to take the helm exactly.
- c) Some really strong, inspiring, well respected leaders here.
- d) We really like our pastor. He’s new. He is on board with the vision. The leadership on this project is excellent. They are very aware of what we need. The whole thing is leadership. I’m big on the vision thing that has measureables with it. Doug is pretty good at that. He is efficient, organized, intellectual, very personable, excellent fit. One of best we’ve had since Barry (left in 2000) here about 10 years.
- e) Very capable.
- f) The educational leadership is brand new. The leadership needs to be strengthened. We have great lay leadership.
- g) I don’t know who they are. Traditionally we have had very strong lay leadership here. I just don’t know who they are.
- h) Doug has natural leadership qualities and a lot of enthusiasm. Lay leadership has been and continues to be strong here.
- i) Oh I do. We have great people running this church. Doug brought a more youthful energy to Epworth. Doug is doing extremely well. He is really a shining star.
- j) Pastor Doug has a way of saying things direct, to the point and appropriately done. We have a good group of lay leaders.
- k) I think we have some very responsible people in leadership both lay and Steve. Zach Isaac has done a phenomenal job on this project. It’s like herding cats.
- l) Strong lay leadership. Doug is bringing some fire and enthusiasm to the table.
- m) Lay leadership is very strong.
- n) I think Doug is appropriate. With Dana and Ruth Ann leaving. I don’t know about the staff.
- o) I can’t say yes or no on the lay leadership. The lay leadership are people seem to be mostly older, retired, or nearly retired. We need a different perspective. I don’t see many people (younger) on the committees. We keep going back to the same people.

- p) Doug is certainly the right person. I sense he has tremendous focus. He is not trying to stretch people seven ways to Sunday. My sense is there is a good give and take and respect between Doug and the Lay Leadership.
 - q) Doug has a good vision, can give a good sermon. I don't know about his professional development of the staff under him. I like him. He is part of the reason we are still here.
 - r) We've got a lot of smart, innovative people here.
 - s) Raise over all level of engagement in the congregation – critical to achieving your potential. This was a prerequisite.
 - t) I think the staff team at this time is uneven. Doug – he's not just good, he is excellent. I think he is an unusual leader. The most talented and capable men I've seen in my life.
 - u) We have a good staff.
 - v) I'm very comfortable with him. We feel like we won the lottery with him. He is consumer friendly. I trust the leadership.
 - w) There has to be strong lay leadership. At same time the pastor needs to be actively involved in it.
 - x) Doug is doing a great job. He has a strong vision. I have concerns that people don't know who to report to. I'm sure they know what they are doing, but do they really? I'm not sure staff is all melding together. It's a little bit confusing.
 - y) We've got a good staff. I'm not as strong on the lay leadership. I just don't know them as well.
 - z) I think Epworth is possibly at the best place we have ever been, leadership wise. We've never been in a better place leadership wise. The right people are in place.
11. Would you prayerfully consider a 3-year gift (over and above your annual contribution) to support this proposed capital campaign?

Yes (52)
Unsure (13)
No (7)



ANALYSIS:

Certainly, these were off-the-cuff responses. A person's interest, passion, and commitments around any project has everything to do with the exact nature of the project itself, and their prayerful consideration of how God is leading them to be a part of the congregation's future. 72% of those responding are open to prayerfully considering a gift in the proposed campaign. 7 households, 10% of those responding to the question, have already made a decision to not support the campaign for various reasons; see comments e, o, p, and q. Over the next six months as the details of the project become clearer for people, and as people engage with their own prayerful discernment, participation and momentum will increase.

