

CAPITAL CAMPAIGN PLANNING STUDY

PREPARED FOR

ST. DEMETRIOS GREEK ORTHODOX CHURCH

TUCSON, ARIZONA

OCTOBER 2007

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ESSENTIALS FOR SUCCESS



This Capital Campaign Planning Study was conducted to assist St. Demetrios Greek Orthodox Church in Tucson, Arizona (St. Demetrios) to evaluate the status of several key elements necessary to conduct a successful capital campaign.

- The membership of the parish must be “sold” on the benefits of the project.
- Consensus must be attained through two-way communication with the members of the community on key aspects of the proposed plan, including scope of the project and design features.
- Key parish leaders must favorably perceive the fund raising cause and readily offer support to the fund raising team.
- The funds sought in this effort must be viewed as reasonable and attainable.
- Major donor prospects must be identified, qualified, cultivated and solicited.
- Major donor prospects must be matched to the standards of giving required for success.
- Key leadership must be recruited, empowered, equipped, coached and supported.
- St. Demetrios must possess sufficient staff support and technology to manage the details of the campaign (management of information, communications, letters, securing appointments, pledges, gift recording, acknowledgment, etc.).
- The entire capital fund raising effort must be conducted in such a way as to enhance the spiritual well being and vitality of the community, thereby enabling St. Demetrios to fulfill its mission in fidelity to Father, Son and Holy Spirit.

SCOPE AND METHOD OF THE STUDY

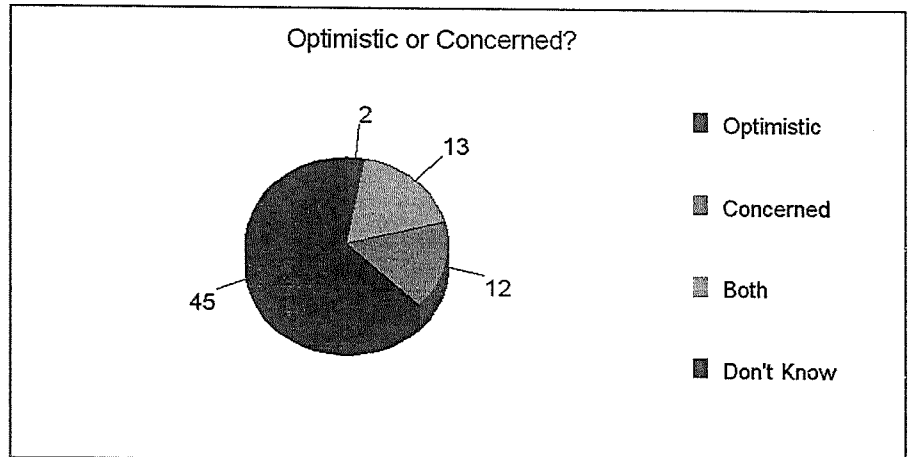
Seventy-five (75) interviews and surveys were completed (a total of 97 people) for the Capital Campaign Planning Study at the end of March, 2007, by Fr. Anthony Scott of Stewardship Advocates. In addition, fifteen (15) people participated in a focus group. Participants included a cross section of the parish: members of the Parish Council, officers, clergy, founding members of the parish, and other key parishioners of the parish whose support is considered vital to the success of this study and the successful conclusion of the campaign. Fr. Anthony also conducted a special meeting with four parishioners in Green Valley. (The content of the focus group and the meeting in Green Valley are included as appendix C.)

The consultant spoke with Fr. Dimitrios Pappas, members of the Parish Council and the Building Committee, listening carefully to their comments and recording the steps taken so far to initiate this project and also on the general state of the parish. He interviewed office staff and assessed current stewardship reporting systems, recent stewardship history and office procedures that would be affected by a major capital campaign.

To maintain confidentiality, comments and quotes included in this assessment are not attributed by source. Interview sheets and the personal notes of counsel have been placed in the confidential files of Stewardship Advocates.

STATE OF THE PARISH

In order for a capital campaign to be successful, it must aim to raise funds for the right cause, asking the right people at the right time for the right resources. For this reason, it is important that St. Demetrios take account of the general state of the parish before launching a campaign. Each interviewee was asked, “Concerning the future of the parish, do you feel optimistic or concerned?”



Opinions were generally favorable: from 75 respondents 45 or 62.5% described themselves as “optimistic.” Twelve respondents said they were “concerned.” Thirteen sages replied that they were both “optimistic” and “concerned”. When asked to list the greatest strengths of the parish, “Community” was cited most often (30 interviews and surveys). The next most often noted strength was “Leadership” (15 interviews and surveys). The third most-often listed strength was “Fr. Dimitri” (11 interviews and surveys). Given the present circumstances of the community, there is

“Most people passionately care about the future of this parish.”

cause for thanksgiving that the parish is viewed as well led and the community is perceived as strong and growing.

Having expressed love and great hope for the parish and its leadership, each interviewee was asked to note the most significant challenges that stand before the parish. Three items were mentioned by 11 respondents each. These were

“Our parish has not shown a history of generosity in giving”

categorized as “internal parish divisions,” “ethnicity” and “lack of generosity.” From the perspective of the proposed capital funds drive, each of the strengths that were cited can be incorporated into the case

for giving to the campaign. The challenges listed must be given due attention as well. They indicate concerns that should be addressed as effectively as possible so as not to impede the continued development of the parish.

A church that is prepared for a major capital campaign must have solid communications vehicles in place, not only to share news and announce progress, but also to reflect input from the community on an ongoing basis. Fortunately, on a scale of 1-10, with a “10” signifying “excellent,” communications were assigned a solid 7.8 by respondents. Of course, communications can *always* be improved upon.

One of the top reasons for donors choosing to make a major gift to any nonprofit institution is their trust in the sound financial management of the organization. A solid track record of financial accountability produces a foundation of trust and confidence in the donors that will be asked in the coming months to make a significant charitable investment in the parish. Maintaining the parish standard of transparency and continuing to provide accurate financial records and timely receipts will be increasingly important to the capital campaign. In terms of financial information management relating to the budgeting process, reports, stewardship tracking and sending out statements in an accurate and timely manner, respondents assigned an acceptable 7.2 on a scale of 1-10.

All the strengths and weaknesses of the parish identified by the participants are listed on the following two pages. (The frequency of each comment is shown.)

PARISH STRENGTHS NOTED BY INTERVIEWEES

| <i>Strength</i> | <i>Comments</i> | <i>#</i> |
|---|---|----------|
| Community | The dedication of the people for their church; their fundamentally hospitable nature; people generally are kind and good Christians; our people are very pro-youth; includes a good blend of professionals, diverse occupations and business people lending itself to a unified group; a congregation of devoted Orthodox who seem like family; they seem to have deep Greek traits, deep faith, pride and devotion; they have the ability to come together in a crisis; the parish council; our concern for each other's welfare; hard-working parishioners; heterogeneous membership – young professionals and traditional Greeks; tremendous potential to bring in fallen away Orthodox and seekers; dynamic and capable community that has the ability to move itself forward; the culture and strong family connections. | 30 |
| Leadership | The leadership component is generally solid; people play it straight; they are not ego-driven; the leaders are trying to do something good for the church; a sincere effort is being made to communicate to the general membership concerning this project; professionals entering our leadership; strong and capable lay leaders; young leaders are doing a great job on the parish council and in managing this project; we have a core of young leaders (mid-20's to 55) who seem very strong to me; the board of directors is doing a fine job; conscientious parish council that wants the best for the community; forward looking parish council; change of leadership has been positive; dynamic progressive board. | 15 |
| Fr. Dimitri | Our priest, Fr. Pappas; wonderful priest and his family; kind and caring priest; Fr. Dimitri is a strength of the parish; often he is quiet but he observes and speaks with wisdom; he has a gentle caring spirit; a wonderful priest who loves children and who was personally very helpful; our young, dynamic priest is bringing people back to the church; he's made a big difference; our new young priest has brought fresh air to the community; he has brought a lot of people back to the church; he is very good with older members. | 11 |
| Financially capable community/ stewardship | As a community we are financially solid; financially we have the ability to do this; people will support it morally and financially despite the few detractors; stewardship has doubled in the past few years; Athena is doing a good job with stewardship given the lack of support she is getting from the general membership; lots of financial resources available; affluent community; generosity of the people. | 8 |
| Youth | Strong involvement by the 25-35 age group; younger more educated parishioners that are open to change and willing to work for it; young professionals bring increase in education; resurgence of youth; kids maintain close relationship with each other; the children and the young people; I've seen an influx of children; strong dance group; junior choir is great. | 5 |
| Other | The festival; the organizations; Philoptochos; our Faith is our greatest strength; our mothers and fathers who went before us and built this church; we have a lot of converts; new blood coming in with great ideas; many new families in the past two years; hiring a professional to help with the fund raising was a smart move; the Tradition of Orthodoxy; an accepting parish of people who are not of Greek descent; excellent outside community awareness. | |

