



CAPITAL CAMPAIGN PLANNING STUDY

PREPARED FOR

ANNUNCIATION GREEK ORTHODOX CATHEDRAL

HOUSTON, TEXAS

APRIL 2014

Conducted by Anthony L. Scott

Stewardship Advocates

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ESSENTIALS FOR SUCCESS



This Capital Campaign Planning Study was conducted to assist Annunciation Greek Orthodox Cathedral in Houston, Texas to evaluate the status of several key elements necessary to conduct a successful capital campaign.

- The membership of the parish must be convinced of the challenges before the community and the validity and benefits of the proposed solution.
- 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, cost 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.
- Key leadership must be recruited, empowered, equipped, coached and supported.
- Major donor prospects must be identified, qualified, cultivated and solicited.
- Major donor prospects must be matched to the standards of giving required for success.
- Annunciation must possess sufficient staff support and technology to manage the details of the campaign (donor information, communications, letters, appointments, meeting minutes, pledges, gift recording, acknowledgments, 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 Annunciation to fulfill its mission in fidelity to Father, Son and Holy Spirit.

SCOPE AND METHOD OF THE STUDY



The Cathedral must be commended on the research that has been conducted and is being conducted in preparation for a prospective major parish undertaking. This includes an architectural assessment by Marko Dasigenis, President of the Houston office of Phillip Johnson; a comprehensive demographic study by Alexei Krindatch, the official research coordinator for the Assembly of Canonical Orthodox Bishops of North and Central America; and this campaign planning study by Anthony Scott of Stewardship Advocates. These three studies together with possible additional research and planning provide actionable intelligence for the Cathedral leadership to effectively chart the foreseeable future of the Cathedral in prayerfully fulfilling its mission of worship and service as a leading parish of Orthodox churches in North America.

Two-hundred and twenty-eight interviews and surveys were collected for the Capital Campaign Planning Study in March 2014, totaling approximately 321 people. In addition, two focus groups were convened totaling 23 people, some of whom also filled out a survey. In addition, on a previous and preliminary visit to the Cathedral nine informal meetings were held with key individuals whose good will and meaningful participation were deemed essential to the success of the project. Seven of those who completed online surveys elected to remain anonymous. Interviewees and focus group participants included a broad cross section of the parish: members of the parish council, officers, clergy, ministry heads, staff and other key parishioners whose support is considered vital to the success of this study and a successful conclusion of the campaign. The information collected combined with written analysis and recommendations totaled 126 pages.

Every stewardship household was also invited to participate in the study by means of an electronic or mailed paper survey consisting of the very same questions that were asked in the personal interviews. (The list of participants is appended to this study as Exhibit A.)

The consultant spoke with Fr. Michael Lambakis, members of the parish council and the One Liturgy - One Family Committee who accepted responsibility for coordinating the study, listening carefully to their comments and recording the steps taken thus far to research and define the project and also on the general

state of the parish. He interviewed key 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.

The consultant expresses his deep appreciation to Fr. Michael Lambakis, Proistamenos, Mike Koinis, Parish Council President, Gregory Cokinos and Rafa Alvarez, co-Chairs of the One Liturgy - One Family Committee, Ann Poulos, Executive Assistant and Mary Poulos, volunteer, for their assistance in managing the mechanics of the study.

STATE OF THE CATHEDRAL



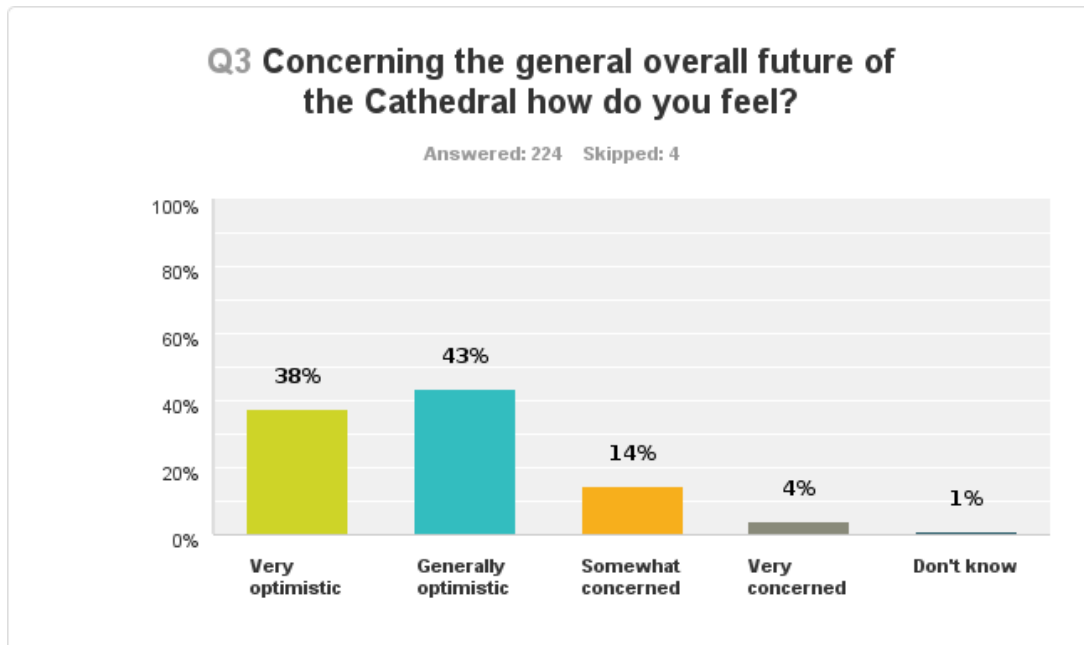
In order for a capital campaign to be successful, it must aim to raise funds for the right cause, asking the right people at the right time for the right resources. Capital campaigns are also conducted

within the general environment of parish life. For this reason it is important to take account of the general state of the Cathedral before launching a campaign. In an effort to understand this, each interviewee was asked a series of very broad questions. The first question was, “Concerning the future of the parish, do you feel very optimistic, generally optimistic, somewhat concerned, very concerned or don’t know?”

“Fr. Michael is certainly a big strength of our community. He has brought a lot of cohesion to the community. He brings people together yet allows differing views.”

Opinions were strongly optimistic: 181 respondents or 81% of the surveys were either very optimistic or

generally optimistic. Eighteen percent were either somewhat concerned or very concerned. Only nine responses registered that they were very concerned.



Sample comments:

- I am concerned for the continuation and growth of the education programs in the Cathedral. I believe our Youth Programs are stagnant and we must figure out what we are doing or not doing to attract the youth. This includes new future programs that will enlighten parents on the importance of the Faith in their lives and their children's lives.
- We are optimistic because Fr Michael is an excellent Proistamenos and the men and women in charge of the administration of the Church are dedicated and committed individuals.
- The participation of the young and well educated in all areas and fully participating in the board and all aspects of our community is a sign of progress for our community.
- In recent years the general feel of the Church has changed dramatically. Where there was once a troubled congregation, now there is a positive growing one. As long as Annunciation continues on the current path I see great prosperity.
- I am concerned that if we have only one liturgy (1) we will have a severe parking problem and (2) we will have really long communion lines. Both of these can become deterrents for coming to church. I just know myself and human nature in general.

The complete and unedited four-page list of responses to this question has been provided to the Cathedral leadership for reflection and consideration.

Survey participants were then asked to list the greatest strengths of the parish. “Community” was listed as number one with 55 citations. The Community was described as involved, dedicated, strong, a common culture, cohesive, new converts, young, reasonably wealthy, increasingly diverse, vibrant, charitable, faithful, together, generous and stable.

This was followed by “clergy” who were mentioned second most often with 39 citations. The priests were described as accessible, good leaders, hard-working, dedicated, wonderful, excellent, committed and devout.

Parish “programs and ministries” and “Annunciation Orthodox School” were tied for third with thirty-four citations each. The two most often cited parish programs were religious education and bible studies.

The complete and unedited eight-page list of responses to the question concerning strengths of the Cathedral has been provided to the parish’s leadership for reflection and consideration.

The generally positive outlook regarding the future of the Cathedral combined with the identified strengths of a unified and dedicated community with good clerical leadership are important requisites for a capital campaign. If this is not imaged to be important, let a parish try to conduct a campaign where the clergy do not enjoy the generally positive endorsement of the community and the parish membership is deeply pessimistic concerning its future.

Having expressed love and great hope for the parish and its leadership, the survey asked participants to note the most significant challenges that stand before the Cathedral. It was further explained that these might also be described as weaknesses or areas that could be improved upon. The question was purposefully asked in the broadest possible manner to allow free response on any area of concern.

“Some challenges include youth and young adult ministries; parish membership not currently aligned with vision of where church is heading; Cathedral that is too small.”

The responses fell into two general categories: 1) comments related to the location of the Cathedral and the facilities; and 2) operations, which included programs, ministries, staffing and governance. Approximately 64 comments were received that related to location and facilities and 157 comments were received that related to programs, ministries, staffing and governance.

The challenge of overcrowding including the need to majorly update the present Cathedral proper or to construct a new Cathedral was noted approximately 36 times. The challenge of parking was mentioned 16 times with some respondents indicating that returning to one liturgy would further exacerbate this challenge. Other mentioned items relating to the facilities included the need for better handicapped parking and access, poor acoustics and the need to expand the hall.

As regards the second category, weaknesses or challenges associated with operations that included programs, ministries, staffing and governance, the top six mentioned items were as follows:

Programs for youth, young adults, singles, college-aged	44
Outreach and evangelization (“hands-on” charity and retrieving the lost, inactive Orthodox, non-Orthodox, new arrivals in Houston, seekers)	40
Need more clergy and trained lay leaders	24
Need more English	13

Community sometimes not friendly enough	12
Poor stewardship in terms of financial giving	10

The complete and unedited nine-page list of responses to this question has been provided to the Cathedral leadership for reflection and consideration.

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 a 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 overall development of the Cathedral community. If a wide-spread concern is identified and it is not addressed either managerially or financially or both, then parishioners may feel that a proposed campaign is important but also that a key concern of the community is being overlooked.

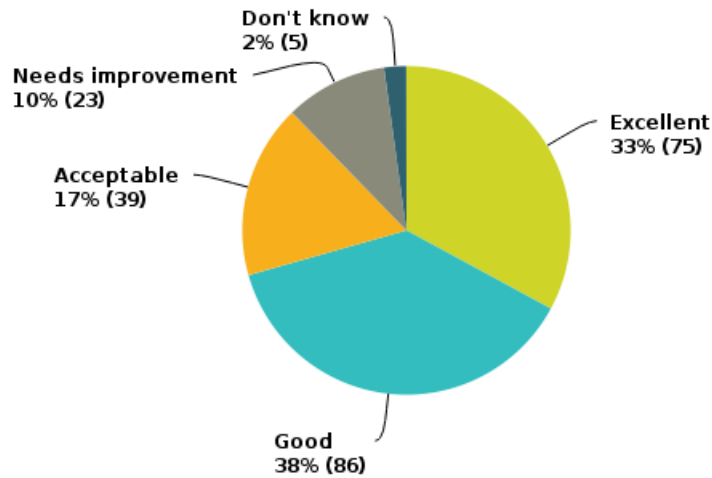
Yet another important general consideration regarding launching a capital campaign is the state of the local economy. When there is fear and concern in the public sphere people become very conservative as regards their giving – especially in a meaningful five-year commitment. Thankfully, the overall general perception from the study is that the economy in Houston is “humming”, “bursting” and “the best it’s been in years”. According to interviewees this is causing significant population growth, which in turn is driving a powerful construction boom for apartments and homes.

However, a minority opinion was expressed that not all sectors in Houston share in this economic upsurge. Small businesses and the middle class continue to feel the lingering effects of the 2007-2008 financial crisis and the following recession that technically ended in 2009. The consultant will add here that just as the Great Depression caused the general population to become more conscientious savers, the Great Recession has also precipitated some long term financial conservatism among those who truly suffered through lost homes, business contraction, investments and jobs.

Continuing with an assessment of the general state of the parish, any church that is preparing for a major capital campaign must have solid communication vehicles in place, not only to share news and announce progress, but also to reflect input from the community on an ongoing basis. Fortunately, the communications program of the Cathedral was highly rated with 71% of participants indicating either excellent or good and an additional 17% indicating that it was acceptable. Of course, communications is a never-ending process of renewal and improvement.

Q9 How would you rate the overall communications program of the Cathedral?

Answered: 228 Skipped: 0

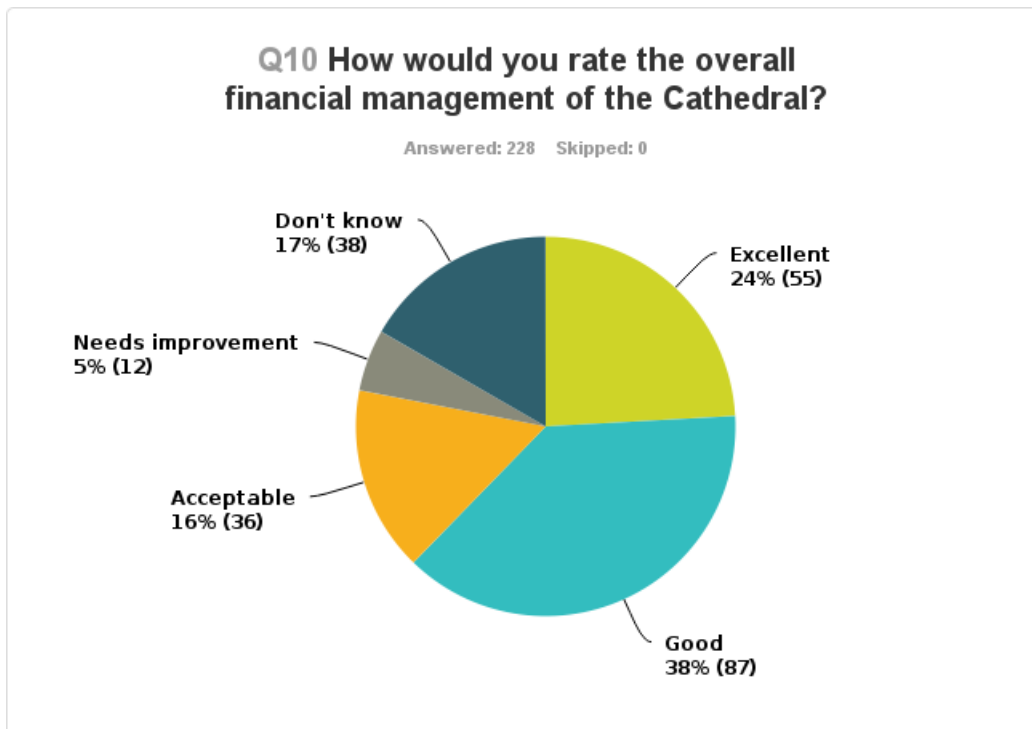


Sample Comments:

- Our local website is great! Overall it is up to date. Gabby is wonderful about sending updates with links via email. We would really appreciate it if those same links were posted on the website on the GOYA page.
- The Annunciator usually arrives later than some of the scheduled events/happenings, so improving the timeliness of this would be helpful.
- More consideration should be given for those individuals who don't have access to websites and who may feel "left out"; President's letter is effective and would be beneficial if received more often to make parishioners feel more connected.
- The emails and information that is sent out is a great improvement - I can see a need for better connection between our church members and what is happening in their lives so as a church and Christian brotherhood we know about this and can help when it is needed.
- I think the email blasts are effective. The weekly bulletin is very informative. I enjoy the readings, information on the saints and the comprehensive updates of the "goings on" in the Cathedral. We need a better way to communicate general assembly information.