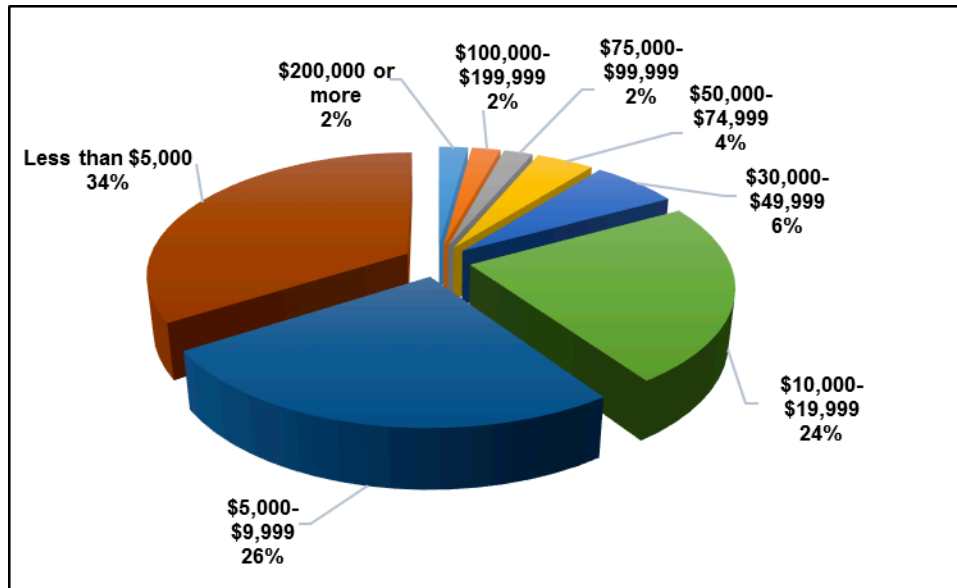
REPRESENTATIVE COMMENTS:

- a) Some will say we do not use the facility we have already.
- b) That is a difficult question. We do not know where we will be in three years. We tithe and give offerings as God leads us. We have not been in a church that pledged before.
- c) We have been in prayer about it. Not sure that God is calling.
- d) Yes, it has been marvelous for us here. Highly supportive, encouraging.
- e) I cannot do a gift in the next three years. I will continue to tithe. Next time we could probably do a couple hundred thousand.
- f) Yes, if it makes sense and is consistent with the vision. We would be on board.
- g) Yes, I would consider it.
- h) Yes, we would need to learn more. There are things that need to be clarified.
- i) Would prefer not to but will support the church membership's decision after careful analysis. Believe that there is a much better use for the money than adding on to the building,

- j) Difficult to determine extent at which we can participate with college, medical/insurance, and replacement funds needed for home maintenance/repair and vehicles.
- k) I can't commit to 3 years because I will be moving out of state.
- l) As a retiree I may prefer a one-time gift.
- m) Would have to discuss with my wife
- n) At this time -- if the plan adequately addresses the issues addressed in the previous question regarding obstacles/impediments -- I can commit to three annual contributions of \$10,000. If my assets/income increase, and if the above issues are addressed, I may increase that commitment. I love my church and acknowledge God's blessings in my life and the lives of my family.
- o) Both of us feel that any money we would contribute to a building would be better spent and make a bigger and more significant impact if it went to Grace Children's Hospital in Haiti or to build a school in Nepal. More lives would be enhanced.
- p) At this time we do not feel the need for this project, therefore we will not commit funds for this project.
- q) I support many other charities in Toledo - not interested in enlarging Epworth.

12. What range might you consider for a 3-year commitment (over and above your current tithes and offerings to the annual budget)? This is not a pledge but an initial indicator. (Your estimated range will remain confidential.)

| | |
|---------------------------|--------------------------|
| \$200,000 or more (1) | \$20,000 - \$29,999 (0) |
| \$100,000 - \$199,999 (1) | \$10,000 - \$19,999 (11) |
| \$75,000 - \$99,999 (1) | \$5,000 - \$9,999 (12) |
| \$50,000 - \$74,999 (2) | Less than \$5,000 (16) |
| \$30,000 - \$49,999 (3) | |



ANALYSIS:

It is common in these surveys at this stage, not to have yet seen the majority of lead gifts surface; however, the success of the campaign will, in our experience, depend on surfacing major leadership gifts early. They provide crucial momentum, raising the belief level in the congregation.