PARISH WEAKNESSES NOTED BY INTERVIEWEES

| <i>Weaknesses</i> | <i>Comments</i> | <i>#</i> |
|-----------------------------|---|----------|
| Division | Diverse interests that may be in conflict; differing values and different ways of doing things; we are divided – one of the ways that we are divided is in the treatment of our previous priest – some of our people exclude him from participating; there is a division in the parish – Fr. Anthony/Fr. Dimitri – those who support one or the other; sometimes we devolve into factionalism; cliques; division; former priest divided the community; too much infighting; struggles for control, parish council defies priest. | 11 |
| Ethnicity | Sometimes older Greek mentality is a challenge; sometimes too much emphasis on the Greek language and Greek culture makes it difficult for non-Greeks to feel welcomed; there is a mindset among older Greeks that results in minimal giving; we are too Greek; feels that sometimes preserving the culture is more important than preaching the gospel; our culture is a beauty and strength of the parish but it can also bring gossip and small-mindedness; we lost a lot of people because we have used too much Greek and put too much emphasis upon culture; we are often more concerned with being Greek than with being Orthodox; the typical “no growth/stay put” Greek mentality; using more English in the service is a challenge that should be met. | 11 |
| Lack of generosity | Our parish has not shown a history of generosity in giving; we haven’t learned to give as we should; in terms of sacrificial giving we perform very poorly; our average pledge is a pathetic \$310 per year; it’s unbelievably low; financing the basic needs of the church is a challenge; we depend too much on the festival rather than practice the biblical principle of personal, sacrificial giving; pledges are too low; we rely too much on the festival; lack of financial support by the parishioners; church currently unable to sustain itself on stewardship alone; we have no planned giving program in the parish; no major donors (with one exception) have emerged in the past 30 years. | 11 |
| Priest(s) | Some conflict between the new priest and the former priest; Fr. Dimitri’s skill set as a priest is not the best match for the skill set that we need to lead a capital campaign; we could benefit from stronger leadership from Fr. Dimitri; the priest is not a leader and not trustworthy – I don’t believe his interest is in the church; we had a charismatic strong priest who may have divided the community and our present priest has a good heart but doesn’t lead as strongly as we need him to; we sense that there are some “issues” between the two priests; our present weakness is the priest – he has brought nothing to the community except his age and his family; our former priest was very controlling and I feel this may have retarded our growth; our present priest is not a strong leader; one priest is strong – perhaps too strong – and one priest is quiet – perhaps too quiet; our priest has a lack of concern for the programs and people of the church and more concern about his own personal gain. | 11 |
| Lack of spirituality | We have been very self-centered and self-referential as a parish; in terms of deep meaningful participation in the life of the church we have performed very poorly; a percentage of the parish is apathetic and unconcerned about the church; people can be petty and spread rumors that are counterproductive to the general well being of the parish; after many decades of service in the church, I feel that we have not really progressed as a church; communicants/correspond with humility to present and future stewards; strong egos; people hold grudges and have “inner circles”; we need to understand our faith better; the lackadaisical of the people from the lack of church attendance. | |
| Leadership | One of the weaknesses of the parish is leadership - two qualities of leadership are courage and consistency; the quality of leadership can be improved; we may need a few more gray-haired people on the parish council; we could improve upon execution and leadership; our parish council has been very earnest but sounds a little like a Greek chorus; we sometimes fail to think strategically; unpersonable parishioners in “leadership roles”; board not keeping the parishioners informed of financial affairs on a regular basis. | 8 |
| Fear of change | Fear of change; people who have been here longer put pressure on those who are new to the parish when there is a “Oh, we have tried that” or “We don’t do things that way here” attitude; older parishioners not in favor of the move; seems as though some of our people have great difficulty making decisions; there is a percentage of people who are emotionally attached to the present site – they are not embracing the future but the past or the status quo; we have a lot of retired folks that aren’t comfortable with change – they just want to enjoy life and come to church. | 6 |
| Other | The long history of the parish also means family rivalries; we don’t have as many converts as we should have; our utilization of technology in terms of financial information management could be improved; we are having a difficult time keeping good talented people; we are a relatively poor parish; mixed marriages are a challenge for us; we are losing a lot of the youth even after many years of Sunday School and youth activities; we don’t reach out to new people or to people who marry into our community; many of our senior | 4 |

members who oppose the relocation of the church are not being listened to; too many people depend upon too few; sometimes I feel that moving to the new location is about "snob appeal;" lack of elder businessmen on the parish council; poor follow through on previous projects; not many young people; too many "no shows," it will be a challenge for us to come together to make the new church a reality.

RECEPTIVENESS TO THE PROJECT

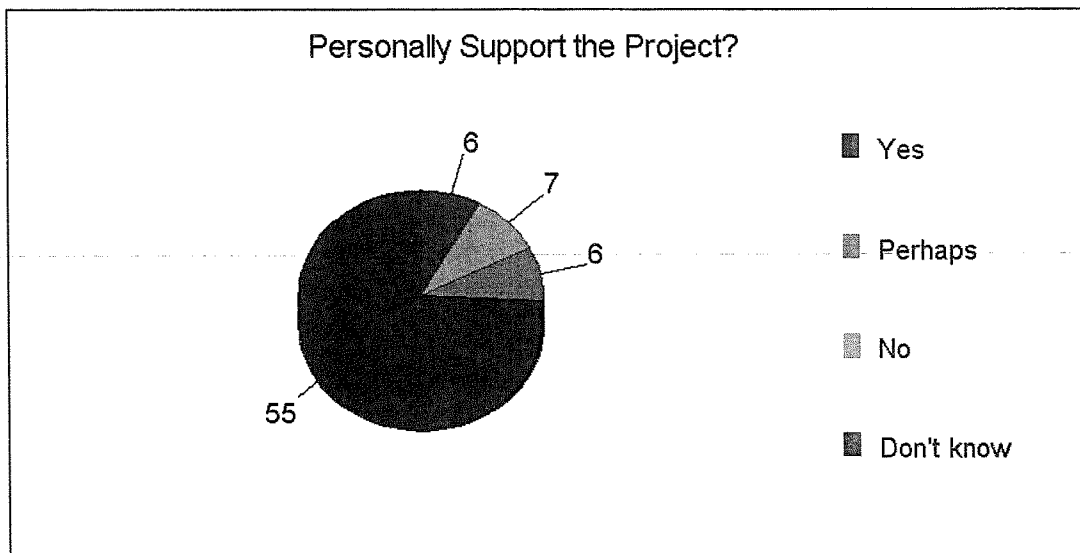


Our Parish was founded shortly after the Second World War when Tucson had a population of appx. 60,000. From these beginnings, St Demetrios was able to grow and prosper by meeting the spiritual needs of its parishioners. We have always been known as a can do parish. When we built our current complex in the late 1950's and early 1960's we were able to do so with the use of the skills of our parishioners and minimal debt.