The complete and unedited three-page list of comments regarding communications was sent to the Cathedral leadership for their reflection and consideration.

One of the top reasons for donors choosing to offer a major gift to any nonprofit organization is their trust in the sound financial management of the charity. This solid track record of financial accountability provides a foundation of trust and confidence in the donors who may 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 a prospective capital campaign. Survey participants felt generally positive about the financial management of the Cathedral.



In terms of financial information management the interviewees expressed general satisfaction according a combined excellent-good-acceptable rating of 78% with only 5% feeling that it needed improvement. The remainder felt that they weren't in a position to offer an assessment. Fortunately, no financial "irregularities" were identified.

Representative Comments:

- We still rely on the Greek Festival. One rainy festival and the budget is in the red. The church has no war chest or savings.
- Unlike many churches, I have full confidence in the individuals involved in the financial management of the church. This includes how the money is spent.

- 100 by 100 is very good planning.
- I think things are handled very well, but my opinion would be that we should be using more money to go outward from the church instead of inward.
- The Parish Council should have a better understanding of operating costs, budgets, etc.

The complete and unedited two-page list of comments regarding the financial management of the parish was sent to the Cathedral leadership for their reflection and consideration.

FOCUS GROUPS



Participants and Minutes from Focus Group #1:

Rafa Alvarez - Facilitator
Stephanie Alvarez
Dan Cassis
Irene Cassis
Pam Cramer
Sophia Sgarbi Economides
Peter Elgohary
Gaby Gadah
Dana Kantalis
Mike Koinis
Ted Koinis
Kiki Pantazis

Following an opening prayer and introductions the focus group was asked to discuss how well the Cathedral community practices the biblical standard of financial sacrificial giving as taught in Holy Scripture. It was explained that the biblical standard is the tithe in the Old Testament and the dramatic example of our Lord Jesus Christ's New Testament of offering 100% of Himself in loving obedience to His Father on our behalf. Of course, there are other forms of sacrificial giving such as the gifts

of time and talent. Yet because of the proposal to conduct a major capital campaign, for our purposes the focus is on financial sacrificial giving. It was further explained that though we do not know what each family gives, nevertheless we do have the statistic that the average family monthly financial gift is approximately \$115. In response to this question, the following observations were offered by the group:

- We are trying to wean ourselves from Festival income supporting the operating budget. There is a plan in place to do this.
- We have become lazy and complacent about giving.
- Our giving is more focused on what the church needs than our grateful offering to God for the countless blessing He showers upon us.

“Concerning financial stewardship, we are growing and slowly improving but we could do much better.”

- It took us a long time to transition from dues to pledges. Our practice of giving (or non-giving) was acquired in the old country where the government supports the church.
- We have not been taught the biblical standard of giving. We give in comparison to what other Greek Orthodox churches give or what others in the parish are giving and congratulate ourselves that we are doing well.
- There is much room for growth.

Participants were then asked to share their thoughts and feelings about the proposed capital campaign.

Here are representative comments:

- It was a mistake to even start two liturgies. If we had kept just one liturgy people would have felt the need to build a long time ago.
- Most of us did not even know until recently that it was an abnormality or variance in church procedure to have two liturgies.
- We need to look at other options and preserve the venerable and historic church that we have. It may achieve landmark status in the not too distant future.
- Our jammed services during Holy Week are mostly our regular attendees, not just the once or twice a year people. It's because everyone, including spouses and kids, all come at the same time versus the couple of liturgies a month that regulars may attend.
- People are naturally emotionally attached to familiar space – especially sacred familiar space. It's safe, familiar and infused with meaningful memories. People are uncomfortable with change. And changing worshiping space may be the most uncomfortable of all.
- In the 2000 redevelopment campaign we neglected the Cathedral proper. Nothing was done to upgrade or improve conditions in the building. Whether we build a new Cathedral or not we have many things that need to be addressed in the present church.
- If a new church is built it will be important to preserve essential sacred elements of the present church.
- The building is not the Church. Where the Holy Spirit is, there is the Church. The parish needs to learn that it is communion with God that is the Church.
- Our biggest challenge to building a new Cathedral is the deep emotional connection that many people feel to the specific interior of the present building. To overcome this will take a major educational effort and much work. We need to communicate this with openness and love.

“If a new church is built it will be important to preserve essential sacred elements of the present church.”

- If you're going to build, carefully explain how the present facility will be honored, respected and loved in the new construction project.

Participants and Minutes from Focus Group #2:

Rafa Alvarez – Facilitator
 Chris Angelides
 Demetri Dale
 Marko Dasigenis
 Mark Enterline
 Steve Kostos
 Christine Papadakes
 George Stefanidakis
 Martha Stefanidakis
 Betti Self
 Karen Weimmer
 Maro Yuanidis

“We experienced a lot of pushback when we initiated two liturgies. Now we will get major pushback going back to one!”

The first question that was asked of Focus Group #2 was, “What are the challenges associated with constructing a new Cathedral?” The following comments were offered:

- If we build a church to accommodate everyone in one liturgy, then everyone will come at the same time in search of a parking space.
- I am concerned about the cost of maintaining a significantly larger building.
- Changing from the convenience of two liturgies over the past 25 years will be a major change. These two liturgies are also very different.
- Some older people cannot come earlier. Others have to drive long distances.
- Catholics offer a variety of choices of when to attend Mass.
- The money that has to be raised is a concern - in the redevelopment campaign in 2000, we received \$9 million in pledges but only collected \$7 million and this included the sale of a major piece of property.
- The two-years of inconvenience as the new Cathedral is constructed.
- Most people are more concerned with their convenience/inconvenience than they are with the uncanonical practice of having two liturgies.

General discussion then ensued concerning the overall proposed campaign and construction.

- We should have a master plan for the entire facility, not just a new Cathedral.
- If we continue to have a second liturgy, this will just be an excuse not to build.

- To return to one liturgy will be a major paradigm shift for the community and therefore something of a trauma.
- We are on a spiritual journey and we should open ourselves up to a paradigm shift.
- Along with the proposed building project we should examine our responsibility to evangelize. We have many Spanish-speaking people in our church on Sunday and we are not serving them very well.
- The numbers we are being given concerning growth in membership are not credible to me.
- When we tried to relocate 15 years ago there was a lot of pushback. The vote was 700 to stay where we are and 200 to relocate. We will have the same problem with this project.
- We have to be very careful not to make “second liturgy people” feel unimportant or disregarded.
- This project when completed will require more clergy for communion.
- Could \$25 million be put to better use and greater good?
- Can we raise this kind of money?
- Is the present situation really that broken?
- Many people think that the decision has already been made – that it’s a done deal and that now it’s just going to be rammed down their throats.
- People are being pushed to give more in stewardship and now comes this?

“Develop a plan to inspire people, not to make them fearful.”

RECEPTIVENESS TO THE PROJECT



The facilities have served the Annunciation community very well for over 63 years. Now, in 2014, the Parish has grown to a point where we are forced to have two Liturgies each Sunday and the attendance at the first Liturgy is at overflow capacity. Our 367 person maximum occupant/seating limit simply cannot accommodate the 1,000+ families we have in our community nor the anticipated additional families that will join our community as our City continues to grow. In 2013, the community commissioned a demographic study which confirmed that we are woefully undersized relative to similar communities in the Archdiocese. In order to accommodate just our present needs, according to the study, we need a cathedral with a seating capacity of **at least** 625 persons.

By the grace of God, our ministries serve as a beacon for the Greek Orthodox Archdiocese of America. The enormous success of these ministries has caused many Greek Orthodox families to make Annunciation Cathedral their community of choice even though there may be other Orthodox churches closer to their home. Our Sunday School, Vacation Bible School, Greek Folk Dance Program, GOYA, and our Greek Language Program, keep us ever mindful of the needs for expanded facilities to accommodate a dynamic and thriving Parish. Our hierarchs and our clergy unanimously believe that the current facilities need to expand to minister to the faithful being drawn to our community. We are now faced with a similar situation that presented itself in the 1940's with the Walker church. Our Cathedral needs expansion to properly serve our community's current and future needs.

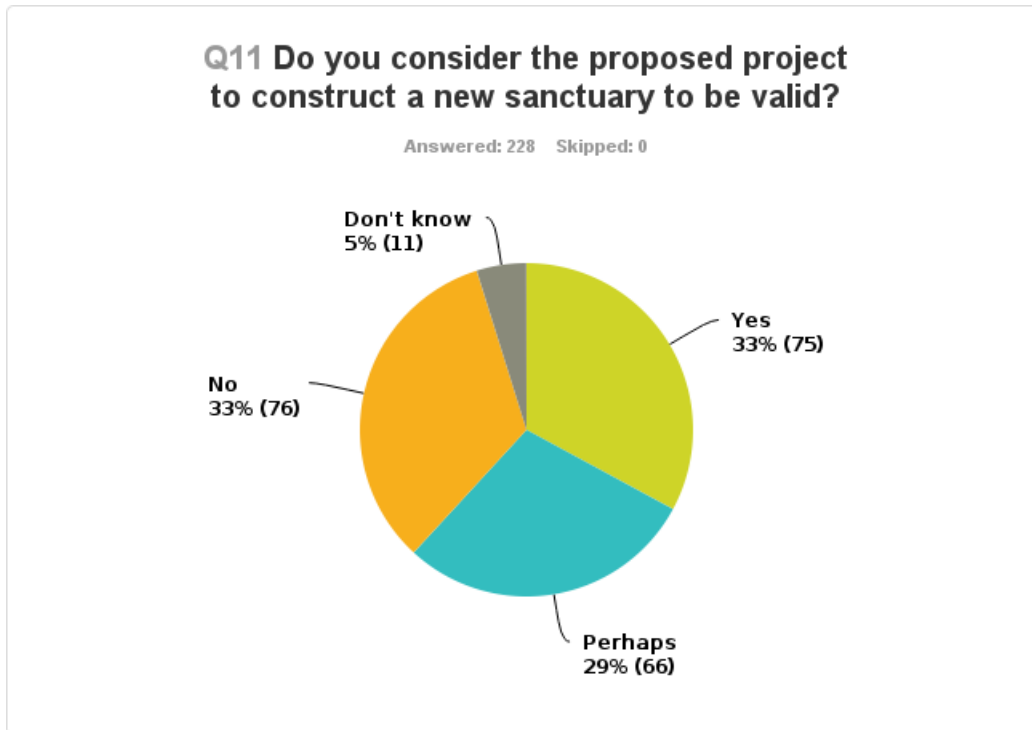
The Proposed One Liturgy-One Family Project

Inspired and encouraged by the faithful visionaries who have come before us, we are now embarking on the One Liturgy-One Family Project to expand/build a new Cathedral with larger seating capacity and associated new facilities and classrooms.

A master plan will be completed which sets forth options of how this might be accomplished and a General Assembly will be convened to formally present these options. Though we are in the early stages of defining our proposed new/expanded Cathedral, we feel it is extremely important to confer at an early date with every parishioner family concerning the needs as stated above and our fundraising potential. A cross section of 40 families were personally interviewed, but every family was accorded the opportunity to respond to a survey that was available online or in paper form containing the same questions that are asked in the interviews. In addition, two focus groups were convened for additional input. In this planning study, we are "testing" a goal of \$25 million which can be honored in multi-year pledges.

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

Each respondent was asked whether they agreed that the project was “valid”. The term "valid" was explained to mean that the project was important for the continued well-being of the community, or necessary for fulfilling the mission of the Cathedral, or meets a legitimate need of the community, or effectively addresses a growing threat or challenge.



Thirty-three percent agreed that the project was valid. Twenty-nine percent stated that the proposed project was “perhaps” valid. Seventy-six survey respondents or 33% felt that the project was not valid. It should be noted, however, that a number of those supporting or “perhaps” supporting the project expressed some concerns or a desire for further information. This question in the survey elicited more comments than any other and conveyed a broad swath of opinion on the proposed campaign. Because this is one of the most important questions of the planning study, all comments are included below completely unedited, including typos, grammar and spelling.

- With two Sunday liturgies already relatively packed, our growing community needs to come together as one body and participate together in these services and sacraments. A Cathedral is meant to serve as a beacon to the community to commune together. What a beautiful problem to

have outgrown our current beloved Cathedral. It should be seen as a blessing to have grown so much as to need more room for Greek Orthodox Christians in Houston, rather than just a "financial burden" and something else to argue over.

- Not valid if we do not know the other options that may be available.
- Cost and timing are the largest negative factors just to get ~ 800 seats
- Future growth.
- A new sanctuary is not necessary. To expand and improve our Cathedral is in our opinion a better approach to meet the needs of our parish and the community overall. Our parish membership is not growing in sufficient numbers to burden the existing members with a huge debt that would be detrimental to the advancement of our church family. If we are going to pursue a capital campaign, we would rather raise money to improve and expand the facility AND put together an endowment to do things like develop a camp here in Texas for the GOYA of the metropolis to attend in the summer or endow youth/family mission trips. There is so much good that the money can be used for that benefit the community and the archdiocese spiritually and continue to meet our mission.
- I'm somewhat conflicted. The community has grown to a point that the "investment" may be better placed in seeding a "new" or "satellite" church(s) in the suburbs so as to address the crowding issue, and create opportunities to attract previous non-participating or convert families, both at the Cathedral and satellite facilities/churches.
- I would like to see all of our options. We do need to prepare for growth, and this plan is very thoughtful. however, how much would it cost to build a new campus? I love our location, but we are land locked. Nearby property is expensive. At some point, for the health and growth of our church, we may want more space and flexibility.
- continued well being ... perhaps, fulfilling the mission ... no, legitimate need perhaps among others, effectively addressing a growing threat perhaps but where are we going to get the priests to man a bigger church
- The need for expansion based on achieving a single Liturgy is not valid in our opinion. We agree that there is a need for expansion, but possibly in moderation, and with the goal of accommodating growth and renovation rather than a single Liturgy.
- While I am neither for or against the proposal, I do not believe we are at a stage in the process to accurately answer that question. We must Pray much more for God's guidance. My first question is are we doing this for the Glory of God or to compete with others. I am very concerned when we judge ourselves by comparing Annunciation to others such as Joel Olstean. Once we are all on board that we are doing this for the Glory of God first and for ourselves second then I will be able to answer yes above.
- I do not feel the church is overflowing (especially the upstairs) most of the time, to warrant an expansion (I attend church every Sunday).
- Essential to the long term growth and viability of the Parish. As an usher, I see and hear of many who do not attend regularly, in part because of the inconvenience if they arrive late and have to stand or be crammed into pews due to lack of space. I am concerned how many seniors who arrive late and cannot find a seat unless an unselfish parishioner decides to give up his/her seat.

What is needed more are programs, but if and when programs are implemented as noted above, the need for improved facilities and for parishioners to access our leadership and Clergy and vice versa will be grow immensely.