The responses we did receive to this question all combine to create parts of possibilities. For example: to set the stage for succeeding in a campaign for \$7,500,000 over a three-year pledge period, the church will need at least one gift in the range of \$750,000 to \$1,000,000 or so. There will need to be at least 5 gifts in the range of \$250,000 to \$500,000; and at least 4 gifts between \$100,000 and \$200,000. The Surveys indicate 1 possible gift of \$250,000, and 1 gift of \$100,000 that would be in this top 10 as outlined above.

The lack of six-figure gifts is our greatest concern, but it is not surprising at this early stage of awareness about the scope and nature of the project. I believe that these gifts can be grown and with Epworth having a number of families who can give at a high level, I believe several will.

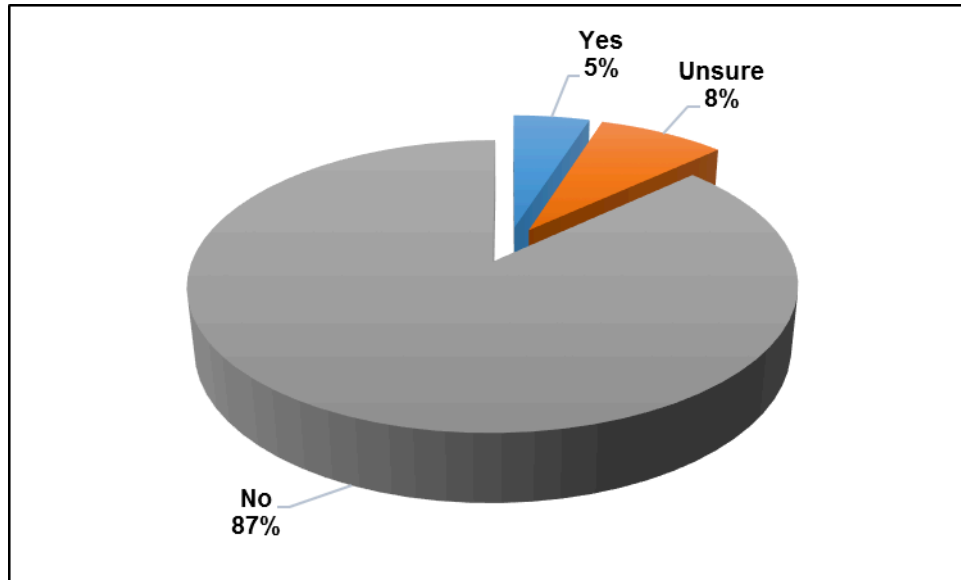
Leadership gifts set the trajectory for what is possible in a campaign effort. Surfacing these pace-setting gifts early in the campaign will have a positive impact on encouraging others who can consider gifts in these ranges. The importance of leaders leading cannot be over emphasized.

REPRESENTATIVE COMMENTS:

- a) \$250k
- a) Somewhere in the top two categories.
- b) We haven't discussed it yet.
- c) We can do \$100,000 anyway. Have not talked about it yet. Previous capital campaign 20 years ago gave a lot.
- d) Don't know. I'm waiting for the capital campaign to help me understand what I need to give.
- e) Assuming we get to a good comfort level about what is planned. We will participate. I felt blindsided by the project being this much money and this far along when we heard about it.
- f) I'm not sure. I've started to pray about it. I think we are comfortable with 50,000. Thinking right now not sure where we will be led.
- g) We are kind of up in the air right now. Probably \$40,000-\$60,000. \$70,000 at most.
- h) I don't know. I need to talk to our advisor.
- i) We tithe. I don't know how much we could do. We would have to talk about it.
- j) Have not really thought about it. Right now I think we can do \$10,000. It's a very worthy campaign; whether we can afford it or not we don't know.
- k) I'd have to talk to my wife.
- l) I haven't talked about it; probably doing something with a charitable gift annuity.
- m) It won't be a large gift. My wife is not well. I just don't know what's ahead. Certainly I want to make a commitment. The church has meant a lot to us of a long period of time.