Since the founding of our Parish, we have ministered to Orthodox communities all over Southern Arizona and into Northern Mexico, as well as the local armed forces bases and local prisons.

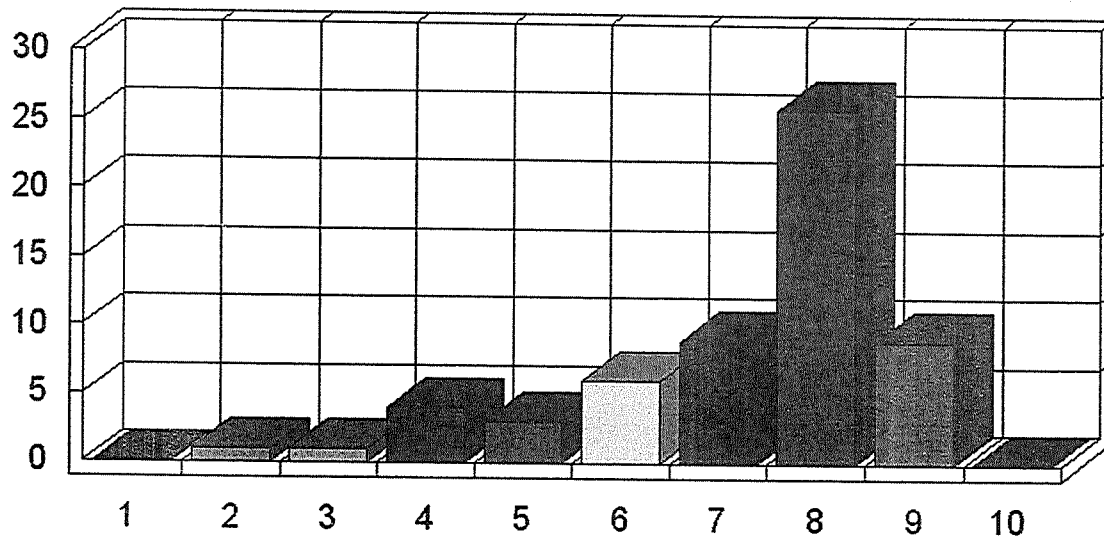
(The complete Statement of Need describing the project is provided as Exhibit D.)

Each respondent was asked whether or not they supported the project as described in the Statement of Need. Of 74 responses, the vast majority (55 or 74.3%) were in support of the project. Seven people or 9.5% did not support the project.



When asked "What percent of the parish do you feel supports this project," 50 of 58 respondents said that between 60-90% of the parish supports this project.

Your Estimate of Percentage that Supports the Project



Relevant comments concerning the validity of the project:

I'm in support of the project but not completely in support of how they plan to finance it.

I am very much in favor of relocating the facilities.

\$5,000,000 is an excellent number to test.

I wholeheartedly support the relocation of the parish to the new property.

I am firmly in support of this project.

I am in support but I am fearful that people may not give as they're going to need to give.

I am not in favor. When you lose your quorum it tells you something.

We are in favor of buying the new property and then making sure we can raise the money for the new community before we actually start to build.

Why do we have to move? Don't fix things that aren't broken.

I am in favor of whatever uplifts the community, even if the present location is convenient for me.

The present location is fine for me but I understand that we may need to move.

I am 100% in support of this project.

I am concerned about building a church in a flood plain. We should be able to do better.

Did the council weigh all the factors or did the price tag only affect the judgment?

May need to extend timetable or obtain a building mortgage.

We strongly support all eight proposed items of need.

The problem is that the property is too close to the Rillito River!

STANDARDS OF GIVING



Campaigns that reach their objectives in a timely and efficient manner do so through carefully planned strategy. Even though each group of donors is unique, giving falls into fairly predictable patterns. Everyone's level of giving will be affected positively by early major gifts that set a new standard and an example to follow. The top ten gifts "make or break" a campaign. The probability of success increases significantly if leadership giving levels meet or exceed the standards shown in the chart below. Experience shows that although tempting and mathematically feasible, replacing the top 21 gifts with greater numbers of lower-level gifts is not practical.

FUNDS TO BE RAISED: UP TO \$5,000,000

| <i>Number</i> | <i>Amount</i> | <i>Subtotal</i> | <i>Cumulative Total</i> |
|---------------|-------------------|------------------|-------------------------|
| <i>1</i> | <i>1,000,000</i> | <i>1,000,000</i> | <i>1,000,000</i> |
| <i>1</i> | <i>500,000</i> | <i>500,000</i> | <i>1,500,000</i> |
| <i>3</i> | <i>250,000</i> | <i>750,000</i> | <i>2,250,000</i> |
| <i>6</i> | <i>100,000</i> | <i>600,000</i> | <i>2,850,000</i> |
| <i>10</i> | <i>50,000</i> | <i>500,000</i> | <i>3,350,000</i> |
| <i>25</i> | <i>25,000</i> | <i>625,000</i> | <i>3,975,000</i> |
| <i>50</i> | <i>10,000</i> | <i>500,000</i> | <i>4,475,000</i> |
| <i>Many</i> | <i><10,000</i> | <i>425,000</i> | <i>5,000,000</i> |

Fifty-four of seventy-four interviewees (73%) felt that the professional methodology of capital campaign fund raising, as utilized by universities, hospitals, cultural institutions and national charities was the best way to proceed. Many parishes have historically relied upon special events for capital fund raising, but St. Demetrios is to be commended for emphasizing personal giving as a means to fund this project. This approach is not only more effective, but also more in line with Christ's teaching on how we are to use the gifts He has given us.

PRACTICE OF STEWARDSHIP AND AVAILABILITY OF GIFTS



Substantial goals cannot be attained with token gifts. Winning a major campaign requires significant giving, supported by five-, six- and seven-figure commitments. These largest gifts must be secured to cover approximately three quarters of the total goal of the campaign. Also, a campaign of this magnitude typically requires one top gift between 25-35% of the total goal.

In order to gain some important background information, counsel sought to understand the parish's self-perception with respect to the practice of sacrificial giving. Each respondent was asked to rate the parish's practice of stewardship on a scale of 1 to 10, with "10" being nearly all the parishioners are giving sacrificially or generously as taught by our Lord Jesus Christ and "1" being nearly no one is doing so. Fifty interviewees expressed an opinion citing a number. The average rating on the scale of 1-10 was 3.9.

Counsel believes that *sacrificial* and *proportional* giving according to true ability may only occur rarely at St. Demetrios (as at most Orthodox parishes). It is also true among most Orthodox that annual giving still is made out of a small percent of "disposable income" – in other words from "what's left over after all self-identified *essentials* have been paid." It is only when we begin to view generous stewardship giving as an *essential* element of the family budget and one of our *highest* priorities that we will begin to give as the Lord taught us.

"There is a conspiracy of silence in the parish on this subject. It's not easily spoken of publicly."

Often times when gauging the practice of stewardship in a parish, we compare ourselves to other parishes in the area and are tempted to feel smug if we are doing slight better than our neighbors. Let's compare ourselves rather to the Orthodox parishes that are committed to sacrificial giving where the average annual giving per family is \$2,500 and more, not to mention Mormon, Baptist and Evangelical giving. Our giving is also done in comparison to fellow parishioners. Once we know the average pledge, we feel we have done more than our part if we give slightly more than the average. For stewardship giving to be

efficacious, it must be practiced as a loving, faithful and grateful response to all that God has given to us and done for us irrespective of what other parishes or people may be doing.