- This seems excessive without a real upside. The church's current capacity is more than adequate and the current renovation project would put undue strain on the community. I would prefer to see the effort spent on outreach projects to solidify the relationship between church and community.
- We come to God's house to pray not to be part of the masses. Offering two liturgies, as we do now accommodates the needs of the wide spectrum of parishioners.
- Some discussion is needed although I am not sure that any of the proposals thus far would meet the needs most effectively
- We think we should wait until the economy is better, more jobs for those in need, bring our servicemen and service women home, crises are better in the world and until then, do we feel this will be a reasonable time to launch a major capital campaign.
- The parish is growing and needs most room. Also, the church needs improvements to look open and inviting to new families.
- We do not support the notion that a single Sunday liturgy is sufficient reason to commit this level of resources for a new sanctuary on Yoakum Blvd. This money would be better spent on expanding and improving our ministries and outreach programs. Renovation of the narthex and possibly a less ambitious sanctuary expansion are more reasonable endeavors. Individuals choose to become a member of and support a parish that fulfills their spiritual needs. AGOC has already demonstrated that high calibre clergy and well executed ministries and programs will attract and retain membership despite the inconvenience of a crowded church during the first liturgy. Additionally, the parish survey did not support the assumption that AGOC's membership will grow sufficiently to require this level of investment in a new sanctuary at this location.
- How does this fulfill the needs of my religion to pray? and please explain "growing threat or challenge"?
- Orthodox are "one family" throughout the world, doesn't matter how many services or churches we have. Build where the demographics show there is growth... which is not in AGOC vicinity but in Houston outskirts communities. Prefer having two services or more so parishioners can attend according to their schedules and preferences.
- I think that there are better solutions and I strongly believe that satellite churches being a part of the Cathedral located in Sugarland, the woodlands etc. would not weaken the overall community in spite what has been said by others.
- I would love to see more time, energy and effort to be spent on charitable outreach and ministry.
- Yes, but not the only means to meet the stated objective.
- It appears to me that the purpose of this undertaking is to decrease the workload of the priests. The first liturgy was started years ago as a children's liturgy, with a separate sermon directed at children. At some point, a priest stopped preparing a second sermon.
- I believe we should use the facility we have.
- I think we can get along fine keeping the status quo. However as I understand it, after over 40 years of having two liturgies, the bishop has decided this is wrong (what changed all of a

sudden?). If we are going to be forced into having one liturgy, then building a new church becomes valid. I just question why we need one service only. What will happen to the children's choir-- they are SO much better than the adult one. I fear that instead of creating a better sense of community it will do the opposite--create a Joel Osteen mega church mentality. If I wanted that I know how to get to the Summit

- to all of these options there are alternatives and it seems that this has been decided and this question and other communications make it sound like a given and yall are just asking for a stamp of approval
- Awkward definition for "valid". I find this definition manipulative.
- I don't know what God has planned for us, but I do not see any reason which would require a new church. The projected growth will be balanced out by the general attrition and growing secularization. While I believe there will be a growth in the Orthodox Church in general, I think the majority of converts would be more inclined to attend more Americanized churches like the Antiochian or OCA jurisdictions.
- With the exceptions of a few times a year, we are not bursting at the seams.
- Perhaps at best; been told that church isn't large enough, but church is at most third full until end of service and then just full/overflowing with those only show up for communion. Unless there is going to be a strong outreach to non-Greeks, it is not obvious that the church will grow. Also, seems to be an aging population vs a young one such as St. Joseph.
- Would rather see another church built as our church is too big - if we grow to 2000 there is no way the priest will know all the parish. Do we really want to be a megachurch?
- No I do not consider it valid. I am very emotional about this. I would consider it wrong to tear down a perfectly good sanctuary where many sacraments have taken place. I was married in this Church. I baptized my daughter in this Church. And sadly my husband's funeral took place. This beautiful building is around 60 years old. I will never understand why in Houston we tear down the historic and beautiful to make way. I feel the presentation presented about other Churches popping up and going under was slanted. They did not mention Saint Joseph which is viable and growing. They did not mention Saint Basil which is viable and growing. At this time I know they hit a rough patch in the road but this is from human financial error of depending on one family too much for finances. Holy Forty Martyrs I can speak on because I have visited this Church since its inception. And this is from a few trying to control and running off priest and as such other parishners went back to Saint George and went to Saint Joseph. I do not know what happen in Webster since I never attended. But I deeply resented that the whole story of the Churches in Houston was not presented. It is true we are growing. But I think a careful analysis of which part of Houston would support young and growing families should be done. I personally would help a new church financially but I will not support the tearing down of Annunciation.
- Overcrowding is one of the issues keeping our congregation from growing.
- Raising 25 M and using it for Brick and Mortar does not sit well with me. How about an Orthodox Community Center with a retirement community, sports facility, chapel, banquet area, learning center to grow Orthodoxy through out Houston not just focusing in on the Greek community but all of the Orthodox Community. This gets back to us being Greek and not

Orthodox. Get all the Orthodox community to be part of it as well. That way we grow our faith, have biblical studies, set up a school of Theology and start initial courses locally for those who choose to become priest, get them started on that path since we need more priests. Grand parents can watch their grandchildren play sports, be in plays, dance competitions, learning centers, make it a revenue center as well so it could possibly pay for itself. NOW this would have some high merits, and your building the Faith, not just a building. Let's ask ourselves "What would Jesus do?."

- We ARE a growing community. I feel that each year, more and more families are moving to Houston to attend the Cathedral, or converting to Orthodoxy increasing our family count.
- Providing more seating capacity is a necessity. We are a growing parish, centrally located in the city. Most prefer attending a thriving parish, thus the influx of newcomers almost every week. We should provide.
- We as a family find quite convenient and fitting to the needs of modern life the two liturgy model. Also, considering the geographic distances in the Houston area, is the model of a single Church still valid?
- I fear that the One Liturgy idea may be muddying the waters. Just looking at first service attendance right before the Festival, the cathedral is PACKED! That fact alone to me validates our need for more space. Period. I would love to have one parish and one liturgy, but feel like people may feel like it is a trick to validate the need for more seating. Parishioners have such strong feeling about second service that they just loose sight of the overall big picture future need of our parish. They have their defenses up and then feel like they have to dig their heels in because they feel like they are not being heard. I sometimes wish we hadn't gone with the One Liturgy theme because of the extra layer of resistance (even though I believe in it). I think the committee and council needs to validate the people who feel strongly about keeping second service and who feel strongly about not building a new cathedral. They need to list out what we believe the cons are..."I think I hear you say that..." Etc. They need to overdue it to make up for the perception that the plan has been predetermined.
- We think it is unreasonable to expect 600 families to be served in one church service while still preserving the history and tradition of this community. We do not want to become Lakewood Church.
- The sanctuary is too small considering the members of our community, A senior can not find a seat in the first Liturgy. Also parking is limited
- I am there before the service begins and the church does not fill until close to communion/Sunday School time. Anyone who wants a seat can find one if on time. Who are we accommodating?
- The word Sanctuary is not Orthodox....
- We believe that the health of our cathedral is good and the facilities are more than adequate for the needs of its congregation, present and future.
- Demolishing a fairly large cathedral is not wise. The size of the current cathedral accomodates the ideal number of families that make up the nucleus of a fruitful Christian community. It is not a "mega church" and not a "small hut" in the backwoods either. The money that could be raised to build a new church in this location could easily be used to build a new church elsewhere. This

community has the capacity to found a new parish within the Houston area or beyond to be witness of the message of the Resurrection. Currently, St. George Orthodox Church in Houston is in the process of expanding their current sanctuary. Their church building is smaller than the Annunciation cathedral, but they are not demolishing the entire building. In recent years, St. George in Houston has established missions throughout the greater Houston area (e.g. St. Joseph, 40 Martyrs) and many of these former missions are now active and stable parishes. It is important to go beyond our comfort zone and be missionaries, even if this means leaving friends and family behind. When God is present, it does not matter where you go.

- We need to go for it! We need to do this for the next generation.
- The larger something is, the more attraction it has.
- Meets a legitimate need of the community.
- More seating is necessary at times - not necessarily a new sanctuary. What needs to be considered is PARKING.
- Once you get over 200-300 parishioners, the church become more and more impersonal; if we removed the pews like some other Orthodox churches or like they do in the old country with some chairs for the elderly and infirm, we could easily accommodate the entire community. Another solutions is to leave the Cathedral where it is and open up another couple of mission churches.
- For me, it's not about the building(s). It's about the people.
- We support the need to grow and improve ministries. We are sceptical of the need to reduce Sunday Services to one Liturgy. We would prefer more choices for attendance (one that still lacks) rather than the opposite.
- important for the continued well-being of the community, or effectively addresses a growing threat or challenge
- This is only a partial solution. More importantly is to emphasize faith over culture and I am a cradle Orthodox.
- Frankly, I would like to see more of the substance that is driving this project. Has this been driven by the ego(s) of our religious leadership or has a practical study been done to point in this direction?
- The problem is valid - I'm not sure the solution is valid. Perhaps the problem needs to be addressed in relation to alternative solutions. Is a larger sanctuary the only solution to accommodating more people? I'm not sure that increasing seating to 700+ will be a long-term solution. What happens when that seating capacity is reached in a short period time? Second service is never full, so is there a way to divert overflow into that service? The first service doesn't get crowded until half-way through the service, when people arrive to receive Holy Communion. Many churches that have the problem of heavily attended services will divert overflow into the hall or gym with closed circuit TV. It seems to work for them.
- Most of the people who attend the liturgy, show up in time for communion and so their children can attend Sunday church school.
- The premise of the question is not valid. Something needs to be done about the Cathedral but we have not yet decided, as a community, a "new sanctuary" is the solution.

- While I understand the need to have one liturgy which will bring the community closer together, I am very concerned about the financial duress it could put us in and this is my reason for hesitating to be such a strong supporter of this project.
- We should get to the point where we are one liturgy.
- The area I have a hard time addressing is "how often will the Cathedral be packed if we spend the money for expansion?" In other words, if we expand as stated, will the cost out-weigh the benefit if the Cathedral only fills up on Holy days at certain times of the year. On the other hand if we don't take some action and the growth occurs as projected, we will be woefully short of space.
- Important for continued well-being - NO, we would still do well. Necessary for fulfilling the mission of the church - YES, one Liturgy per Sunday is part of the mission of the church. And on that note, if we're going to have 500+ people on a Sunday, we need to have more Communion lines or people will stop coming, or you will have an even greater exodus following Communion than you have now. Can't have people standing for 1 hour during Communion. Meets legitimate need - YES Effectively addresses a growing threat or challenge - NO OPINION
- It may meet the need of worshiping together and future growth, but it takes resources away from spreading the faith and helping those in need in Houston and around the world.
- I believe it is time to provide seed money for another church and keep this one in the inner city as is.
- Parking has not been addressed. With anticipated attendance for one service the parking could be grossly insufficient.
- We wish it would be possible to build another Greek Orthodox Church closer to our home in Cypress or the Woodlands, but it appears that it would be difficult to retain all of the excellent functions of Annunciation, including multiple priests, youth programs, festivals, etc. in a satellite church. We do consider the construction of a new sanctuary to be important in order for Annunciation to continue to grow.
- Many families drive 30-40 miles to attend church and 30-40 miles back home. Another church is needed to the north of the city ie: the Woodlands.
- We do not want to see Annunciation become a Mega church.
- This is long, long overdue.
- Better indoor air ventilation
- Absolutely not. Our 2nd liturgy isn't even consistently full.
- There does appear to be a capacity issue. But I remain undecided on the best answer to that perceived need.
- Not sold on the need for one-liturgy. Why is this so essential. For some it is easier to come to a later liturgy. Has anyone given thought to holding a children's liturgy. We don't feel that very young children get as much out of the liturgy as they could especially in this age of electronics.
- I'm really not sure. On one hand, I fully understand Fr. Michael's One Liturgy - One Family motto. On the other, I think the issue isn't one of a capacity but one of priests time. When considering the construction of a new sanctuary, all I can think is "bigger", but where is the essence of making a big parish feel small? I know Fr. Michael mentions that he can spend more time with parishioners after the building, but how exactly will that get done if it can't get done

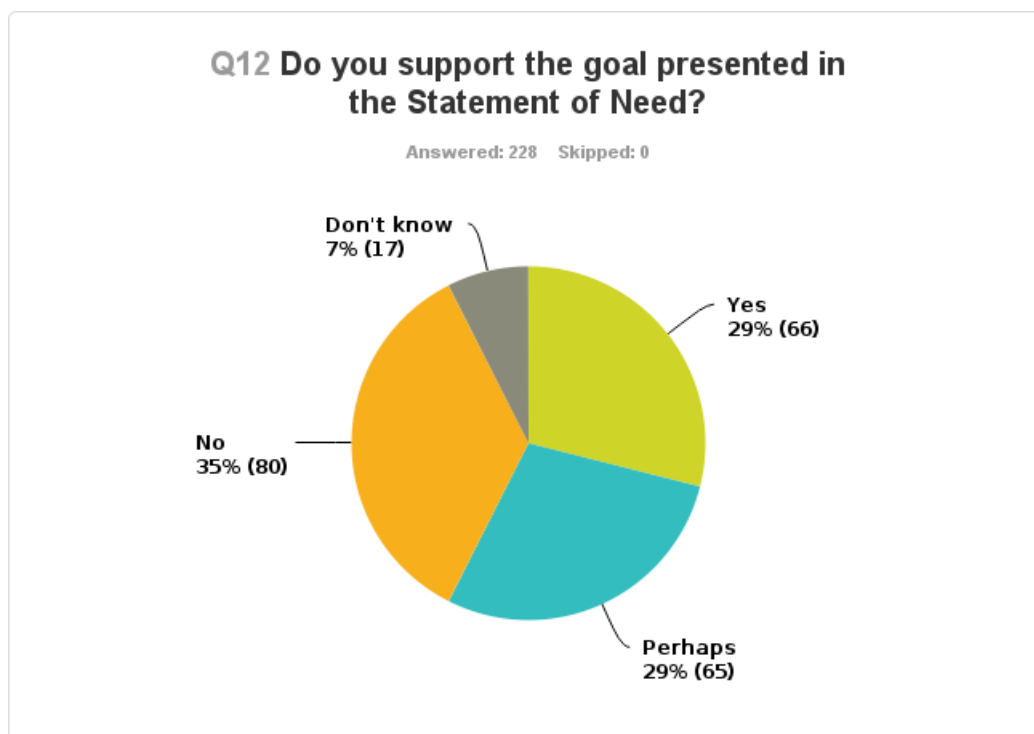
now? Again, having not been raised in Annunciation and trying to meet people through the church, I feel that it is hard...and I am Orthodox. I think Annunciation should focus on what isn't work, make that better, and then possibly focus on a new sanctuary. Focus on making people and making them feel a part of the Parish and that it's somewhere they want to stay for awhile will help build the case for building this big church.