13. Might your gift include any non-cash gifts of appreciated assets such as stocks, bonds, or real estate?

- Yes (3)
- Unsure (5)
- No (53)



REFLECTION:

The congregation needs to be ready, at any time to receive non-cash gifts. Comment “a” points to a possible problem in this regard. I am not sure how long ago this rebuffed attempt to give a stock gift occurred, but it has obviously left a frustratingly bad taste in the mouth of the donor. Be operationally aware that the third most prevailing reason people give to any organization is a strong confidence in the fiscal responsibility of the organization.

REPRESENTATIVE COMMENTS:

- a) We had appreciated assets that we tried several times to give to the church, and I couldn't get anyone interested. (Stock from a Fortune 500 Company)
- b) We need to learn more about the options.
- c) I'd like to consider a gift from an IRA.
- d) How is it going to help us impact care?
- e) Needs to be a key component of the campaign.

14. Would you consider including Epworth UMC in your will?

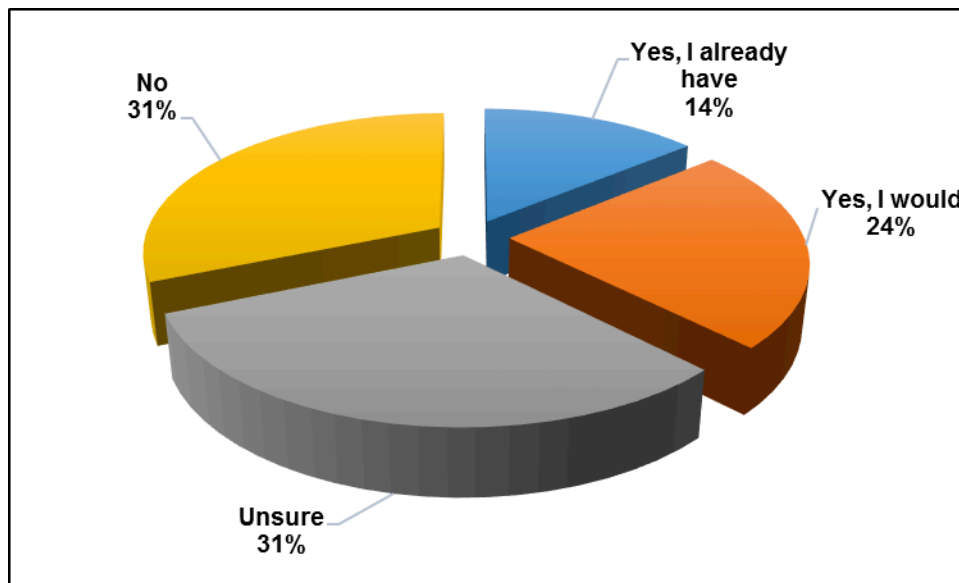
Yes, I already have (9)

Yes, I would (15)

Unsure (20)

No (20)

Have someone contact me to talk about this (0)



REFLECTION:

It is encouraging that 9 of the households with whom we interacted have already made a decision to include Epworth in their will. Almost a quarter of those responding (24%) would consider such a bequest gift. This is great news, filled with potential to perhaps significantly alter Epworth's future in a positive way! But Epworth needs to make a case with these potential donors, and ask for prayerful consideration of a bequest. You can be absolutely certain that other organizations and institutions are asking your members for such a consideration.

There is some misunderstanding, disagreement, or issue – in the minds of some—regarding the nature or structure of your Foundation or endowment.