The causes for this lesser practice of stewardship are many. One cause contributing to the low level of giving in the parish may be the method by which money is raised – letters mailed out and sermons. These methods are indirect and less effective than more personal methods of communication. Polite yet direct conversation with individuals regarding their giving is rare. Ironically, the lower the stewardship number cited by interviewees, the more encouraged is the consultant. Why? It means that deep down people know that they are not giving as they should and that there is vast room for improvement. In parishes where the perception is, “We are doing all that we can” and “We pat ourselves on the back,” counsel feels concern about the prospects for the increased giving that will be necessary to rise to the challenge of a capital campaign.

Counsel also inquired of interviewees concerning major gift giving in the parish at \$25,000 and more. Here the average rating on a scale of 1-10 was a negligible 1.92. Inexperience with major gift-giving and unfamiliarity with the process of soliciting major gifts may stand as one of the major challenges in the campaign.

Once again, inexperience with major gift-giving was reflected in responses to the question, “Is the goal of \$5,000,000 attainable?” The response was decidedly mixed with only 19 interviews saying “Yes,” 28 saying “perhaps,” 14 saying “No” and 12 saying “I don’t know.” Four people felt the goal should be reduced to a more manageable \$3,000,000 to \$4,000,000.

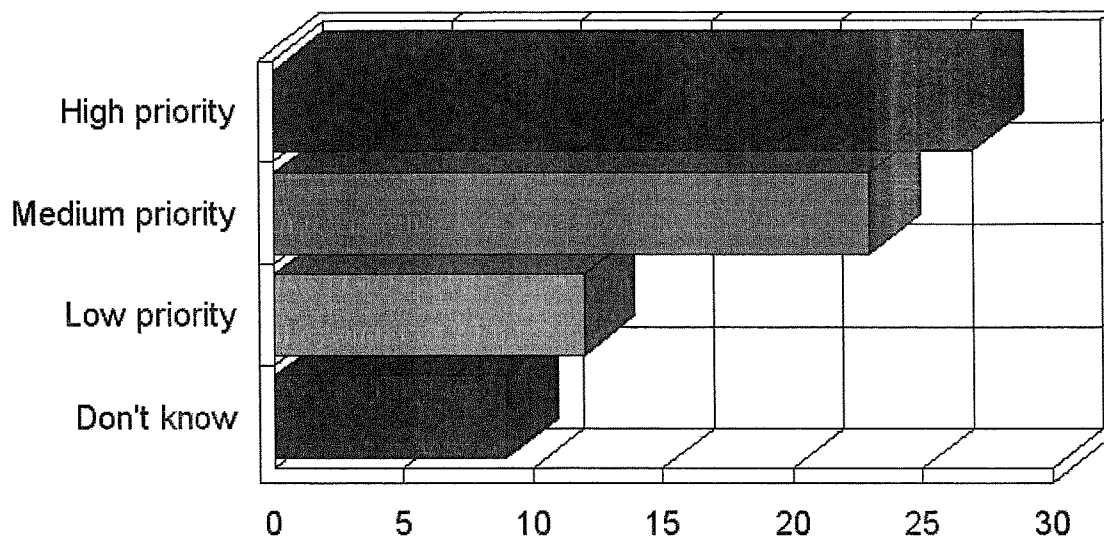
“We need leaders who can articulate a compelling vision of the future before the community. We are only limited by our imagination.”

Counsel sought to learn each interviewee’s thoughts about the availability of gifts at the key levels required to achieve a \$5,000,000 goal. Each respondent was asked whether they believe that gifts will be available in the community as presented in the campaign gift chart cited above. A number of interviewees explained that a small number of families may be able and willing to give at the higher levels. Generally speaking, there was marked uncertainty concerning gifts at the \$1,000,000 to \$100,000 level. This is likely due to the parish’s inexperience with soliciting and receiving major gifts. When the

lower tiers of the gift chart were discussed at gifts ranging from \$10,000-\$50,000, much greater confidence was expressed that the requisite number of gifts required at this level would be received.

Each of the respondents was asked what personal priority they would assign to this project in terms of their philanthropic giving in the coming few years. From the 71 interviews that chose to respond to this question 38% of the interviews (27) said giving to this campaign will be a “high” priority among various financial goals in the coming years. For 23 interviews or 32% it would merit a “medium” priority. For 12 or 17% of the interviews it would receive a “low” priority. The remainder either did not know or chose not to respond. It was encouraging to note that 61 of 72 respondents or 85% indicated they would make a gift to the campaign.

What priority would you assign to your giving?



Each interviewee was asked at what level they would consider giving to the campaign. Counsel pleasantly discovered that a few families were considering major gifts. This was surprising given the inexperience and unfamiliarity with major gift giving in the parish. Here, one suspects that universities and other charitable enterprises have been teaching our people to give when the church has failed to do so.

The total in prospective gifts ranged from \$1,708,000 to \$1,868,000 from 47 respondents. Most remaining respondents were uncertain what would be given at this time. A few indicated that they would make no gift to the campaign. Potential pledges noted by interviewees are listed below by level.

POTENTIAL GIVING LEVEL OF RESPONDENTS

| <i>Amount</i> | <i>Number at Level</i> |
|--------------------------------------|------------------------|
| <i>\$1 million</i> | - |
| <i>\$500,000 or more</i> | 1* |
| <i>\$250,000 or more</i> | - |
| <i>\$100,000 or more</i> | 3 |
| <i>\$50,000 or more</i> | 4 |
| <i>\$25,000 - \$49,000</i> | 9 |
| <i>\$10,000 - \$24,000</i> | 11 |
| <i>Below \$10,000</i> | 19 |
| <i>TOTAL PLANNING TO GIVE</i> | 47 |

* This gift intention is approximately \$750,000 in the form of an unrestricted bequest.

Comparing the Standards of Giving for a campaign to raise \$5 million with this representative sample of the prospective donor pool raises questions about the viability of a single campaign of this magnitude. The top ten gifts make or break the campaign. The difference between a \$5 million campaign and a \$2.5 million campaign rests with 10-12 gifts. These include the leadership gift of \$1,000,000 and a number of gifts \$100,000 - \$500,000.

If this subset of the donor pool is representative of many of the remaining top prospects, then it is likely that continued cultivation will be required, seeking to attain consensus on the project and drawing prospective top donors in to take ownership of it. Then it will be necessary to assist them through the emotional, psychological, mental and most importantly, *spiritual* journey that allows major donor prospects to experience the joy and freedom of sacrificial giving. The list of prospective major donors identified by the interviewees is found in Exhibit B. However, due to the highly sensitive nature of this information, Exhibit B is provided to senior leadership of the parish as a separate document.

This rather cautious assessment of the availability of major gifts in the parish community must be balanced with the general experience of counsel in many other Greek Orthodox communities. In light of this, several points need to be underscored:

1. Greek Americans have been very successful financially in this country; St. Demetrios parishioners are no exception;
2. It is probable that other major donor prospects, either unknown or overlooked will emerge as the campaign proceeds;
3. When other Greek Orthodox Church communities faced a similar challenge, major donors did indeed rise to new levels of giving, though they had initially indicated modest gift intent;
4. If leadership gifts are made early on and those who give them agree to help seek other gifts, then the prospects for success may brighten considerably.

Relevant comments on giving:

“There is a lot of wealth in the community. We just don’t know it.”

“Success depends upon whether or not we get the top 4-5 gifts.”

“Go for the full \$5 million. We can do it.”

“We won’t find anyone to give \$500,000 or even \$100,000. The top gift will be \$25,000.”

“I am skeptical about whether we will get the large gifts we need.”

“We can do this only if we dig down deep and really give.”

“We have several people who can make these larger gifts. I just don’t know if they will.”

“Gifts at \$10,000 are reasonable. I just don’t know about anything beyond that.”

“We have little precedent for major gift-giving in the community.”

“This will be a slow process because we have never done this before and never given like this before.”

“People will be willing to give if they are informed.”