- Need more information
- Addressing growth does not necessarily require razing a historical structure remains to be seen
- I believe we should look at ways to expand the use of our present cathedral! The percentage of time it is used is minuscule. We need to add more services and not build a new cathedral because we are overpacked 2 hours per week. I doubt that expanding the size will attract more families. Second service is empty!!!!
- I think the liturgy of our church is not amenable to 1000 people at the same time. It already is 2 hours long. It will be 3 hours long then. We cannot compare ourselves with other denominations that have 45 min to 1 hour services. I would support another sanctuary nearby or in another location with a "sister" church. I understand that this is unacceptable to the church hierarchy because we don't have enough priests. I think that if the root cause is the lack of priests, then all churches should address that. Asking the current priests to serve ever more people is not the right way to go.
- I am not convinced this is appropriate or needed. There is some overcrowding but is a new cathedral needed? Could the issue be alleviated with the addition of an additional English service or by changing the second service to an English service similar to the first service? Could a Saturday evening service be added that would provide some relief without making the cathedral larger? Have other solutions that do not include enlarging the structure been discussed and voted on?
- As more Orthodox spread to the outlying communities I think it's best to have satellite churches families cannot afford the time to be plugged in on a weekly basis with a long commute and the price of gas and the constraints of raising a family.
- Our church is over capacity at this time. Our clergy is constantly challenged by serving two liturgies each Sunday. We use our gymnasium for services with even larger attendance. We have an excellent choir, but only a fraction of the parishioners are able to hear them.
- if the Orthodox Christian community is going to grow in Houston as it is being projected then I think a Bishop needs to be here to make the most of the growth potential; it is not going to be practical for future families to continue to commute to the current location; they don't all commute (regularly) now and I'm sure often use the distance/time as an excuse why their attendance is not regular, again my opinion; church temples need to be near where the members live, again, my opinion
- no - it doesn't make sense - maintain the main campus - sell the balance of the property and move to where the population center is - this also creates a more positive atmosphere for growth
- the current building is too small. the stairs to the balcony are too steep.
- A project that addresses the capacity of the cathedral is valid. We need more information.
- Expanding the seating capacity is necessary but is this the best way to do this.

- We need to maintain the two liturgies. Honor the variety of needs and preferences. I would want little or no debt incurred. Any building permit is going to require a parking garage, this will be \$5-6 million. I'm concerned that \$25 million is a low number.
- I see nothing wrong with two liturgies in church. This is a church rule that can be changed. The real problem is basically the Sunday School. How do you handle this with two liturgies? There is plenty of capacity for two liturgies. I do not like the idea of tearing down the present church. My suggested solution would be to establish more churches in the area. Let's fulfill the missionary calling of the church. The number of \$25 million is very low. The real number is probably \$40-50 million.
- Look at all the options rather than just the most expensive option. In the long term solution is organizing all Orthodox churches into better organizing and promoting so all Orthodox are comfortable going to any Orthodox church.
- This is the solution for the long term. Anything else is temporary.
- I don't mind building a new church but I don't want to see the present church taken down. I don't think there is a strong enough case to justify this approach. We will give but we will not be "all in".
- We acknowledge there are present challenges that need to be addressed but we will be sad to see the church go that we love.
- Relocate the entire facility. Parking, demographics, visibility, accessibility, growth, etc.
- I like the idea of one liturgy but it might mean more Greek.
- I'm going to support whatever they decide to do but it's very difficult for me to accept that the present building may need to come down.
- This is a solution but not necessarily the best one. Why can't we have three services?
- I don't believe we should tear down a historic building. I feel there are benefits to the two services but there is overcrowding at the first service.
- Our wealth is concentrated in just a small group of families. We don't have the wealth across the board to achieve this. This would be a heroic endeavor but we have a difficult time just getting the stewardship pledges in.
- We've been through this before. I didn't know we were only supposed to have one liturgy.
- We went through this 14 years ago with the redevelopment program. Our membership has not grown since then. We support the option that allows for the expansion of the present building.
- I wouldn't want to see a lot of debt for the parish. A better-planning and executed second service might pull people out of the first liturgy. I wouldn't want to pour \$25 million into this location. We need better facilities and location from growth and family ministry.
- It's valid but I like the "tone" of the first liturgy and I'm afraid will we lose this if we go to one liturgy.
- It's valid but other options like starting another mission should be explored. We do feel that having just one liturgy is important.
- The core group makes up approximately 400 units. The other 700 units come and go, as they needs for spiritual fulfillment flows.

- It could be "valid" but is it necessary. I don't think we all have to be in one liturgy to be a family. 800 people in a liturgy is too impersonal.
- We would be supportive of an expansion but not taking the present sanctuary down. \$25 million could be used in better ways to fulfill our mission - ministries and mission.
- The first liturgy is crowded only because the children are there before Sunday School. The second service is not crowded, a lot of parents come in at communion to take their children to Sunday School. The parking situation is already difficult. With one liturgy then even more cars will need to be parked in a more compressed span of time.
- We strongly support this project but most people don't really care that there are two liturgies. They don't understand theologically why this is undesirable.
- I don't think we need to do this because there are occasional weddings that won't fit in the church. First service is full; second service is not. I don't buy the reason that we need a new church because we have two liturgies. Why don't we hire more priests? Or the pour the money into ministries. I'm conflicted because we need to address the issue of overcrowding but is there where we should spend \$25 million?
- This is needed but there are additional spatial concerns that need to be addressed.

The next question in the survey was even more specific regarding the proposed campaign: “Do you support the goal presented in the Statement of Need?” (Address the issue of overcrowding in the sanctuary by raising \$25 million over five years and constructing a new sanctuary thereby increasing seating from 367 to approximately double that amount?) Compared to the previous question, the responses shifted to a slightly more negative view of the proposed project from 33% to 35%.

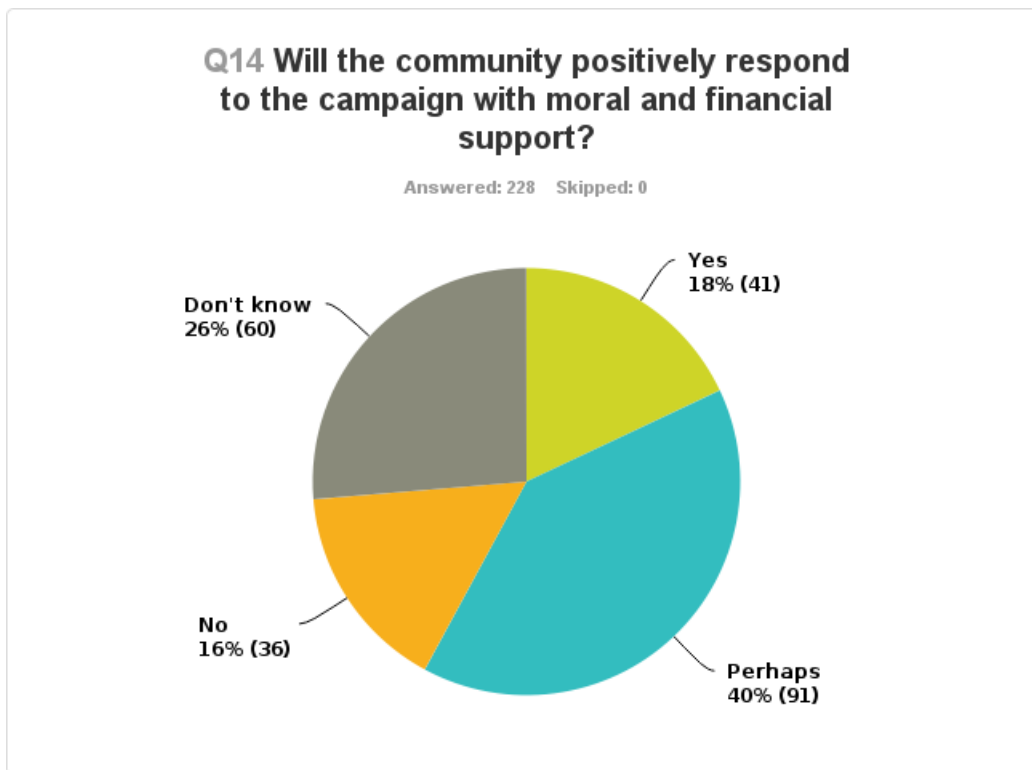


Representative Sample Comments:

- We do not believe that \$25 million is sufficient to deliver a project of this extensive scope. Important aspects such as expanded parking, working capital during the construction, overruns, and future operating costs have yet to be adequately addressed.
- We are not convinced that doubling capacity is needed first, if at all. The sanctuary is NOT crowded (at capacity) every Sunday. We need to increase attendance, flexibility, ministries and size of stewardship before we double capacity. A moderate renovation and beautification of the Cathedral is justifiable.
- Absolutely. However, I believe the goal should be much larger than proposed. We should be looking for 800+ capacity and a 'statement' sanctuary that epitomizes our leadership position in the country.
- Why would we spend that money to take care of a few days out of the year - as noted before - no - it doesn't make sense - maintain the main campus - sell the balance of the property and move to where the population center is - this also creates a more positive atmosphere for growth.
- Absolutely we need to expand the Cathedral. Building a new Cathedral is the solution to that problem but I don't know how big and how much this is really needed or how much it will really cost. More research is required.

The complete and unedited five-page list of comments was sent to the Cathedral leadership for their reflection and consideration.

Testing the community perception of parish readiness to support the project was the next question: “Will the community positively respond to the campaign with moral and financial support?” Though the “Yes” and the “No” were almost equally divided at 18% and 16%, respectively, the overwhelming responses were either “Perhaps” at 40% or “Don’t Know” at 26%. Uncertainty and ignorance are not friendly features of a capital campaign.

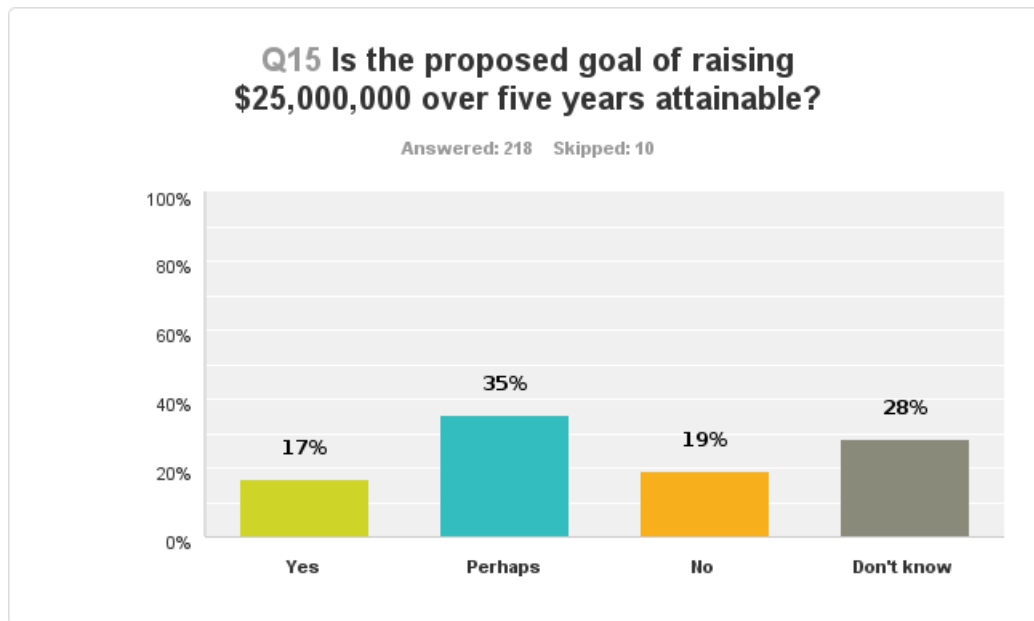


Representative sample comments:

- There seems to be a general lack of enthusiasm from older generations and particular people who do not see the need for this expansion or think of it only as an individualized, financial burden. I do not see them responding as positively to the campaign initially. But I hope and pray that they would soon come to realize that this Cathedral and campaign is not for them, specifically-- that none of this is for any individual's gain, but for generations to come as a whole community.
- There is a strong possibility that it may create a schism for currently there are rumblings and the tranquility we've enjoyed is eroding. Parishioners love their Cathedral and do not want to see it destroyed/replaced.
- There is much sentiment for the present Cathedral. However, if the reasons for building another structure are explained correctly, I believe the majority will respond positively.
- I have not been really involved in this issue, nor have I spoken with many people regarding their opinions, as I don't really like to engage in gossip, etc. However, my general feeling is that people do not like change (and are uneasy with change) in general and I feel there may be somewhat of an opposition due to this factor.
- Yes, the community will respond positively if the campaign is presented well, with Cathedral members on board early and with strong commitment.

The complete and unedited four-page list of comments on whether or not the community will morally and financial support the project was sent to the Cathedral leadership for their reflection and consideration.

The specific monetary fundraising goal was then tested asking, “Is the proposed goal of raising \$25 million over five years attainable?”



As depicted above in the chart, only 17% were convinced that \$25 million could be raised over five years. Therefore, 83% were either uncertain, unconvinced or did not know. Only one factor changes these percentages – very large early gift commitments that demonstrate very significant giving. This brings credibility and persuasive evidence as to the likely success of a campaign. It also has the effect of inspiring others to give and creates momentum going into a “public phase” in which everyone is invited to participate.

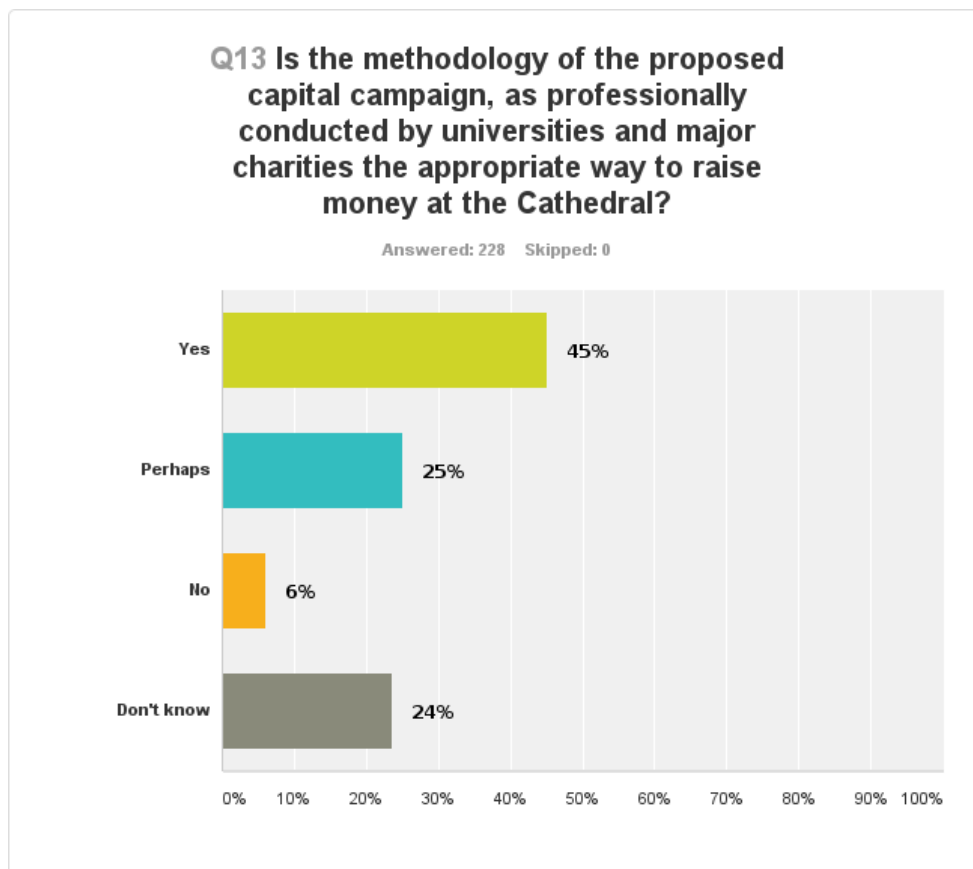
Sample comments:

- As long as everyone, or at least the vast majority, is supportive and contributes to the best of their abilities and it is God's will for our community, I think it is more attainable than people may realize.
- Looking at the chart in the statement of need, the big question is whether we can get the top gifts. The money is definitely in the community, but I don't know if the willingness is there too.
- We think this project will cost considerably more than \$25,000,000. How will the rest be financed and paid for?