REPRESENTATIVE COMMENTS:

- a) I had the Foundation in my will, and took it out, because it is not a Foundation. It is not a separate entity; it's really a slush fund. This is a matter of consternation for me. The money was not repaid to the Foundation that was borrowed from this fund for the Wesley property. The money is controlled by Council.
- b) It is in our trust.
- c) Someday I would do something with World Vision.
- d) Not at the estate planning mode yet.

- e) We have never thought about that.
 - f) We are not native here.
 - g) Love to if we have anything left.
 - h) Epworth is owner and beneficiary of an insurance policy I bought. Learned it from boy scouts. I don't want to squeeze out a number. I want to feel good about what we give.
 - i) I think we could do that.
 - j) We've had a number of deals over the years. Don't know of any cases where the church was remembered in a will.
 - k) Yes, I already have. I'm pretty sure we both mentioned that in ours.
 - l) A clause in our will to let our children choose where to put it.
 - m) We've never thought about it. Would consider % gift of the estate.
 - n) We have talked about a legacy gift.
15. Please note any additional comments or suggestions you feel would be helpful for church leaders as they prepare for this prospective campaign:

REFLECTION:

My strong encouragement is for leadership to spend time in prayerful reflection and conversation around these comments. There are several communication opportunities that are reflected here.

- a) They've got to stay the course and lay out the purpose of the expansion. How likely are we to achieve our mission if we don't do this? We've got to lay out a compelling case that we will only achieve our mission by doing this.
- b) Be honest about what they are presenting us. Answer questions, say something.
- c) Making the link between the proposed improvements and the future vision for the church. Clarify how it helps further the mission.
- d) There is no covered entrance for drop off. We need to help people understand how they can leave a legacy. Most of us inherited this facility as a gift. Estate planning needs to be put in action. Our lack of attention to this has been pretty stunning to me. There is a long history of avoiding the word tithing. Money is a very spiritual topic.
- e) We need to talk about how what we are building will support our ministry and initiatives.
- f) About three years ago we had a treasurer for the Foundation who was not ever clear about how much money we had. There was never any real transparency.
- g) There is a great divide between proponents of traditional worship versus those of contemporary worship. It exists, it's not nasty, but it's real.
- h) In order to get behind this campaign, one thing we would need is a guarantee from the conference that they will keep Doug Damron at Epworth for at least 10 years to minimize the risk of the damage

caused by pastor changes. We do not trust the selection committee to send us another charismatic pastor like Doug.

- i) I am unsure if expansion should be undertaken when membership is not growing to support it.
- j) Encourage members (especially those without children under 11 years old) to visit Sunday School classes.
- k) We know this is a complicated project, but we worry about building an empire on debt. There are no definite figures, only guesstimates. We need to see some figures.
- l) Pastor Doug's passion to impact the world with the love of Christ is contagious.
- m) A vote of the church membership should be taken.
- n) Bigger and newer is always wonderful but I do wish we were "busting at the seams." (more than I see)
- o) My financial situation is changing with kids in college. I am GR8 at fundraising and would be able to help in that capacity if funds aren't available to add contributions.
- p) They must convince a large majority of the membership to support this campaign. At least 75 to 80%.
- q) We need to consider developing an unprecedented/unique children's ministry and senior high/college program that promotes music/fine arts/performance and develop a service/ministry that might respond to families that don't regularly worship due to conflicts with athletics. Finally, we should consider developing a strategy/ministry that attracts particular professions that generate high wealth.
- r) You are so far out of touch you don't have my age category. Obviously you are missing an important decade of givers
- s) Keeping congregation informed
- t) Many concerns. \1. Outstanding monies owed on Wesley property. 2. Is there any way to use existing space. 3) Why the rigid "all or nothing" stance. 4) a playland...really? Coffee? Does the leadership of this church REALLY feel we need to dummy down God's House so much in order to get new people in? Does the leadership REALLY have so little respect for younger parents that they need to bring people in with bells and whistles. We did not join the church bc they offered these "traps". We joined bc Epworth was known for their mission field....why is that no longer happening? Just can't support this.
- u) Insure 1/2 of funds are seeded with commitments from church family.
- v) I'm supportive of what we are trying to accomplish here.
- w) The 20's, 30's 40's is an important area. "There is no one my age" my grandson in med school commented.
- x) Ongoing small group gatherings, with a meal – brings people over.
- y) What is the mission and best way to achieve the mission? Keep focused on the big picture. The other thing that bugs me is that we are not bursting at the seams. I'd like to see us grow, then expand.