CAMPAIGN LEADERSHIP

Success in a major capital campaign depends more on the active participation of high-caliber leadership, supported by a sufficient corps of committed volunteers, than any other factor. Having the right people in important campaign positions brings credibility and emphasizes its seriousness, attracting pacesetter donors and dedicated volunteers. Many respondents indicated a willingness to work for the campaign in some capacity, and others suggested potential leaders. (All are listed below.)

A campaign composed of a hardworking Capital Campaign Committee, highly-regarded lay leaders, an energetic courageous priest, a proactive and influential Parish Council, and well-trained volunteers, all of whom are willing to make appropriate commitments of their own and solicit proportionate gifts from those with whom they have influence, greatly increases the probability of success. Stewardship Advocates can assist the parish as may be necessary to teach, coach and provide support, but *it is the leadership and the volunteers who must give the campaign the legitimacy and impetus to carry it to victory*. Great emphasis must be placed on the preceding point. Leadership and leadership alone will successfully meet this challenge.

What is required is a very carefully selected and carefully recruited Campaign Committee of leaders – perhaps not more than 8-10 people. Members of the Committee should principally include those with affluence, influence and leadership abilities that command respect and inspire confidence from all groups within the community. Ideally, the fund raising committee gives 40-50% of the goal. The Committee must only include those who are prepared to work with counsel to identify, qualify, cultivate and solicit. A few Committee members may be included who are leading major gift candidates themselves, even if their ability to actually raise money is not especially effective. Keep in mind that members of the Committee need to be able to appeal to all segments of the community: Greek-born and American-born, founding members and newer members, convert and “cradle Orthodox.”

The parish will need to recruit the best leadership in the community for this project – even if it means that they relinquish present volunteer service commitments. Those who step forward to serve must be those who have no word for failure in their vocabulary, who are prepared to do whatever is necessary to bring the project to a successful conclusion.

As the Capital Campaign Committee begins its work, it must reaffirm its commitment to complete financial transparency and accountability. Fortunately, the parish has a strong track record in this regard. Clear and consistent reporting, as well as timely and accurate gift acknowledgements, will extend donors' confidence in the appropriate use of their gifts.

Each interviewee and survey respondent was asked to suggest possible chairpersons for the campaign. Interviewees and survey respondents were also asked to suggest names of possible members of the fund raising team. It is very important that direct conversation occurs with proposed Capital Campaign Committee members regarding responsibilities before they are recruited. It will be important to confer with counsel before the selection of the Committee is undertaken. Very special leadership qualities are required for a church to be successful in a capital funds drive. Numbers in parentheses represent number of times a name was mentioned. Counsel apologizes for any misspelled names in the lists that follow in this report. Many of these names were received audibly and the interviewees themselves were uncertain of the spellings.

People Suggested to Serve as Chairperson for the Campaign

- | | |
|---------------------------|----------------------|
| Fr. Dimitri Pappas | Judge Tom Rallis (7) |
| Peter Economidis (3) | Peter Tountas |
| Bill Anastopoulos (5) | Jim Ruboyianes (3) |
| Andy Theodorou (16) | Athene Poulos |
| Chris Koliopoulos (4) | George Makris |
| Angela Zerdavis (2) | Jim Tsighis (3) |
| Kevin Warner (4) | James Gekas |
| Paula Fasseas | George Stathis |
| Mike Papanikolas | Peter Matiatos (4) |
| Phil LaMantia (9) | Nancy Jimmerson |
| Fr. Anthony Moschonas (4) | |

People Suggested to Serve on the Capital Campaign Committee

- | | | |
|------------------------|----------------------------|-----------------------|
| Phil LaMantia (10) | Fr. Anthony Moschonas (4) | Chris Koliopoulos (3) |
| Fr. Dimitri Pappas (2) | Tom Rallis (5) | George Fronimakis (2) |
| Helen Markes | Peter Economidis (2) | Lois Kotzambasis |
| George Makris (5) | Brian Martinovich | Angela Zerdavis (4) |
| Kiki Kinkade (2) | Andy Theodorou | Nora Retsinas |
| Paula Fasseas (2) | Peter Matiatos (7) | Troy Ruboyianes (2) |
| Bill Anastopoulos (5) | Susan Parker-Hotchkiss (2) | Andrew Ruboyianes |
| Joanna Diamos (2) | Mike Papanikolas (2) | Athene Poulos |
| Theodora LaMantia | Kevin Warner (2) | Mike Papanikolas |
| Jim Ruboyianes (4) | Peter Fasseas (3) | Athene Poulos |

Jim Anthros
Steve Stratigouleas

Gary Andros
Harry Papadakis

INTERNAL DEVELOPMENT ASSESSMENT



Role of the Priest

The importance of spiritual leadership cannot be overstated. Imagine the difficulty in raising funds for a major project when the priest is deeply unpopular in the parish! Recent events at St. Demetrios have created a sense of uncertainty regarding pastoral leadership and service. Recommendations relating to this circumstance are found below near the conclusion of the report. The readiness of a priest to undertake this work, to place it high upon his priority list, to make time to work with counsel in the pursuit of major gifts is critical to success. He must play a major, but discreet role, in the fund raising effort. When lay leaders feel the resolute determination of their priest to accomplish a task – especially one that enjoys strong community consensus – they rally to the cause. Most parish priests, however, have received no formal training or professional experience. This is not something they teach at seminary! Here, the role of counsel will be extraordinarily important to coach and to accompany the priest and other parish leadership in the quest for major gifts.

Learning Curve

During the context of the campaign to come, many of the processes required to qualify the parish and cultivate individual each parishioner's interest in the project will be unfamiliar. Many new skills will be required in order to successfully cultivate and solicit the higher level of capital campaign gifts. The professional approach in the solicitation of major gifts will be a new experience for most of those involved in the fund raising. For many, it will also be emotionally and psychologically uncomfortable to personally ask someone for a sacrificial gift. It will be essential to enter into this effort with prayer, asking God to guide all who participate to do this new work for His glory. It also will be essential for all to be guided in the methods of professional development so that the process can be as efficient and effective as possible, with the general spiritual well being of the parish and the personal spiritual well being of each parishioner paramount.

Communication and Cultivation

One challenge will be to define and communicate with greater clarity the full description of the project, as well as any additional goals that are pursued as a part of this campaign (an endowment, for example). As soon as these concepts can be communicated, it is advisable that time be spent describing the design and building strong consensus, to “fan the flames” of enthusiasm in the parish for pursuing these goals. As any new plans arise for acquisition of potential new property or construction proceeds, increased two-way communication will be essential. Timely thank you letters must be sent to acknowledge the significant pledges that will be sought. Accurate pledge statements acknowledging pledges and gifts must be sent to confirm receipt and thank donors again. Clear and consistent communication, both formal and informal, will be important parts of cultivating interest and confidence. Once more detailed plans are ready to be shared, they could be taken out to the people in neighborhood gatherings to build the consensus of the community. This form of communication will be enhanced with further one-on-one communication with key donor prospects as the campaign builds steam.

Staffing and Information Management

A wealth of information will be generated concerning donors and prospective donors in a campaign. A major gift may require a number of cultivation visits and discussions before it is received. Recording and tracking this ongoing dialogue is essential for major gift success. The vital importance of accountability, transparency, good stewardship of the funds, the highest professional ethics, and regular reporting on progress cannot be overstated.

The capital campaign will place additional responsibilities upon the parish office staff. These will include management of financial aspects of this campaign such as pledge statements, gift acknowledgement, and financial reports. More efficient means of mass communication may need to be implemented as this new work is taken on. Administrative staff may need to take on additional responsibilities associated with an increased flow of information, communications, donor tracking, correspondence, meetings, minutes, etc. Parish leadership should be prepared to allocate an additional 10 hours per week by a technologically savvy and highly responsible secretary to support the work of the campaign.