- I don't feel that \$25 million is the best use of resources. We need to put this into ministries. This will pack the church and make building a necessity. We are not yet in an urgent situation so people do not presently feel a great need to do this.
- These are unprecedented fundraising and fund giving levels in our parish. We don't really know if we can do this. Is it a program that will inspire people to give at unprecedented levels? This movement to build was not generated by a general perception that this was needed. Rather, it came out of the parish council that there was a problem. I don't believe that the general membership of the parish is convinced there is a serious problem.

The complete and unedited three-page list of comments concerning whether the community could raise \$25 million for the project was sent to the Cathedral leadership for their reflection and consideration.

Survey participants overwhelmingly felt that if there was to be a campaign, then the professional methodology of capital campaign fund raising, as utilized by universities, hospitals, cultural institutions and national charities was the best way to proceed with only 6% indicating that it was not the proper way to proceed. Many parishes have historically relied upon special events for capital fund raising, but Annunciation Cathedral is to be commended for emphasizing personal giving as a means to fund this project.



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 for giving 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 18 gifts with greater numbers of lower-level gifts is not practical.

FUNDS TO BE RAISED: UP TO \$25,000,000

<i>Number</i>	<i>Amount</i>	<i>Subtotal</i>	<i>Cumulative Total</i>
<i>1</i>	<i>5,000,000</i>	<i>5,000,000</i>	<i>5,000,000</i>
<i>2</i>	<i>2,500,000</i>	<i>5,000,000</i>	<i>10,000,000</i>
<i>3</i>	<i>1,000,000</i>	<i>3,000,000</i>	<i>13,000,000</i>
<i>4</i>	<i>500,000</i>	<i>2,000,000</i>	<i>15,000,000</i>
<i>8</i>	<i>250,000</i>	<i>2,000,000</i>	<i>17,000,000</i>
<i>20</i>	<i>100,000</i>	<i>2,000,000</i>	<i>19,000,000</i>
<i>50</i>	<i>50,000</i>	<i>2,500,000</i>	<i>21,500,000</i>
<i>100</i>	<i>25,000</i>	<i>2,500,000</i>	<i>24,000,000</i>
<i>Many</i>	<i><10,000</i>	<i>1,000,000</i>	<i>25,000,000</i>

PRACTICE OF STEWARDSHIP AND AVAILABILITY OF GIFTS



Substantial goals cannot be attained with token gifts. Winning a major campaign requires significant giving, supported by six-, seven- and even eight-figure commitments. These largest gifts must be secured to cover approximately three quarters of the total goal of the campaign.

In order to gain some important background information, counsel sought to understand the parish's self-perception with respect to the practice of biblical sacrificial giving. Each respondent was asked to rate the parish's practice of stewardship on a scale of 1 to 10, with "10" signifying that nearly all the parishioners are giving sacrificially or generously as taught by our Lord Jesus Christ and "1" signifying that very few parishioners actually do so. One hundred-sixty four interviewees expressed an opinion by citing a number. An additional 64 responded that they did not know the answer or that it was inappropriate to posit one. The average rating on the scale of 1-10 was 4.4.

Representative Comments:

- Tithing has never been part of the Greek Orthodox program.
- Stewardship should have a higher priority within our Annunciation community.
- The key word here is "sacrificial". Hard to believe anyone has altered their lifestyle in order to honor their stewardship commitment to the parish, but I give the benefit of the doubt.
- If everyone gave according to Biblical standards this survey would not even be necessary as we would all be giving of the first fruits back to the one who makes giving anything possible, our Lord Jesus Christ, and we should be giving with a happy heart.
- Poorly written question that needs clarification and greater specificity. Personally, I give as much as I can. I have NO idea how other people give nor is it my place to question them.

The complete and unedited four-page list of comments on biblical, sacrificial giving was sent to the Cathedral leadership for their reflection and consideration.

Counsel believes that *sacrificial* and *proportional* giving according to true ability may only occur rarely at Annunciation Cathedral (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.

When parishes evaluate their own practices of stewardship giving, they compare ourselves to other nearby parishes and are tempted to feel smug if we are doing slightly better than our neighbors. Let’s compare ourselves rather to those rare Orthodox parishes that are committed to sacrificial giving where the average annual giving per family is \$3,000-4,000 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 in the parish, 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 reasons for the poor 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

“If everyone gave according to Biblical standards this survey would not even be necessary as we would all be giving of the first fruits back to the one who makes giving anything possible, our Lord Jesus Christ and we should be giving with a happy heart.”

stewardship number cited by interviewees, the more encouraged is the consultant. Why? Because 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 major capital campaign.

Counsel also inquired of interviewees concerning major gift giving in the parish at \$100,000 - \$1,000,000 and more. Here the average rating on a scale of 1-10 was 3.6 from 128 responses with even more participants (100) stating that they just did not know. Inexperience with major gift-giving and unfamiliarity with the process of soliciting major gifts may stand as one of the greater challenges in the campaign.

Representative Comments:

- The only data point was the campaign we had 15-20 years ago in which we struggled to meet a far lesser goal than the \$25 million in the proposed project.
- Are major gifts being made? We don't hear of it happening. Perhaps those who would have given, have not, because they do not think we are spending our money wisely.
- I think the potential for these gifts is there.
- We don't know the giving capabilities of the parish. There doesn't seem to be many gifts that are recorded of an extreme amount, or the gifts are anonymous.
- I think this is a poorly worded question. I think the gifts are limited in number, as compared to the size of the parish, but I think they happen relatively often. And, when there is a special identified need, like a capital campaign, you are surely going to receive these donations.

The complete and unedited two-page list of comments regarding major gift giving was sent to the Cathedral leadership for their reflection and consideration.

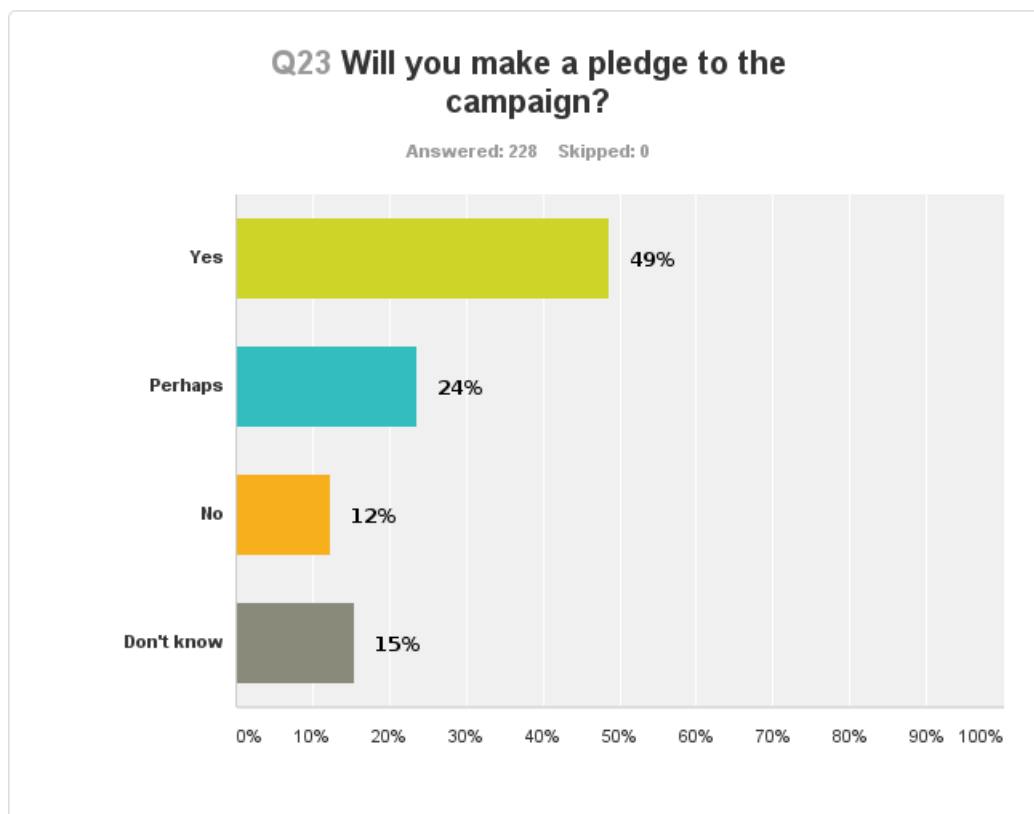
Counsel sought to learn each interviewee's thoughts about the availability of gifts at the key levels required to achieve a \$25,000,000 goal. Each respondent was asked whether they believe that gifts will be available in the community as presented in the campaign gift chart cited above. Most interviewees explained that several families could give at the highest levels. Yet only 14% felt that the lead gift of \$5 million was available. Sixty-four percent said either that it was not available or that they did not know whether or not it was available.

Regarding two gifts at \$2.5 million, only 13% felt they were available. When asked if three additional people would each give \$1 million, survey participants' confidence raised slightly a to 21% likelihood.

Respondents were also asked if four gifts at \$500,000 and eight gifts of \$250,000 were available. Once again only 16% were confident that these gifts would be received.

Two factors were affecting the responses. First, the abstract number of \$25 million was being broken down into the actual gifts that would be required to achieve it. This may have made the project more concrete to study participants, thereby resulting in uncertainty trying to match potential giving families with the necessary major gifts required. Second, the community’s general inexperience with raising seven-figure gifts and receiving seven-figure gifts may have contributed to doubt if these levels of gifts would actually be received.

The survey then inquired if the person taking the survey would pledge to the campaign. The following chart displays the responses.



Unsurprisingly, 49% said they would pledge and 24% said that they “perhaps” would pledge. Though this is somewhat incongruent with the general uncertainty expressed throughout the survey with the campaign objective and monetary goal, it likely reflects the strong feelings of loyalty and devotion parishioners have to the Cathedral. People may be thinking something like this: “I’m not excited about

this project or even in agreement with it but if the leadership feels it is important and necessary, I will give, though it might not be the meaningful or sacrificial gift I would make if I really believed in the project.”

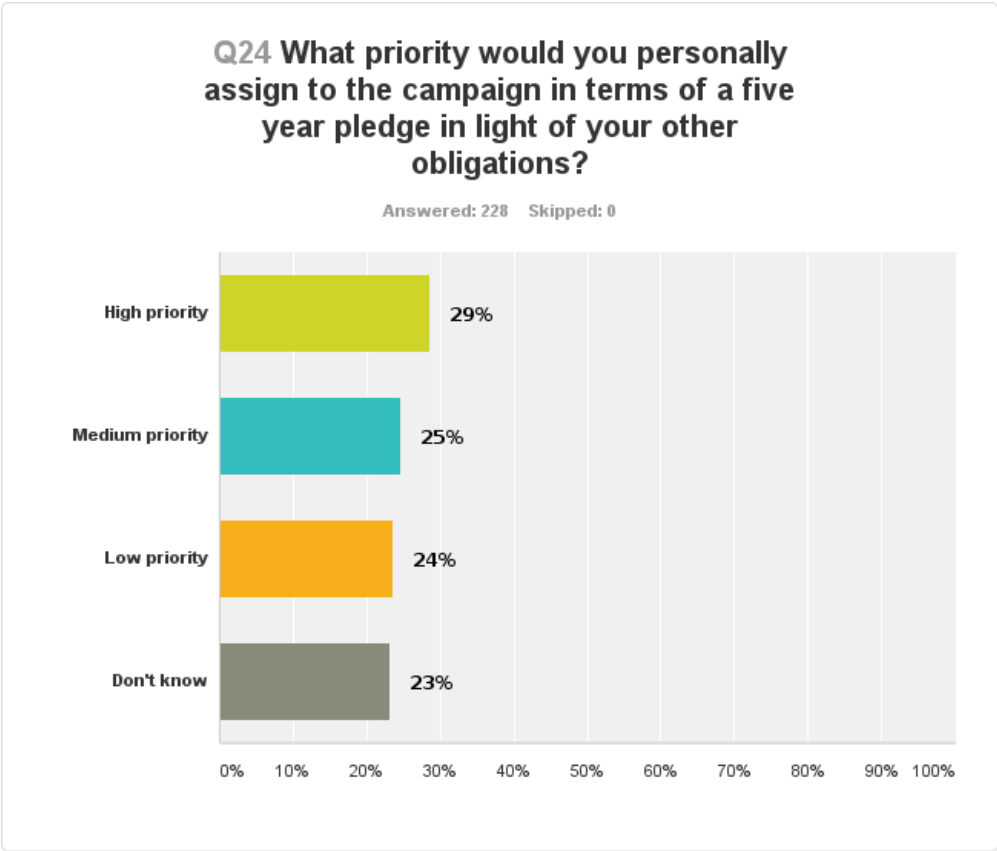
Sample comments:

- Your question is too vague. If the campaign is for expansion and improvement but not tearing down the Cathedral we definitely will pledge.
- Depends on the goal, and if the priests think it’s the right thing to do I would give.
- Depends upon ultimate decision of the congregation. I am not in favor of razing our current Cathedral but would give to help build a new church in a different area.
- Again, I am not completely convinced of the necessity. But I will support my church if it does come to pass.
- I may not be a key contributor, but this is something I believe in and would be happy to pledge to the campaign in any way I am fiscally able.

The complete and unedited two-page list of comments concerning whether or not a respondent would pledge to the proposed campaign was sent to the Cathedral leadership for their reflection and consideration.

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 – a high priority, a medium priority, a low priority or that they did not know at this time.

In the experience of counsel, the 29% who assigned a high priority to their pledge is a sign of low commitment to the project. Fully half of respondents either assigned a low priority or didn’t know what priority they would give to their commitment. In previous successful campaigns conducted by counsel, high priority was assigned by 70-80% of study participants.



Each interviewee was asked at what level they would consider giving to the campaign. The total from the 95 study participants that elected to answer this question concerning prospective gifts ranged from \$2,849,050 to \$3,952,050. It is noteworthy that no pledges greater than of \$500,000 or were identified at this point through the interviews or received surveys. This does not mean that giving at these levels is unlikely from these prospective donors. Rather, it shows that there is work yet to be done to increase self perceptions for giving among those already on board and that it is necessary to continue to seek new major donors. Potential pledges noted by interviewees are listed below by level.