- z) The past loan on the property is an issue for some. It is an endowment not a true foundation. With interest the number would be almost double the 550,000.
- aa) Conceptually it is a neat plan.
- bb) Moving our structure further west is a concern. West wall sunk. Spent \$60,000 recently to fix it. A friend who is a member, drove around the parking lot 4 times on Palm Sunday trying to find an open spot. She went to another church.
- cc) Zach's presentation kept referring repeatedly to "Doug's Vision". This is the congregant's vision.
- dd) #1 thing is taking care of the people.
- ee) Although we haven't finished paying for it – outside of the foundation money.
- ff) We would like to help at Hawkins.
- gg) Fixed incomes will be a challenge.
- hh) Just keep communicating; keep us in the loop.
- ii) We are also members of University Church. I see church dollars going to this church, going to a big building. Money going to University Church is going to people, ministry. They do amazing things with very little money.
- jj) Program development money, very visible ministry, possibly part of capital campaign. 20% to outreach or something. A lot of big giving is driven by big egos.
- kk) It's pretty exciting to think at the possibilities; and a little nerve wracking to think of the path to get there.
- ll) It's got to be visionary. It needs to be sold. We have enthusiasm at the senior pastor level and staff. Foundation – it is not a separate entity. Proceeds go to building maintenance. Money is controlled by council.
- mm) I think Doug I going to have to get the word out and make crystal clear what is going to look like, what will it take to get us there? Be clear at the benefits of what this will accomplish? Focus on why it is needed.
- nn) The new one – a lot of head banging and repeat, repeat, repeat. I've watched the contemporary service dwindle. Ed and Deb went elsewhere. The first band was excellent. We lost all the age group we were trying to reach. The band is night and day difference. Now we are trying to rebuild. My sense is that it's starting to grow.
- oo) District wanted to make sure we had 1/3 cash. The question has been asked, "Can't the project be phased"? Answer has been, "No". 1. Project will help us grow. 2. We're not adding anymore classrooms.
- pp) We heard all or nothing at the meeting. They did not indicate doing part of the project was a possibility. They keep saying transparency – we are going to know what is going on. I think they should publish the names of who is on the building committee.

- qq) Keep communication open. Be open to A to Z. Do things in phases.
1. Who was part of the building committee? When did this start? The appearance is that it started when Doug came. Continue to share, even when we don't have all the answers. Help people understand. Connect the dots. Understand the history. There are other ways to contribute. It is the whole congregation's project.
- rr) If you want something you have to make a commitment. You can't hope on the tooth fairy.
- ss) They have done an excellent job so far on the project. We have to build to code. Build for the present and the future. Focus on how we can move forward and be the church God has called us to be.
- tt) Plan – it was unclear how much the plan was a path forward or a plan to generate discussion and a plan forward. Is this a proposal or an idea starter?
- uu) 1 thing is puzzling, the current situation with the contemporary service. It hasn't recovered. Lost 150 people in about a year left. People that lead it haven't been able to get the numbers back up. Relationship with sermon minister and those folks. That was about 10 years ago with Bob Maul. Bob Thomas came. I have heard a little disgruntlement. Some teens have not been accepted into that service – musical leadership
- vv) There is a division between contemporary and traditional. It's "us vs. them". It saddens me that we do all this dog and pony show to get people to come to church. Adult Discipleship – need to develop more biblical studies – dig in deep and challenge people. Missions is awesome. Very good at plugging people in. So much better than 10 years ago.