Campaign materials

Custom-made brochures and stationery supplies are required to complete a campaign successfully. However, this is not expected to be a major expenditure due to the priority that will be placed on personal contact rather than “fancy” and expensive brochures and mailings.

SPECIFIC CAMPAIGN OPPORTUNITIES



- 1) Parishioners of St. Demetrios feel generally optimistic about the future of the parish.
- 2) Two essential ingredients for a successful capital campaign were validated – a strong community and confidence in the leadership of the parish with special positive emphasis placed upon the composition and work of the parish council.
- 3) At the time of the study, Fr. Dimitrios was the third most cited strength of the parish.
- 4) Nearly all those interviewed and surveyed were receptive to the project – 74.3%
- 5) Fifty of fifty-eight respondents felt that 60-90% of the parish membership supports relocation.
- 6) The parish is perceived to be growing in membership, with many young families and children. It provides a warm environment for spiritual development of parishioners of all ages.
- 7) Almost all those interviewed (85%) said that they would support the campaign with a personal gift.
- 8) Seventy percent of respondents indicated that the campaign would merit either a “high priority” or a “medium priority” in terms of their giving.
- 9) One prospective gift of \$750,000 (a planned gift intention) and three prospective gifts of \$100,000 or more were identified in the study. In total, 1,708,000 to \$1,868,000 in prospective gifts were indicated from 47 respondents.
- 10) The present effort to secure property for the eventual construction of new facilities will further build consensus and increase support for the project. In purchasing the property, the notion of relocation will transition from a concept to a more concrete probability.

SPECIFIC CAMPAIGN CHALLENGES



- 1) Joyful *sacrificial* giving as a *meaningful* and *proportionate* return to God of all that we have received from Him is a rare practice at St. Demetrios. Annual giving tends to be in response to what others are doing and what is required for the operating budget of the parish. If people have not yet learned how to give *sacrificially* from their disposable income, how will they ever consider giving *sacrificially* from their appreciated assets? The general non-practice of sacrificial giving means that simultaneously with a capital campaign an educational program must be conducted on the meaning of biblical stewardship. This will impede progress.
- 2) The parish has little experience receiving major gifts or soliciting major gifts. Mentoring of this process guides and inspires others. The absence of mentoring also means an impediment to progress.
- 3) Interviewees were not entirely optimistic about the ability of the parish to successfully raise \$5 million in a single campaign for this project. They do believe, however, that some portion of that goal is attainable.
- 4) Only a few of those spoken with were confident that the \$1,000,000 leadership gift and the other gifts necessary at \$500,000 and \$250,000 would be available. Skepticism and doubt are not friendly allies of a capital campaign.
- 5) A number of interviewees offered suggestions of people to speak with who may be in a position to make some of the larger gifts. Many of these major gift prospects were not interviewed due to their tangential relationship to the parish.
- 6) Since completing the interviews and receiving the surveys recent events associated with the pastoral leadership of the parish create a challenge to conducting a major successful capital campaign in the immediate future. Yet the need for new facilities remains unchanged. Some patience will be required as Metropolitan Gerasimos and the parish council work through this development.

RECOMMENDATIONS

The recommendations presented here are drawn from the information received from those who participated in the Capital Campaign Planning Study conducted by Stewardship Advocates and an on-site assessment. Counsel has interpreted, analyzed, and evaluated the data on the basis of professional theories and methods of nonprofit development combined with many years of fund raising and institutional development experience in Orthodox settings. Counsel respectfully suggests that the recommendations should be carefully considered as the parish reflects upon a capital campaign.

- 1) **Delay formal public initiation of the capital campaign until a new priest has been installed and has resided in the community for at least several months.** Priests have a very important, though discreet role to play in a capital campaign. An atmosphere of uncertainty regarding pastoral leadership is not the optimal environment in which to raise money. In the interim, acquire the new property, further refine the concept phase with architectural renderings and work on building consensus in the community. Continue to emphasize sacrificial giving as the ONLY solution to the capital challenge before the community.
- 2) **Develop one, careful strategy for fund raising. Execute the plan with the highest levels of professionalism.** Counsel is concerned with independent initiatives to raise significant funds. Though the intentions and the motives of “free agents” are laudable and altruistic, there is a significant risk of confusing prospective donors with mixed signals and giving the impression of disorganization. This does not inspire meaningful giving, just as an apparently disorganized business corporation would not inspire people to invest in its future.
- 3) **In the proper time, go forward with a capital campaign. The suggested goal, based on the empirical evidence gathered in the interviews, would be \$2,500,000. A “stretch” goal would be \$3,000,000.** Realize that goals can always be increased should strong giving warrant a higher objective. Furthermore, almost every interviewee indicated a willingness to give to the campaign. Remember that people invest in campaigns that appear to have reasonable goals.

- 4) **Facilitate an inclusive process to gain parishioner buy-in on the project. Provide ample information on the project. Demonstrate competent planning and accurate cost estimates.** Give people an opportunity to be heard. Those who participate in the process will likely feel a better sense of “ownership” that will translate into more meaningful giving as the campaign progresses. Listen carefully and patiently to people. Remember that opposition and obstacles come from parishioners who are also members of the team and fulfill a vital role – they test the assumptions of leadership and force accountability and due diligence. They are the grain of sand in the oyster that produces the pearl!
- 5) **Emphasize the vital importance of leadership gifts.** These and these alone create a sense of optimism, confidence, credibility, determination and resolve. Leadership gifts elegantly and pointedly dispel fear, skepticism and doubt concerning the attainability of a project. Receiving high six- and seven-figure gifts would have a transforming, catalytic and electrifying effect on the community.
- 6) **Once the campaign is underway, undertake a major effort to more comprehensively identify those capable of major gifts, followed by a systematic process of cultivation to build “ownership” of the project with prospective major donors.** Because St. Demetrios has not needed to speak to people of significant means for significant gifts, little is known of their philanthropic interests, motivations and affiliations.
- 7) **Once the campaign is underway, craft a strong case statement for the project.** Once the goal of the campaign is well defined, each parishioner must be given the information they need to become an advocate for the project. The case statement will need to convey the needs of the parish, the benefits to the community if the campaign is successful and also articulate a compelling vision for the future of St. Demetrios.
- 8) **Once the campaign is underway, select the Capital Campaign Committee chairperson and committee members very carefully – probably not more than 8-10 people.** Remember that these people need to be the most effective leaders in the parish. Ideally, the Campaign Committee gives 40% of the campaign goal. The Campaign Chairperson should be in the leadership gift group, articulate, effective in asking for gifts and able to reach out both to those who support and to those not yet on board. High energy, the ability to communicate confidence and resolute

determination will be essential to success. Allow the consultant to assist you in the identification and recruitment of these individuals.

- 9) **Once the campaign is underway, identify the administrative person who will provide back office support to the campaign. Allocate 10 hours per week for administrative support.** Recording pledges and gifts accurately and efficiently will need to be a priority for this person. Statements must be consistently sent out to donors, at least quarterly. A campaign newsletter will also need to be sent out periodically. He or she will likely need to handle questions from major donors over the telephone in a polite and professional manner. This person will need to manage the scheduling of multiple meetings with prospective donors and committees. Attending capital campaign meetings, recording the proceedings and distributing minutes will be necessary as well.
- 10) **Continue to provide highly visible financial controls and communications procedures.** These competencies build confidence and encourage investment.
- 11) **Use the services of a professional fund raising consultant to assist with implementing the recommendations above.** Professional nonprofit consultants assert proper priorities, bring proven expertise to bear, challenge present thinking, force deadlines and timetables and can change the way things have always been done. The development and advancement of nonprofit institutions (including Orthodox parishes!) has become a science in the past 20 years. Building community consensus, professionally enhancing annual giving, and ultimately, raising major gifts in a capital campaign, are difficult, challenging and complicated endeavors. Most priests are working at maximum capacity managing the day-to-day needs of their parish, rendering service to parishioners and leading the community in worship. They do not have the time or the expertise to also undertake these vital strategies for long-term parish development.