POTENTIAL GIVING LEVEL OF RESPONDENTS

<i>Amount</i>	<i>Number at Level</i>
<i>\$5 million</i>	-
<i>\$2.5 million</i>	-
<i>\$1 million</i>	-
<i>\$500,000 or more</i>	1
<i>\$250,000 or more</i>	4
<i>\$100,000 or more</i>	7
<i>\$50,000 or more</i>	14
<i>\$25,000 - \$49,000</i>	19
<i>\$10,000 - \$24,000</i>	16
<i>Below \$10,000</i>	34
<i>Prospective Giving Total</i>	95

Comparing the Standards of Giving for a campaign to raise \$25 million with this representative sample of the prospective donor pool raises questions about the viability of a single campaign of this magnitude. The difference between a \$25 million campaign and a \$10 million campaign rests with 10 gifts. These include the leadership gift of \$5,000,000, two next tier gifts of \$2,500,000 each, three gifts of \$1,000,000 and four gifts of \$500,000.

If this subset of the donor pool is representative of many of the remaining top prospects, then continued cultivation is 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 according to ability.

As the possibly disappointing information concerning major gifts is assimilated by the reader, counsel offers a few observations based on extensive experience raising major gifts over the past 27 years and in scores of Greek Orthodox communities. In light of this, several points need to be underscored:

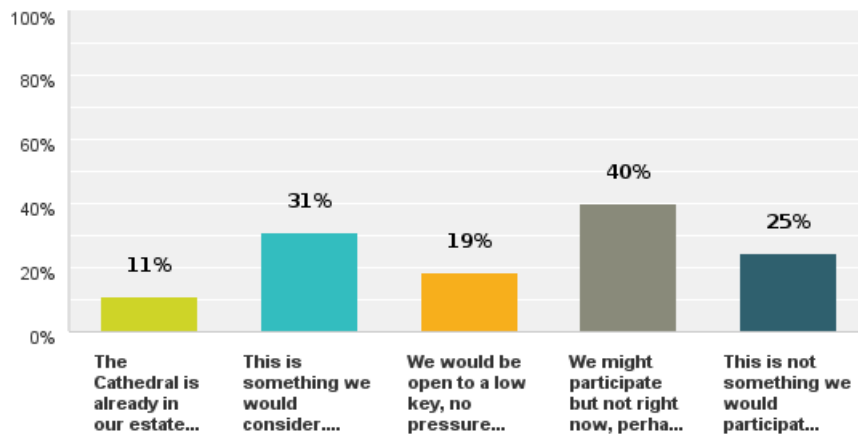
- In a campaign of this size, major donor prospects generally offer an “opening” number in order to first ascertain what others are doing, how the community is responding to the proposed campaign and awaiting the results of further research concerning project definition and project costs;
- Though Greek-Americans have resided in this country for several generations, the accumulation of significant wealth is still relatively recent and therefore the accumulation of philanthropic education, experience and practice is also relatively recent. As one wealthy Greek-American stated, “My father’s creed was accumulate, accumulate and accumulate. This is also my creed”;
- For many if not most prospective major donors, making a very large gift would be a new experience – one that is much less about the actual dollars given than it is the unfamiliarity with giving on this level; Orthodox churches have unfortunately done a fantastic job teaching parishioners to give many times a year in but in small amounts. As one Greek billionaire shared, with the consultant, “I help the three Orthodox churches in my city by selling raffle tickets to all my friends”;
- Greek-Americans generally have been very successful financially in this country; Annunciation parishioners are no exception though this has been by no means a universal story;
- In addition, therefore, to the possibility that prospective major donors’ giving horizons may rise, it is probable that other major donor prospects, either unknown or overlooked will emerge as the campaign proceeds;
- 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.

The survey also invited participants to suggest the names of others that might be spoken with who *may* be in a position to make one of the larger gifts. This list of prospective major donors identified by the interviewees is identified as 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.

Counsel also queried interviewees concerning an endowment for Annunciation, explaining that often in conversations with donor prospects the question of estate giving arises. The obvious example here is the “cash poor but real estate rich” parishioner who wants to do something meaningful but is constrained in making a large present gift to the Campaign because they depend upon underlying assets to generate ongoing income. The consultant asked interviewees if they felt the community would favorably respond to a humble, respectful and polite educational and public relations effort encouraging people to remember the Cathedral in their estate plans. Twenty-one families indicated that the Cathedral is already in their estate plans! From the total of 194 who chose to respond to this question, more than half indicated openness to the idea.

Q26 Regarding the endowment component of the campaign to address the long term needs of the Cathedral for future generations, please check all that apply.

Answered: 194 Skipped: 34



The Cathedral is already in our estate plans. (21)

This is something we would consider. (60)

We would be open to a low key, no pressure conversation about this. (36)

We might participate but not right now, perhaps at a later date. (78)

This is not something we would participate in. (48)

Total Respondents: 194

Sample comments:

- I think planning for the future is wise and advisable. It leads us to be proactive rather than reactive.
- Not something I thought about.
- Again, in the run up to our final days we continue to be judicious and lucky with our funds and have been reasonable healthy up to that point, we would be generous to our Church.
- We have never discussed this in our family.
- We are considering this but have made no definite decisions as of date.

The complete and unedited two-page list of comments concerning remembering the Cathedral in estate plans was sent to the Cathedral leadership for their reflections and consideration.

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 suggested potential leaders and committee members. (All are listed below.)

A campaign supported by 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 a 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 Capital Campaign Committee of leaders – perhaps not more than 10-12 people. Members of the Committee should mainly 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%-60% 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 appeal to all segments of the community – Greek-born and American-born, long-time members and newer members, converts and those raised in Orthodox households.

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 and 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 financial transparency and accountability. Fortunately, the Cathedral has a strong track record in this regard. At present, there are no voiced concerns about the integrity of parish funds. 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 was asked to suggest names of those they thought would be effective leaders for this effort, as well as names of others who should also be involved in the fund raising. 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 and skills are required for a church to be successful in a capital funds drive.

All those who were mentioned as either prospective chairs or as committee members are listed below.

People Suggested to Serve as Chairperson(s) for the Campaign

Richard McGee
Dean Liollo
Gregory Cokinos
Dan Cassis
Chris Pappas
Frank Vlahakos
Paul Voinis
Manuel Maligas
George Postolos
Greg Halvatzis
Pakis and Maria Kantalis
John and Joni Zavitsanos
Rafa Alvarez
Cynthia Kostas

John Anaipakos
Ted Koinis
Harris Pappas
Chris Angelides
Steve Kostos
Charles Hazen
Mike Grivon
Chris Kaitson
Harry Pefanis
Andy Savas
Helena Papadopoulos Johnson
Paige Cokinos
Kathy Pappas

People Suggested to Serve on the Capital Campaign Committee

Dana Kantalis
Paul Voinis
Gregory Cokinos
Dean Pappas
Gary Moss
Spyros Catechis
George Mickelis
Ellen Cokinos
Demetri Dale
Fote Demeris
Mike Grivon
Chris Tomasides
Ted Koinis
Maria Kantalis

Martha Stefanidakis
Cynthia Kostas
Bill Greanias
Mary Poulos
George Postolos
Betty Yianitsas
Kosta Papasideris
Barbara Manousso
Michael Shebay
Rafa Alvarez
Dean Liollo
John Anaipakos,
Michelle Angelides
Marcella Kostos

Harry Pefanis
Chris Pappas
James Pappas
Chris Kaitson
Vasso Jacomides
Richard McGee
Greg Halvatzis
Irene Cassis
John Zavitsanos
Michael Poulos
Joni Zavitsanos
Gail Tarsinos
Mark Enterline
Vasili Mathews

INTERNAL DEVELOPMENT ASSESSMENT



Role of the Priest

The importance of spiritual leadership in a capital campaign cannot be overstated. Imagine the difficulty in raising funds for a major project when the priest is deeply unpopular in the parish! Fr. Michael has established himself as a strong, capable and approachable leader and is a frequently cited asset of the parish. His readiness 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 will be 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. Fortunately, he has expressed his readiness to work hard in this role. Like most parish priests, however, he has received no formal training or professional experience. This is not something that is taught at seminary! Here, the role of counsel will be extraordinarily important to coach and to accompany Fr. Michael 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 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 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 wellbeing of the Cathedral and the personal spiritual wellbeing 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 (the endowment, for example). As soon as these concepts can be communicated, it is advisable that time is spent describing the specific objectives of the Campaign and building strong consensus, to fan the flames of enthusiasm in the parish for pursuing these goals. As new plans develop increased two-way communication will be essential. 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 consensus within 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 the campaign such as pledge statements, gift acknowledgement, and financial reports. Utilization of the parish website and the parish email list will expedite information dissemination. 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 identify a technologically savvy and highly competent executive secretary to support the work of the campaign.

Campaign materials

Custom-made brochures and stationery supplies are desirable but my no means essential 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) The Cathedral community is generally perceived as cohesive, unified and at peace – all *very* important prerequisites for a successful Capital Campaign. Interviewees also cited the long time affiliation of families with Annunciation and its standing as a leading parish of the Metropolis of Denver and the Archdiocese itself.
- 2) Fr. Michael is loved and respected by parishioners and is perceived as a strong and capable leader.
- 3) The community is blessed with significant financial capability and is viewed as well capable of raising \$25 million for the right cause.
- 4) The parish is generally perceived as financially well-managed.
- 5) The local economy is perceived to be doing very well.
- 6) The parish is generally viewed to be growing in membership, with new families, converts and children.
- 7) There is awareness, though not acute awareness, that overcrowding at the first Sunday liturgy, during Holy Week and very large weddings is indeed a problem that must be addressed.
- 8) One prospective gift of \$500,000, four prospective gifts of \$250,000 and seven prospective gifts of \$100,000 were identified in the study. In total, 95 participants in the Capital Campaign Planning Study indicated possible gifts ranging from \$2,849,050 to \$3,952,050.
- 9) The present endowment program of the Cathedral is well organized and capably led by well qualified volunteers; many parishioner families indicated openness to possibly including the Cathedral in their estate plans.
- 10) For many interviewees the location of the Cathedral is viewed as a strength, citing nearby cultural and educational institutions, its geographic centrality (though some survey takers indicated a population shift that is occurring westward), the beauty of the Cathedral proper and facility improvements made in the redevelopment campaign conducted approximately fifteen years ago.

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 Annunciation even though stewardship giving is growing and there is an admirable plan to completely wean the Cathedral from Festival support of the operating budget. Annual giving tends to be in response to what others are doing and what is required for the operating budget of the parish. This is actually a “dues mentality”, even if we call it stewardship (a biblical term describing a specific *practice* of generous giving.)

If people have not yet learned how to give *sacrificially* from their disposable income, how will they ever consider giving *sacrificially* to a Capital Campaign 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 modest experience soliciting major gifts and receiving major gifts.
- 3) The majority of survey participants did not exhibit great enthusiasm for the project. The following reasons were expressed:
 - a) Fear that the ultimate cost of the project may be more than \$25 million;
 - b) The inability of the community to raise \$25 million;
 - c) A significant increase in the present parking problem if everyone comes for one liturgy;
 - d) Distress associated with “tearing down” the Cathedral due to emotional, psychological or aesthetic investment in the present building;
 - e) Fear of repeating fairly recent divisiveness in the community after achieving the present state of peace and concord;
 - f) Whether a new Cathedral is the best way to spend \$25 million to benefit the church community;
 - g) Unconvinced that the problem of overcrowding is of sufficient urgency as to require a \$25 million “fix”;
 - h) Ignorance or disregard that multiple liturgies on a Sunday morning is in variance with Orthodox church ecclesiology; or awareness that if is in variance with Orthodox ecclesiology it must not be that serious since the Metropolitan has allowed it for many years;

- i) An expressed desire for more information and research on the project before making a decision as to its validity;
 - j) The opinion that less expensive options should be pursued.
- 4) A veil of uncertainty descended on study participants when asked if a sufficient number of gifts in the \$5,000,000 - \$500,000 range would be received.
 - 5) The parish is understaffed with clergy and/or full time lay pastoral care providers. Though this is an internal issue, it is not unrelated to a successful capital campaign.
 - 6) The *time-availability* of Fr. Michael to work with the consultant in the search for major gifts will likely be compromised by pastoral exigencies and emergencies that he must attend to due to the shortage of clergy.
 - 7) One recurring theme in the interviews and focus groups was the desire to see more investment in programs, ministries and activities for the spiritual and educational development of the community.
 - 8) Though most parishioners would agree that first liturgy overcrowding is an issue that needs to be addressed, in the experience of counsel, the great majority of the community *personally* experiences little discomfort or inconvenience with overcrowding at the first liturgy. This is true even for most of those who come regularly to the first service because they come early enough to secure seating.
 - 9) Annunciation Orthodox School is widely perceived to be a strong and valued asset of the Greek Orthodox community. Yet sometimes, to fulfill its own mission, it needs to become a “friendly competitor” for funds from a shared subset of prospective donors. AOS is currently in the silent phase of a \$10 million campaign and therefore, some donors may wish to divide their giving to support both organizations.

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 onsite assessment of adequate technology and sufficient staffing. Counsel has interpreted, analyzed, and evaluated the data on the basis of professional theories and methods of nonprofit development combined with many years of fundraising and institutional development experience in Orthodox settings. Counsel respectfully suggests that the recommendations should be carefully considered as the parish reflects upon a prospective capital campaign.

- 1) A reasonable fundraising opportunity exists to raise \$8 million for a new Cathedral. However, fervent community enthusiasm for the project is lacking.
- 2) It is recommended to take the three studies (architectural, demographic and fundraising) and return to planning mode.
- 3) Give due consideration to the broadly expressed desire for more programs and ministries supported by an increased number of clergy and pastoral care givers. Consider including this in a campaign.
- 4) Complete a parking study to bring facts to bear on the perceived present and future challenge associated with one liturgy.
- 5) Continue to consult with major donor prospects in developing a solution to the overcrowding issue.
- 6) Conduct an effective public relations effort to inform the community of a reformulated plan.
- 7) Help parishioners to more clearly understand four important points:
 - a) The reasons why one liturgy is the canonical norm

- b) The spiritual cost of over-crowding
 - c) The spiritual life is always about giving up what is familiar to embrace what is God's new gift
 - d) God is fully present where 2-3 are gathered in His name, not just in familiar or famous spaces
- 8) If programs and staffing are to be included in a campaign, demonstrate persuasively that these services are designed to serve all demographic sectors of the Cathedral community educationally, culturally, socially and spiritually.
 - 9) Articulate the vision, the purpose and the mission of the Cathedral in compelling and inspirational terms and explain how a capital campaign fulfills the vision, the purpose and the mission of the Cathedral.
 - 10) Continue to emphasize the vital importance of leadership gifts. These and these alone create a sense of optimism, confidence, credibility, determination and resolve.
 - 11) Continue improving annual giving, teaching the biblical principles of sacrificial and generous giving according to ability.
 - 12) Continue to improve upon the already perceived good communications and financial management of the Cathedral.
 - 13) Within a capital campaign incorporate conversations regarding estate giving with prospective donors.
 - 14) Use the services of a professional fundraising and Orthodox parish development consultant to assist with implementing the recommendations above.