EXHIBIT A - PARTICIPANTS IN THE FEASIBILITY STUDY



| | |
|---|----------------------------------|
| Chris Koliopoulos | Dino Panousopoulos |
| Andy and Maria Theodorou | Kiki Kinkade |
| Peter Matiatos | Robert Castell |
| Phil and Theodora LaMantia | Anonymous 1 |
| Connie Nicholson | Anonymous 2 |
| Dino Sakellar | Anonymous 3 |
| Athene Poulos | George and Rita Platis |
| Vasiliki Kyriakakis | Anonymous 4 |
| Michael Papanikolas | Nathalie Thomas |
| Kevin Warner | Helen Lazary |
| Jim Petropoulos | Anonymous 5 |
| Hervey and Susan Hotchkiss | Roger Reynolds |
| Bob Cole | Anonymous 6 |
| Angela Zerdavis | Rip and Dee Economou |
| Lois Kotzambasis | Anonymous 7 |
| Fr. Dimitri Pappas | Anonymous 8 |
| Judge Tom Rallis | John Kimis |
| Mary and Anthony Mamakos | Constance D. Diamos |
| Alexandra Rallis | Anonymous 9 |
| Brian Martinovich | Paula Fasseas |
| Joe and Diane Kollias | Sergiy Bubin |
| Chris Castell | Charles and Mary Tambakis |
| Helen Markes | Harry Papadakis |
| Joanna Diamos | Eugene Lauria and Kiriaki Lauria |
| Anthony and Olga Gribizis | Percy Diamantopoulos |
| George and Katina and Bill Anastopoulos | Lee Horner |
| Athene Pappadeas | Theodora Voss |
| Julia Vlachos | Anonymous10 |

James and Nora Retsinas

Zinaida Ivanova

Georgia - Gina Dracopoulos

Anonymous 10

George Brown

Evangelia (Lily) Kougoules McMillion

Anonymous 11

Glenn Cook and Alexis E. Sarris-Cook

Troy Ruboyianes

George J. Stathis

Jim and Beth Ruboyianes

Spyridon Damos

Anonymous 12

Ken Murch

Tom P. and Janine J. Dimitrakopoulos

EXHIBIT C – ADDITIONAL CONSTITUENCY INPUT



This section contains the summaries of meetings with the focus group and the four parishioners in Green Valley.

The Focus Group

Focus Group Participants

James Anthros

George J. Stathis

Troy Ruboyianes

Steve Stratigouleas

Alexis Sarris-Cook

Glenn Cook

Teddy Theodorou

Maria Pappas

Susan Parker-Hotchkiss

Kiki Kinkade

George Pappas

Harry Papadakis

Michelle Papadakis

Observers: Phil LaMantia, Peter Matiatos

Facilitator: Fr. Anthony Scott

Focus Group Observations and Suggestions

“One of the biggest questions that people are asking about the project is affordability.”

“We need leaders who can articulate a compelling vision of the future before the community. We are only limited by our imagination.”

“We need determined leadership where the message is, ‘We can achieve this’.”

“Imagine the Future would be a great campaign slogan.”

“Just as importantly as imagining buildings, we need to imagine programs, mission and service.”

“Try to do the project in one campaign. Let’s not attempt to do this piecemeal.”

“The campaign all comes down to sales. Show the value. Show the benefits to the community.”

“We will need a lot of trust to be successful – trustworthiness in our leaders and an investment of trust by the contributors.”

“A couple of very large gifts will demonstrate before the community that we are serious about this project.”

“Younger people are more willing to accept a \$5 million goal. Older people who have been shaped by the relatively low giving in the community will be more skeptical.”

“We haven’t done the job we should have been doing presenting Orthodoxy to the Tucson community.”

“The proposed new location is ideal for constructing new church facilities.”

“What are the benefits to the community?”

“We will get a stronger sense of community.”

“We will bring more people closer to the church because we will have a common mission and a common goal.”

“We will have a stronger sense of family.”

“It will open our minds to greater possibilities of what we can be as a church. It will give everyone more confidence.”

“Tucson will gain a unique architectural landmark – an authentic Byzantine church.”

“We ourselves will gain safer, more secure, more modern and spacious facilities.”

“How do we address the concerns of people who live far from the church and this move doesn’t benefit them?”

“Sit down with families one-on-one. This is the most effective way to proceed.”

“We need to work more closely with community based service programs. We are already beginning to do this.”

“We need to be more ambitious developing programs that enrich our interior spiritual life.”

“Leadership will be the key. We need someone who visibly leads, supported by a strong committee.”

“I am really impressed by the slow, methodical and professional way that the parish council has developed this project.”

“Everyone will personally benefit from this project.”

“Significant money coming in will quiet the naysayers.”

“We need priestly leadership for this project.”

“This project requires faith not fear for it to succeed.”

“The best thing that we can do to ensure the success of this project is to pray.”

Green Valley Meeting

Green Valley

Attendees:

Angeline Xamis

Irene Kavouras

Nina Brown

Georgia Keris

The consultant visited four parishioners in Green Valley. The circumstances did not permit individual interviews so the information was gathered by open discussion that lasted approximately one hour.

Those present were general optimistic concerning the project. Some concern was expressed concerning whether or not it will be possible to raise \$5,000,000. All agreed that the parish has a young, professional and very hard-working parish council. There was general discussion concerning financial giving in the parish. Those present, all of whom had come to Tucson from other parishes, were not surprised to learn that St. Demetrios has one of the lowest stewardship levels in the Archdiocese. One person commented: “Our own people have not yet learned how to give generously.”

Concerning financial information management in the parish and communications, on a scale of 1-10 with 10 being the highest the number of 8 was given to each category.

All four women – each in the golden years of their life were enthusiastically in favor of the project. Here, a remarkable exception was shown concerning the sometimes made observation in other interviews that older members of the community do not embrace change and want things to remain as they are. If everyone in the parish expressed the enthusiasm of these four dedicated members of the church, the campaign would take wings and fly.

When asked if \$5,000,000 could be raised in one campaign, one replied, “Yes;” three were less certain.

Two names were suggested as possible co-Chairs: Dr. Andy Theodorou and Phil LaMantia.

Their advice to the leadership was to communicate with the people. “You energized and enthused us by visiting with us personally about this project. This needs to be done throughout the community. Go person to person and small group to small group throughout the community. Carry the message to others.” Finally, one person said, “Teach the people to give sacrificially. If we all do this together we will accomplish it.”

At the end of the meeting, the consultant asked those present to consider two things: 1) begin to think about what they might be willing to pledge over a five year period toward this project and 2) give thoughtful consideration of possibly including the church in their estate plans, depending upon their particular situations.” Everyone one present agreed that these were two very important things to consider and would look forward to a visit concerning their further participation in the campaign.

EXHIBIT D – THE STATEMENT OF NEED



St. Demetrios Greek Orthodox Church Statement of Need

I. BACKGROUND

Our Parish was founded shortly after the Second World War when Tucson had a population of appx. 60,000. From these beginnings, St Demetrios was able to grow and prosper by meeting the spiritual needs of its parishioners. We have always been known as a can do parish. When we built our current complex in the late 1950's and early 1960's we were able to do so with the use of the skills of our parishioners and minimal debt.

Since the founding of our Parish, we have ministered to Orthodox communities all over Southern Arizona and into Northern Mexico, as well as the local armed forces bases and local prisons.