EXHIBIT A - PARTICIPANTS IN THE PLANNING STUDY



Bess K Stamos
Arianna Gazis
Paula and Frank Vlahakos
Stephanie and John Krell
James and Mary Bellos
Anonymous
Julie Fikaris
Phillip and Susan Mallios
George Pappas
Constantine G. Michalopoulos II
Mary Pappas
George Grivon
Nadim & Basima Zabaneh
George and Chrysi Polydoros
Denise & Chris Poulos
Kosta Georgeton
Pam and Jim Gaspar
Katina and Vasilios Mathews
Karen Ninos
Maria Georgeton
Eva Paek
Peter Koinis
Anonymous
Zane Hasouris
Rafael and Stephanie Alvarez
Martha Mae Woodrum
Andy and Katherine Veletsos
George L. Fress
Emily Grivon
Nicholas Sissa
Lisa Stratigis
Paul and Georgia Safos
Irene G. Chilivetis
Dean and Victoria Enterline
John & Evelyn Hritcko
Rita DeClaris
John and Zoetsa Dale
Manuel and Barbara Maligas
Thomas and Stella Pearson
Mark

Daniel and Elena Black
Enzo & Helen Sgarbi
Carol Senkel
Dr. Nicholas and Anastasia Papadakes
Chris Bass, Amanda Bass
Anonymous
Maria Mitchell
James Prappas
Gus Angelo
Tina Angelo
Poppy Cobanoglu-Padley
Karen Weimmer
George Weimmer
Elaine and George Mays
Gus Economides
Douglas Linder, Suzy Linder
Pamela Cramer
Cecile Kritikakis
Angelo / Christy Magoulas
Jon Dowe (Anonymous?)
Nicholas Servos
Spencer Burton and Michelle Anna Ostis
Mike Spartalis
Patti Kanakis
Maria Demeris
Connie Koinis
Brian and Alexia Engelman
Diane Laborde
Robert Pond
Natalie Magoulas
Dimitri Karastamatis
Mary Poulos
Akis Souvaliotis
Irene Parlis Shoghi
Christine Papadakes
Steve and Titika Liollo
Chris Angelides
Demetri & Pilar Magoulas
Thalia and George Gazis
Maria Lum Fink and Cary Fink

George and Dina Kelley
Sarados and Despina Milios
Kosta & Anastasia Papisideris
Vivian Gavros
Elias and Georgia Poutous
Joseph & Victoria Dessens
Mike Dewey
John and Barbara Manoussou
Emmanuel and Angeliki Pantazis
Emmanuel and Angeliki Pantazis
Michael Voutsinas
Jeannie Mavritsakis
Nicole Tate
Michael and Rena Koinis
Roxane Dadinis
Gregory and Aliko Papayoti
Petro & Maro Yuanidis
Minas and Jenny Tektiridis
Cesar Canales
Alex G. Kanakis
Nick and Terri Checkles
George Polydoros Sr.
George Polydoros Sr.
Sofia Petrou
Richard L Bell
Kiki Kantalis
Marcella Kostos
John Moss
Vassilios and Leta Psifidis
Dr. George Boozalis
Tatiana Goltsova
Kalliopi Podaridis
Erasmia and John Gardner
Marina Tutulea
Despina Stamp
Gregory & Page Cokinos
Gaby Gadah
Chris Nicolaou
Andreas and Rallou Matzakos
Petros & Christina Papazis
Jack W Younger Sr.
Nicholas & Thomasine Pantazis
Elaine Meadows
Dr. Steve Boozalis
Dean J. Rougas
Anonymous

Maria and Christopher J. Pappas
Ellie Malavis
Dr. George W. Gaines
Andrew & Carol Savas
Amber Pappas
John & Joni Zavitsanos
Peter Zotos
Barbara & Chris Catechis
Pete Boukouzis
Jim Bratsakis
Mr. and Mrs. Demetri Economou
Steven Petrou
Argo Georgandis Pyle
JoAnne Crassas
Joyce Finch
Andrew and Martha Iatridis
Penny Pefanis
John and Karen Kiappes
Theodore Koinis
Elias Perez
Herbie and Natalia Cokinos Oakes
Athena Krasnosky
Martha and George Stefanidakis
Helena Papadopoulou Johnson
Anna and Mike Mateja
Polina Kyriakides
George Greanias
Theodora DeNino, Louis DeNino
Ysabel Arias
Tasoula Zavitsanos
Nicol Voutsinas
David and Amy Sitz
Robert J and Dona L Murphy Jr
Sultana Kaldis
Pamela Papadopoulou
Olga Poulos
Nick and Katherine Dameris
Maria Younger
Elaine Koumonduros
Steve Venturatos
Costa Kaldanis
Anonymous member for 12 years
James Keys
Jones
Maria Pollard
Lampros Vrinios

Rachelle Starr and Michael Follette
Barbara Livadas-Fript
Hanan Threadgill
Frank Ninos
Nick Cocavessiis
Demetri Dale
Tara & Thomas Varcados
Allen Jogerst
Fran Pond
Kay Breeden
Jack Molho
Gary P Moss
Stephanie Tefas Snedden
Anne and K Papakonstantinou
Mr & Mrs Smith
Nick and Carol Eleni Poulis
Gretchen Holtsinger
Andy and Carol Savas
Rex Rogers and Diane Pappas Rogers
Dean and Kathy Pappas
Nick and Evy Pppas
Cynthia Kostas
George Mickelis
Greg and Marie Halvatzis
Mike and Marlene Grivon
Peter Vossos
Michael J. and Mary Kay Poulos
Chris Tomasides

Ann Poulos
George and Nicole Postolos
Gregory and Paige Cokinos
Basil and Katerina Germanides
Andrew and Stephanie Sullo
Chris and Maria Pappas
Stephen and Elaine Harris
Michael and Georgia Kay Shebay
Dr. Carl and Carol Vartian
Rocky Stevens
Harry and Jane Pefanis
Bill and Joann Crassas
Gail Tarsinos
Dean and Angie Liollo
Gus and Pam Pappas
Richard and Kris McGee
Paul Voinis
Larry and Stacey Wooden
Bill and Celeste Patsouras
Fr. Michael Lambakis
Paige M. Cokinos
Greg and Mary Gregory
Dr. Spyros and Marian Catechis
Billy and Marena Vlahakos
Spiro and Harriett Pappas
Paki and Maria Kantalis
Collie Michaels
John and Dr. Seva Anaipakos

EXHIBIT C – STATEMENT OF NEED



ONE LITURGY-ONE FAMILY **Statement of Need - Proposed Building Project** **Annunciation Greek Orthodox Cathedral, Houston TX**

In the early 1900's, there were approximately 30 Greek Orthodox families living in Houston. No church existed at that time and Liturgy was occasionally held at Christ Episcopal Church when visiting priests would come through. On February 23, 1910, after one of these Liturgies, a consensus was reached among those early pioneers that they would begin preparations to build their own church. By 1914, they organized ELPIS (meaning hope) for the purpose of constructing a church. Through much effort, they raised \$1,905, although there was considerable disagreement about where to build the Church. Eventually, a slight majority elected to have the church built on Walker Street downtown. On March 21, 1917, the first Parish Council was elected in the presence of their first priest, Rev. Ioannis Papadopoulos. The inaugural services were held for the opening of the new church on February 10, 1918.

By the late 30's it was obvious that the Walker church could no longer accommodate all of the Greek Orthodox families that were moving to Houston. Again, there was considerable disagreement about whether a new church was necessary and, if so, where it should be located. In 1946, the community proceeded to purchase the land on Yoakum Blvd. before selling the Walker church property to the City of Houston. Many of the Icons were moved from the Walker church to the new Yoakum church, which opened officially on April 18, 1952 on the evening of Great Friday. Although there was tension within the community because of the debt that the new church carried, the community saw considerable growth once the new complex was completed. The leaders who spearheaded the construction of the Yoakum facility wanted to make sure they had enough capacity for the Greek Orthodox faithful of Houston for 25 years. Additional facilities were added such as the Polemanakos Education Center in the 70's and the Boozalis Festival Center in the 90's to accommodate the Original Greek Festival.

These facilities have served the Annunciation Community very well for over 63 years. Now, in 2014, the Parish has grown to a point where we are forced to have two Liturgies each Sunday and the attendance at the first Liturgy is at overflow capacity. Our 367 person maximum occupant/seating limit simply cannot accommodate the 1,000+ families we have in our community nor the anticipated additional families that will join our community as our City continues to grow. In 2013, the community commissioned a demographic study which confirmed that we are woefully undersized relative to similar communities in the Archdiocese. In order to accommodate just our present needs, according to the study, we need a cathedral with a seating capacity of **at least** 625 persons.

By the grace of God, our ministries serve as a beacon for the Greek Orthodox Archdiocese of America. The enormous success of these ministries has caused many Greek Orthodox families to make Annunciation Cathedral their community of choice even though there may be other Orthodox churches closer to their home. Our Sunday School, Vacation Bible School, Greek Folk Dance Program, GOYA, and our Greek Language Program, keep us ever mindful of the needs for expanded facilities to accommodate a dynamic and thriving Parish. Our hierarchs and our clergy unanimously believe that the current facilities need to expand to minister to the faithful being drawn to our community. We are now

faced with a similar situation that presented itself in the 1940’s with the Walker church. Our Cathedral needs expansion to properly serve our community’s current and future needs.

The Proposed One Liturgy-One Family Project

Inspired and encouraged by the faithful visionaries who have come before us, we are now embarking on the One Liturgy-One Family Project to expand/build a new Cathedral with larger seating capacity and associated new facilities and classrooms.

A master plan will be completed which sets forth options of how this might be accomplished and a General Assembly will be convened to formally present these options.

Though we are in the early stages of defining our proposed new/expanded Cathedral, we feel it is extremely important to confer at an early date with every parishioner family concerning the needs as stated above and our fundraising potential. A cross section of 40 families will be personally interviewed, but every family will be accorded the opportunity to respond to a survey that will be available online or in paper form containing the same questions that are asked in the interviews. In addition, two focus groups will be convened for additional input. In this planning study, we are “testing” a goal of \$25 million which can be honored in multi-year pledges. Studies of hundreds of successful capital campaigns demonstrate that pledges approximating those shown below will be necessary for us to achieve this goal.

The steering committee for the One Liturgy-One Family project has engaged Anthony Scott with Stewardship Advocates to conduct the aforementioned planning study for the purpose of providing information to aid in analyzing the proposed fundraising project. The planning study will provide information regarding financial support from the Parish, perceptions, image, obstacles, opportunities, and other relevant factors. When the planning study is paired with the earlier demographic study, along with the Parish’s need assessment study, a plan will emerge to guide our community on the basis of factual and professional fundraising information.

Should the study support proceeding with a capital campaign, we would utilize the professional methodology successfully employed by universities, hospitals, and national charities. This consists of three phases. Phase One is the “Organizational Phase”, which includes the planning study. Phase Two is called the “Nucleus Fund” or “Quiet Phase.” Here, the fundraising team works quietly in the quest for major gifts, which will certainly be necessary to reach our goal. Phase Three is the “General” or “Public Phase” when all organizations, families, and individuals are invited and encouraged to participate through the biblical principle of sacrificial giving, as taught by our Lord Jesus Christ in the story of the Widow’s Gift at the temple.

Number	Amount	Subtotal	Cumulative
1	5,000,000	5,000,000	5,000,000
2	2,500,000	5,000,000	10,000,000
3	1,000,000	3,000,000	13,000,000
4	500,000	2,000,000	15,000,000
8	250,000	2,000,000	17,000,000
20	100,000	2,000,000	19,000,000
50	50,000	2,500,000	21,500,000
100	25,000	2,500,000	24,000,000
Many	<10,000	1,000,000	25,000,000

As we move forward with the One Liturgy – One Family Project, we pray for guidance, strength, faith and humility.

EXHIBIT D - UNEDITED ADVICE



The final question in the interview was, “What other advice or counsel would you offer to the parish as regards the proposed Campaign?” The responses below are offered without commentary by Stewardship Advocates. Some people had a lot to say, and some had no additional comments, but many jewels of wisdom are to be discerned here. All comments have been listed.

- You and your committee need to stay focused
- To stay prayerful and transparent throughout the campaign, not to get defensive against those who may initially be opposed to the campaign-- be compassionate and validate the fears of others and it seems more likely they will become supportive
- Give a clear goal of the campaign.
- Use very limited Greek language in the service.
- Think of history of community here. And incorporate as much of current cathedral as possible.
- Depends on what their actual campaign is for.
- PRAY
- I would suggest that we not borrow the entire amount, but that we put down a significant down payment. Is that 20 percent or more? We should borrow some percent that makes sense. Be sure that the parish approves the minimum commitment and maximum loan amount, and do not move forward until you have secured both the commitments, down payment and the loan. I think you have to assume that some of the commitments will not come through over the 5 years. Remember the festival center. Also, need a fixed cost project, and probably need it bonded - include cost of bond in project cost. We cannot afford a contractor going bust.
- Pray that it was approved for the right reasons and not done just to solidify the board's or fundraising committee's legacy in the parish.
- Begin the project when pledges are secured in order to avoid debt.
- \$25 million is a big number and is scaring everyone. What if we could get into a bare-bones cathedral (wait on new classrooms, trim, iconography, A/V, chapel, courtyard embellishments) and then slowly phase in items with dedicated donations over many years?
- Do not divide the Community, try to put yourselves in the shoes of those who are clearly against it in order to accurately and lovingly address their issues, do not disrespect the needs of the elderly who have expressed great concern, and above all be transparent in all your actions. When I ran for the board what I heard from many is that they felt the board was not being transparent, was not addressing the needs of the elderly and had made the decision regardless of the vote. Those concerns need to be addressed. I believe that the leadership has the best interest of the

Cathedral. However, please listen to the Parishioners and not just to one another. I believe we must have an open communication with the Parish. I stated earlier I am neither for nor against this Project. That is where many people are as well. We want to first and foremost be convinced that we are doing this for the Glory of God. We have no doubt that the money to build will be raised. However, the more important question is will we be able to afford the upkeep? Will we be assigned more Clergy? Our Clergy is so busy now that they are unable to appropriately address the needs of the Cathedral. In closing my advice is simple: 1. Make sure we are doing this for God's Glory; 2. Make sure we know the true costs of the upkeep and that we can meet those costs.

- Regarding the 'one liturgy, one family' (I believe it is) slogan, it does not appeal to me personally. I also don't agree with it. I like that we have two liturgies every Sunday. I think it accomplishes the following: 1) provides stewards more opportunity to attend the divine liturgy, 2) provides stewards the opportunity to attend the service whose 'style' he/she is drawn to most. For example, my experience has been that the second liturgy is more of a Greek language service and tends to be attended by more of the older parishioners. Perhaps they like that it is less crowded, more heavily Greek, or even quieter due to less children? I do not understand why there is a desire to have one huge service. I think they prefer the better. There are less distractions, etc. Also most of the time, the church is not completely packed (I attend church every Sunday). Perhaps it may get fuller a few minutes before communion, and definitely during the holidays, but I don't know if that is enough to constitute a very large financial burden on the committed stewards to expand the church.
- Communicate, Communicate, Communicate. Be transparent in all you do, including \$ raised vs. goal. Seek input from parishioners re: the design and needs, then communicate progress and final design.
- Please don't put an undue burden on the parish. Please don't demolish the church handed down to us from previous generations.
- Work toward preventing a schism, listen to ALL members of the community for unfortunately there are many who feel their input is not valued and that a select group has already pre-determined the destiny of this campaign. Two most important targets --- listen and strive for unity.
- Plan community workshops with all ages including children... "participatory design" Let parishioners take ownership in the process...it will work
- If the expansion program is approved, it must not be financed by a large debt component. In other words, AOGC must not borrow money that will require the parish to commit to large, long term payment obligations, say over the next twenty to thirty years. Nor should it consider multiple campaigns to fulfill the total project needs.
- I would hire an experienced contractor with extensive construction and finance knowledge.
- Keeping the parishioners apprised of all stages of progress and problems concerning the project

- "1. Required in all future years that a budget be made that uses only 80% of collected stewardship funds for operations of Cathedral and no monies obtained through the festival be used for operations.
- 2. All current debts be paid in full before beginning this campaign
- 3. Provide a realistic cost for this project and projected costs for future maintenance.
- 4. Voting by the General Assembly should be done by private ballot and held two consecutive weeks to allow all parishioners to have the opportunity to vote.
- 5. Ballot box should be kept locked with key in possession of two independent, bonded individuals not associated with the project or our cathedral."
 - Have the money in the bank before you build
 - a minimum of three competitive bids on every component; the architect, the construction company, the interior build out, etc.
 - Proceed slowly, one step at a time.
 - Be sure you have a significant commitment before you start and also, make sure the community can afford to maintain it.
 - Always stay focused on the goal of this project. Be humble (this is not about people, but to better serve God), take all ongoing costs into account (maintenance, electric, insurance, security, equipment, staff, water).
 - There is a binding commitment not to spend and/or commit to spending the intended sum to be raised until all the money is on hand and in the bank. The funds should be placed in a trust whereby they cannot be spent for any reason until all the amount is raised and in the bank, and no other entity including but not limited to the diocese or archdiocese can spend any funds unless all the conditions are met.
 - Very simple, to pray a lot and ask our Lord's guidance in everything they do.
 - Be completely honest with everyone. Don't try to make things sound better just because the reality sounds harsh. I am speaking in particular about tearing down our existing cathedral. This is a very sensitive subject and it needs to be handled respectfully with regard to people's feelings.
 - You're not going to please everyone. In the past, this subject has divided this assemblage repeatedly. How do you do what's in the best interest moving forward? Very simple communications about the need and how it will be addressed is best for most of this audience.
 - Be very open and communicate all information.
 - Keep church mission in mind; be realistic who the church wants to serve; serve with love! My parents have had a leadership role in expanding a Catholic Church in New Braunfels and my dad is currently leading the fundraising campaign for a mission in New Braunfels. If the leadership would like to talk to them, Suzy believes they would share their experience.
 - Keep the community informed of all aspects and progress of project
 - I have none and I am glad to see it first has to be approved by the General Assembly.
 - Please do not spend a large percentage on an outside, so-called "professional" fundraising company. We have many capable people within our community that would be more trustworthy.

- Good Luck. Consider the Community Center combined with a school of Theology. The money would be better spent in that direction
- Be as open, honest and transparent as possible (this has been going well thus far); need to ensure this does not divide the church, rather helps build for a strong future
- Tread lightly, and carry a big stick. You have to really put together a great plan, like we did for the expansion years ago for the Martel Hall, Festival Kitchen and Polymanakos Building...make it exciting and sell it well. You have to find a point where it can be sold to anyone and everyone and maintain positive attitudes throughout.
- I believe it should be a campaign that is not overly aggressive - people respond more positively to gentle solicitation. Low-key, persistent campaigning has proved successful in the past.
- Respect the privacy of the members and do not "oversell".
- Please consider the number of families that only attend on holidays. Many members who have very little to do with the church (actively).
- Include young people
- Pray and be respectful to everyone.
- Δεκα μετρα και ενα κοβε.
- Parking, parking, parking
- Be open and transparent in communicating information
- Consider hiring a professional development officer and communications liaison on staff full time.
- keep everyone informed and involved
- A BIG IF...
- Don't spend the money until it is raised.
- If you do this project, you can kiss my membership goodbye.
- approval is doubtful
- Do a reasonable study of church membership in general across all religions and see a decline. Competition of the Antioch in areas where growth is happening could sap the strength of the Cathedral during bad times as the cycle turns. More thought needs to be given to the enormous debt.
- Be transparent and focus on the future. Be considerate of those who may not have been supportive ... Keep your eyes on the Cross.
- If we build a new Cathedral, is there sufficient parking, and if not, how will this be solved? Remote lots with shuttle buses? If we double the seating capacity, then we probably need to double the parking, but how?
- Be positive, Be focused, Do the best of your ability and GOD will guide you to reach your goal.
- Be strong - the leadership will be subjected to many comments - some not favorable, some cruel, some positive.
- Earmark a meaningful part of the money for ministries and church growth. We are majorly understaffed. We should have five priests.
- Ask God's guidance, be open to different opinions, stay focused on the most important.

- Since financial matters are very touchy, it would be in the best interest of the community to approach this logically without putting financial duress on the younger members of our parish.
- Start small, make small changes that can affect overcrowding.
- "To pray that our Lord and Savior will help them succeed and guide them throughout the entire process.
- Not to give up when faced with difficulties."
- Please raise a handsome amount of money first (30-50%) before making major capital outlays. It will avoid large finance charges.
- Be very humble and perhaps have people who are not the largest donors to Cathedral have critical roles in the campaign.
- I don't have an opinion yet.
- Although I am Greek, I have truly enjoyed the liturgy in English. I feel it has helped me to grow spiritually and to feel more involved in the Liturgy. If we have one service after the expansion, what will that mean for the "English Liturgy"?
- We need to take care of our congregation in terms of teaching and practicing the Holy Orthodox Faith. We need to recognize that the overwhelming majority of our membership speaks English and a significant majority to do not understand Greek.
- Be prepared for opposition factions. This could severely separate the Annunciation parish.
- Paul answers the question "How much do we give?" Believers should give "as God has prospered him." The Bible does not command believers to give a fixed amount; rather, it is up to us to decide how much. What matters most to God is that we give with a genuine cheerful heart - 2 Corinthians 9:7
- Be prepared to live with the consequences and overruns.
- Make absolutely sure that a overwhelming majority of the community support the program and not just a positive vote at an Assembly where only 1/4 to 1/3 of the community attend.
- Keep everyone updated at all stages along the way. Transparency. No secret deals or agreements without first consulting with the parish.
- Positive attitude, humble seeking of participation, enthusiasm for all the changes which will occur with a respect for the history of the Cathedral
- If it passes a General Assembly there is going to be a minority against it. Work to bring them in. Over communicate.
- Be organized, and systematic.
- If we're going all-in on this, make sure to build the largest church for the amount of space we have. I don't want to hear in 20 years that we've outgrown the church again.
- Pray and see if this is God's Will.
- "I would wish them all the best because it is a very difficult assignment and I think for the most part,
- an unpopular one at this time."
- To be diligent but patient and thoughtful

- I would not pressure people to give.
- In general, we will respect their opinions. The building of a church must always be undertaken with prayer and done in Christ's name.
- It will not be approved
- Stay focused on Christ and tune out the noise.
- Volunteering for those unable to donate financially
- We should enjoy the wonderful space we have and not have to scramble for money to make it bigger.
- Change the tag line "one family-one liturgy" not very inspiring.
- don't know what the project is yet so I don't know how to answer...
- We need to balance the investment in programs with the investment in facilities.
- Make every effort to unite the community regarding this issue. It will be detrimental for the future of the Cathedral, if this becomes a deeply divisive issue.
- First, develop a very realistic plan based on the paths most often pursued by others in such efforts; second, make sure the plan is well developed as to the specifics of implementation; third, assign leadership of the effort to one or more individuals more likely to unify than polarize the community; fourth, create a project team that represents all elements of the community; fifth, establish a robust communications strategy that not only transmits information but generates support; sixth, carefully consider the incentives needed to maximize gifts; and seventh, create metrics by which to hold those in charge of the effort clearly accountable for progress (or lack thereof).
- As stated above, we believe this cost will exceed \$25 million and may be as much as double. How will this be paid for and will the parish have enough annual revenue to support any debt that comes out of this plan? Worry about parish being put into dire financial straits. Also need to consider impact of additional operating and maintenance costs additional facilities will no doubt impose.
- Stay optimistic!
- Really understand how parishioners are feeling. Are they feeling connected to the church/priests, do they feel like there are opportunities to engage? I would answer these basic questions first before trying to continually build the case for this large sum of money for a new sanctuary. If you're getting resistance, a lot of it has to do with people not feeling like it will meet their needs or not understanding the real purpose. I know that there have been several presentations and I have heard many cases for it, but it's not one of truly asking what the parishioners want. Often it's a presentation, or lecture, often criticizing parishioners for being concerned with this decision and forcing us into a decision that we are not making for ourselves. Instead, I'd suggest really taking the time to sit with groups of people, or individuals in smaller settings and listen to what they have to say. It will take more work, but it'll probably be more worth the effort.
- do not know
- Make sure the financial numbers are correct

- I do not like to use the excuse of being busy and that many of our parishioners lead very busy lives. But yes, the world is at a different pace today. Starting today, there should be in every bulletin, a list of all board members and their home phone numbers to reach out to. No other text. (Our bulletin is text heavy.)
- unable to comment at this time
- "I strongly disagree with the one liturgy concept.
- As an empty nester, my wife and I enjoy the less crowded ""late"" service, however, if we have early afternoon plans the ""early"" service is a viable option."
- "Good Luck. Get the money for the first 5 years before you start because you never know...;
- I think we need an election just for this issue...not a defining election, but one where you get an overall idea of Joe people stand and one where they can write their intended gift amount for all to see...and it needs to be anonymous. Asking people to put their names on this survey is a deterrent to filling it out!! Why would you do that? Anonymity encourages truthfully responses, especially in a parish like ours."
- Perhaps the church should consider giving money to AOS. I'm not certain why there is a need for one service with everyone. I guess millions of Catholics are wrong, with all their services. While I understand the need for church - some people just can't do the one service time. That doesn't make them bad. That doesn't mean they don't attend. Perhaps they just can't. You're isolating these individuals. For what? Each time there is one service there are the families that let their children run crazy, the people that talk, the people that come late and disrupt service...seems like the priorities are screwed up.
- Find a site nearby and build another church. Really go after raising funds to support men that want to be priests -- pay for their whole tuition and fees. Join other churches and urge them to do the same. Get more priests is the answer. Building in an open space without having to tear down a cathedral is the way to go. Sorry, I do not support the premise of the campaign.
- Probably, but I would need to see the floor plans and renderings of the proposed space so I would know exactly what I am contributing to. I also would feel more open to this if the architectural and design firm used were voted on by the community. I work in this industry and I am concerned that some firms would not be sensitive to our community needs
- Pray for wisdom
- I am sorry I have not been much help with my situation of living overseas.
- Good Luck.
- every move IS transparent, and therefore no move can be made with an ulterior motive. no matter how large or small, the parish will see right through everything with which it is presented, and even that with which it is not. Thanks, Anthony. Talk soon.
- Improve communication with parishioners regarding project.
- maintain the main campus ie the Cathedral - sell off the balance of the property and move and construct a new Cathedral more towards or in the current population center of the Church membership and potential areas of growth
- Do not tear down the church but expand it

- Pray. Have a thick skin and keep moving forward because we need a bigger church.
- Keep all constituents apprised throughout the process.
- Take care and a lot of thought in what they are doing and consider that not all of the church members have large enough incomes to handle increased requests for funds.
- Stay humble and say your prayers
- If this is approved, we have to be careful regarding how this project is presented and communicated. We need this to become a community desire, not the desire of a few.
- Don't strong arm people, equip the people with information that makes them want to give,
- Don't be afraid to ask in the Name of Jesus Christ, do this to the glory of God,
- The vision is too small. Think bigger. Raise \$50 million and buy properties all around the church.
- It will be very important to use the studies (demographic and fundraising study) to formulate a fundraising plan. Go forward with humility and how whatever project is approved by the General Assembly to glorify God and serve others.
- Look out of the box for people you would not ordinarily approach. There is likely significant hidden wealth in the community that may come forward to build a new church.
- The one on one ask with diplomacy, tact and sincerity is the only way to go.
- Keep everyone informed as quickly as possible.
- What was really nice in the redevelopment campaign was home meetings where everyone got to see what was going on and they could ask their questions and share their thoughts. Consider doing these in whatever campaign is done. Personalize the campaign
- Contact people and speak to them personally. A careful public relations and education campaign must be conducted before any fundraising is initiated. Be patient, this is going to take a long time.
- Buckle up. Be prepared for a long effort that ultimately with persistence will be successful.
- The priest must be involved but not leading the campaign. Conduct the program with humility, respect and sensitivity.
- Take a vote from everyone regarding this project to see what percent is supporting or against.
- Be patient with people, some will feel emotional trauma in building a new Cathedral on the site of the present Cathedral. Ensure that everyone has the opportunity to participate according to their own ability.
- Constantly talk about how the present building will be honored, loved, respected and remembered in a new project to glorify and praise God with a new Cathedral.
- Be excited and positive about the new plan and the new vision.
- Emphasize the theological principle of one church, one chalice, one altar, one family gather together for one Eucharist. There are other areas of the facility that need care. We've outgrown our present facility. This is a good thing, not a bad thing.
- The campaign should be integrated with the whole fundraising process of the campaign. Use the professional methodology of a capital campaign. Promote naming opportunities.

- Plan on much more than five years to complete this fundraising effort - or any major capital fundraising effort. Taking down the present church will be so negative and so psychological traumatic that people will not be looking forward to constructing a new one.
- Be inclusive, embrace everyone and involve the entire community not just a small, closed circle.
- Have patience, have a good, well thought-out plan, don't put the Cathedral into major debt, I am not a believer in "build it and they will come mentality". People want to see the plan.
- Speak with the people who led the redevelopment campaign 14 years ago and seek what information and knowledge they may have to help the process. Be inclusive. Listen very well. Practice transparency and good communications. Be willing to incorporate new or different ideas.
- Be thoughtful, patient and inclusive. Be well prepared. Cover all the bases. Communicate, educate, inform to gain consensus. This is an emotional issue. Be patient. Why the two liturgies are a problem.
- Speak directly to people concerning their participation. Do a good job in informing people. Be inclusive. Communicate, communicate, communicate.
- Construct a "do nothing" case. What would happen if we do nothing?
- Full disclosure and controlled expectations.
- Make service to Christ and the mission of the church to be a top priority. Assist people to give sacrificially and to make the church a top priority in their life.
- If the parish approves the project, plenty of advice will be received.
- Make it as inclusive as you possibly can. Don't make it look like small group of people is making the decisions and driving the project. Have a good fundraising plan.
- Don't be too pushy. Work on education. Speak to the elderly in a patient and gentle way regarding including the Cathedral in their estate plan. Focus on who will benefit from the project. Look at those under 60 and young professionals.
- The younger families will benefit most from this; concentrate on them. We support the idea that moving to another location as the proper solution to the challenge of overcrowding and parking - though we know from experience that this would be very difficult. Older people will not want to undertake such a massive project. This is for the younger ones to do.
- Tread gently. Start with the key people. If leaders go forward others will follow.
- Make a good case for why you are doing this. Be transparent. Convince me that this is necessary.
- Need to get out there are meet with people. We need to build the case. Not everyone appreciates the challenge at hand.