The growth we are currently experiencing has roots in the dynamic activities of all of our organizations as well as the efforts of the priests who have served with us. The Philoptochos with its emphasis on serving the poor, has been here to help all those in need. The dance groups have helped perpetuate the Greek heritage of many of our parishioners. The Hellenic Cultural Foundation provides scholarships for students studying Greek language and Classics at the University of Arizona and supports archaeology digs in Greece and Cyprus. The choir is a fundamental part of the liturgy of the church and contributes to the beauty of the services. A new youth choir, Antilali, has already produced its first CD of sacred Byzantine music and traditional Greek folk songs, and adds to the enjoyment and understanding of our Byzantine choral heritage. There has been a vibrant Sunday School from the beginning which has served hundreds if not thousands of children over the years. The senior citizen's group sponsors numerous activities for our senior citizens and promotes their health and well-being. Our youth groups provide activities for our youth with an emphasis on spiritual growth through service to the community. Finally, the AHEPA family has played an integral role in our parish from its founding through today, and continues to exert a strong positive influence in the community with its scholarship program and its strong support of the St. Demetrios community.

Our Greek Festival is the most successful ethnic festival in Tucson, and one of the most successful Greek Festivals in the U.S. for a parish our size. The community Thanksgiving dinner we put on in cooperation with the Salvation Army is the largest in Tucson. We have much to be proud of and much to look forward to as we work together toward St. Demetrios' bright future.

II. THE PROJECT

We have tentatively located an eight acre site on East River Road, which gives the Church the flexibility to grow and evolve as our community grows. This new potential site is not split by a road as our present site is, and is significantly larger than our present site. The proposed site gives us ample room for future expansion as our parish grows, and allows us to comfortably build:

1. A new church which initially seats 350, but is designed so that it can easily be expanded to 500 when our parish's growth necessitates expansion
2. A new community hall which seats 350;
3. A new kitchen to serve the Hall and community;
4. An office and administrative complex to meet our current and future needs;
5. A new home for the AHEPA family;
6. A new education and youth complex;
7. Adequate grounds for church activities, such as picnics, retreats, and athletic activities; and
8. Adequate room for a true parochial/charter school if our parish makes that decision sometime in the future.

III. PROJECT FUNDING

During the Master Planning Process, it was estimated that to build a new complex we would need to raise between \$1,500,000 to \$3,600,000 depending on whether we build our new complex all at once or just build a first phase.

We are seeking to raise enough funds to build our full complex all at once. We are actually seeking to raise \$5,000,000 over a 3-5 year period and not just \$3,600,000 because we feel it is prudent to build in a contingency to take into account the possibility of inflation, design changes, unforeseen events, and the need for an endowment for the maintenance of the church.

Our proposed methodology to raise the funds is based upon professional standards of fund raising as successfully utilized by universities, hospitals and cultural institutions. This consists of three phases: 1) an organizational and planning phase including this Campaign Planning Study; 2) a nucleus fund phase during which the leadership quietly seeks the major gifts that set new standards in giving, create

credibility and optimism for the project and inspire others to give generously; and 3) a public phase in which each and every family is invited to offer their own sacrificial gift to the project.

According to the study of hundreds of successful capital campaigns, there are certain internal dynamics that ensure success. The chart below represents the level of giving that will likely be required for us to be successful.

- It will be important to stay focused and not allow "issues" to distract us from the ultimate goal. Word things properly. Make sure that people trust that you are trying to do the best for the community.
- Truly believe in the future of this church. If this church is given the opportunity to grow and move ahead, they will be enormously successful. Staying in this location will not allow this to happen. Be patient and pray.
- Keep a positive attitude. Try not to let other people second guess your decisions.
- Communicate with people. Talk with them. Have meetings to share the dream.
- The leadership has no clue of what they are getting into. The leadership better look into their own souls.
- Be honest and truthful and have respect. Work together with the Holy Spirit.
- Once people get more information and once we break ground we will receive a great deal of support. Don't start building until you have \$5 million in hand. Try to get into leadership people who can give and people who can influence others to give.
- Just do the best you can. Emphasize communication. Do this for the young people - our children and our grandchildren. They are depending upon us.
- Be good, be careful. Whatever you do, do it with style. Act nice when you go out to speak with people about their giving.
- Clarity, earnestness, no rumors, no gossip, just solid direction and faithfulness.
- Develop a comprehensive plan to accomplish this - what will be the phases, what will be built first, what will it cost, what is the plan to pay for the upkeep of a larger facility, what is the timetable, etc.? I don't want to just see a dog and pony.
- Try as hard as it may be to remain unified in your vision and follow through - execute. Proceed with passion, with the Holy Spirit in communion with God. Focus on the task and tune out the white noise.
- Treat everyone with respect whether they agree with you or not. Don't be discouraged, just keep going forward.
- We feel that Tucson deserves a second church on the River Road property but keep our present one.

- This is a general idea about improving parish communications. Why don't we have a list server that announces a death in the parish for example, rather than hearing about it "through the grape vine." Good communications from the leadership to the parish as they move this project forward.
- Leave the priest alone! They're always the target of conversation. There will always be dissenting voices. We have to do what is best for the whole community.
- A large measure of our success will be how well we conduct ourselves professionally in this project - both the fund raising and in the construction. Represent the church as a wonderful gift to the world and something extremely worthy of investment and supporting.
- Consider a bond issue at some point.
- Keep God's place of worship top priority. Bigger, better Greek Festivals. Giving back to the community. Witnessing more to others for our Lord and Savior Jesus Christ. After all, this campaign is for His glory!!!
- Be thorough in preparation of a story line of the facts. Explain in detail why upgrading the present church is not feasible. Example: By-law - when upgrading is done, the whole facility would have to meet all building codes which in the church's case, the costs would be so expensive that a new church is the best solution. The facts should include the total cost of the project. A description of the project. An estimate of the proceeds of the sale of all existing properties. The committee should show to the congregation the summary of commitments versus the goal
- Be honest. Keep good records and keep parish regularly informed.
- Stay positive and be enthusiastic. Definitely push ahead with the project and explore all financial possibilities including mortgages if need be. Remember this is an investment in our future. Finally, please involve our younger generation professionals.
- Remember where you are and that you are an Orthodox Christian first. Respect your priest always. Remember your new people and children in the parish. Visit the monastery for spirituality every now and then. Go to confession!
- Keep the faith. Don't give up the ship.
- Think outside the box for raising funds. Have realistic goals. Keep the community informed. Keep it a very transparent process.
- Buy the property next to the current location and remodel the current facility.
- I am not in support of this project and will not be making a contribution to it.
- Avoid the windbags that only like to talk. Speak with seniors about including the church in their wills.

- Use professional help. Consider a challenge, matching gift to stimulate giving. Give serious consideration of naming opportunities.
- Don't give up. Be positive. Be patient.
- In my opinion the leadership is doing a wonderful job and are quite qualified to attend to the campaign. They have been very open in their actions and work very hard. They work equally hard to keep everyone informed and involved in their important decisions.
- Repair our kitchen and church will do wonders. Our parish cannot afford a new church.
- I would be available as a non-team member to do living trusts, wills, etc. Conduct seminars on how to structure the donations for maximum tax benefit.
- People should volunteer for this and the parishioners vote. One should not be "appointed".
- Be patient and ask God for help.
- When asking people for gifts please do not quote the Bible or Jesus as having given the ultimate stewardship gift. I think it is wrong to use such a play. It may make a person feel pressured or guilty. Jesus died to save us, not raise money for a new synagogue or church. He wants us to love God and one another and then the money for a new church will follow.
- I am hopeful that this project will come to fruition but based on my previous experience it takes an entire community to fully get behind a project of this magnitude, and I am pessimistic that this community will do so.
- Try to involve the kids in the fund raising. Use all of our resources. Don't make anyone feel guilty if they can't contribute.
- Be brave.
- Don't give up; there is a lot of hope.
- Communicate the fund raising progress of the project.
- Establish a spiritual leader who is committed and supportive.
- Try to include the kids in fund raising. Use all of our resources. Don't make anyone feel guilty if they can't contribute.