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Hamline Church, United Methodist  
Saint Paul, Minnesota

Feasibility Review

Submitted by  
Rev. John Laster  
March 5, 2017



**EXECUTIVE SUMMARY**  
 Hamline United Methodist Church – Saint Paul, Minnesota

Horizons Stewardship Company was asked to conduct a Feasibility-Readiness Study for Hamline Church to test the church’s readiness for a capital campaign in the fall of 2017. The campaign would be to secure funds for renovation to accommodate the growing and changing ministry of the church. Your leaders describe the components of the proposed project as follows:

**Proposed Project Need Areas**

<ul style="list-style-type: none"> <li>Tuck pointing – the building has not been pointed for several decades. Tuck pointing helps ensure the integrity of the masonry as part of the building envelope. We currently have two budget bids that widely vary, however both firms are reputable. Should we move forward with this we would hire McDonald-Mack Architects, specialists in historic buildings and a firm that has assisted us before, to act as construction administrators.</li> </ul>	Budget Bid  \$650K - \$1.1M
<ul style="list-style-type: none"> <li>Kitchen Remodel – Plans and layout for new equipment have been produced. A full remodel will include a new floor, wall treatments, ceiling, and an HVAC resolution, part of which might include new hood vent.</li> </ul>	Budget Bid  \$100K
<ul style="list-style-type: none"> <li>New Windows – The education wing windows will be replaced.</li> </ul> <p>This project is connected to our decision whether to expand our cooling system to the classrooms and Parlor replacing all the smaller window AC units currently in the daycare classrooms, two upstairs meeting rooms, and the Hamline Midway Elders office with a split system (condenser/ compressor unit on the roof with the evaporator unit inside each room). The unit currently servicing the office is several decades old. Another unit currently servicing the kitchen primarily may also be replaced and its load redesigned to provide pre-cooling to the Fireside room, with the focus being on reducing humidity. This project can be approached in a very flexible manner in stages. The cost given here is a budget bid for the entire project.</p>	Budget Bid: \$250K + Budget Bid \$150K
<ul style="list-style-type: none"> <li>Water infiltration remediation – we would hire a civil engineer to identify and design a remediation to ensure we completely address the issues we have had. Included in this project would be the possibility of roof rainwater recapture to use for watering the gardens.</li> </ul>	High level estimate: \$140K

<ul style="list-style-type: none"> <li>• Fireside Community room and bathroom updates – This is a general updating of our community room space.</li> <li>• The women’s bathroom in particular will need some restoration work due to past water infiltration.</li> </ul>	<p>\$100k- \$250K + \$25-\$50K</p>
<ul style="list-style-type: none"> <li>• Install Solar panels on the education wing roof to offset approximately one-half our electricity consumption. There may be an alternative funding source to pay for this with the St. Paul Port Authority by putting low-cost debt on our property taxes, and there are also no-cost lease options as well.</li> </ul>	<p>Bid: \$113K</p>
<ul style="list-style-type: none"> <li>• Investing in our missional future – Hamline Church has experienced a nearly 20% growth in worship attendance since 2014. We’ve welcomed over 50 new members and experienced growth in our children’s and youth programming. Funding to support new staff positions that will continue to support our growing congregation and community connections over a 3-5 year period.</li> </ul>	<p>\$100,000</p>

The bids and estimates for these seven project areas range between \$1,628,000 and \$2,253,000; 2.88 to 3.98 times your 2017 annual budget of \$564,964

The Feasibility Study was conducted by:

1. Conducting oral interviews with 39 active and engaged persons within the congregation representing 27 households.  
My role during these sessions was to learn as much as possible about Hamline Church through the perspectives of as many of the congregation’s active core as possible. The leaders able to be present for these conversations shared their perspectives about:
  - The present and future, (and past), of Hamline Church
  - Congregational leadership, clergy and lay
  - Preliminary ideas on and reactions to the draft of the above 7 Proposed Project Need areas
  - The proposed Capital Campaign to fund a yet-to-be-determined finalized list of projects
  
2. Sending invitations to an additional 90 households, asking for their confidential response.
  - Of those Households, 26 responded back (29%) which is a below average response rate.
  - We connected with a total of 53 households in this process, 45.3% of the 117 households surveyed.

3. Reviewing significant data supplied by the church.

As you reflect on the perspectives shared in the Survey comments, be aware that not all persons answered every question. And some couples responded differently to the same question. The comments reflect—naturally—a broad diversity of opinions. Leadership is encouraged to carefully note the opinions and perspectives of those investing the time to share them. While every leader will by no means agree with every comment, there is much wisdom to creatively apply into the ministry practices of the congregation moving forward.

**Data Reflections**

The 2016 year-end data reflects that Hamline had 459 members, an average worship attendance of 193, and received \$377,952.75 in pledged, non-pledged, and loose plate gifts for the year.

- NOTE: The church is unable to identify the number of Member Households. This one of the most important data sets to track. If you cannot identify member households, you are creating unnecessary gaps and challenges for member care and discipleship.
- Average Worship Attendance has grown 26.2% in the four years since 2012.

2012	2013	2014	2015	2016
153	163	160	177	193

- For 2016, less than half (42.1%) of your members are reflected in your Average Worship Attendance.

**Stewardship and Finance**

- The Annual Budget in 2016 was \$544,114. 69% of the budget is funded from tithes and offerings. About 31% of the budget is derived from Property Use Revenue of various forms, \$162,398 in 2016.
- Pledges
  - Less than half of the member households pledge their tithes and offerings to financially support the mission and ministry of the congregation.
  - 2015—115 Households pledged \$301,000
  - 2016—112 Households pledged \$305,000
    - 223 Member Households gave something to the ministry of the church in 2016.
  - 2017—115 Households pledged \$320,000 against a 2017 Budget of \$564,964
- The congregation is carrying no debt.

- The congregation has had the forethought to open an Endowment fund to bless the mission and ministry of Hamline Church in the future (current balance approximately \$2,400,000). The church draws approximately \$60,000 to \$70,000 annually primarily for building repairs and maintenance, and about \$20,000 each year for growth grant initiatives.

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

**A. Discipleship / Engagement / Stewardship:**

Hamline Church is a medium-size church with 459 Members + constituents, and friends, and a large and historic facility. The problem is, a relative few people are actively engaged, investing their Prayers, Presence, Gifts, Service, and Witness in the day-to-day ministry of the church. The result is that a few are carrying the load for the entire congregation. Average worship attendance last year reflects less than half of your members. This is precisely opposite from the Member: Worship Attendance dynamic we see in thriving churches. The engagement of stewardship and generosity in the life of the congregation is lagging significantly for a congregation of your stature, in your setting.

Stewardship is a Leading Spiritual Indicator. For 2016, 223 Households contributed to the church.

- The congregation has been blessed to be in an area where the average Household Income in a 5-Mile radius is \$68,874, (2016 dollars—MissionInsite).
  - 13 Households (5.8% of all giving households) gave at the level of a tithe or more on that Average Household Income amount (\$68,874).
- Data provided by the church shows that within a 1-Mile Radius of the church the median annual household income is \$45,000, significantly below the Minnesota average of \$64,000.
  - 24 Households (10.8% of all giving households) gave at the level of a tithe or more on that median Household Income amount (\$45,000).
  - Fifty-five percent of households in this smaller radius immediately around the church have incomes less than \$50,000 per year, and 29 percent have incomes between \$50,000 and \$100,000. The median income for White households is \$51,000. Median incomes for Hispanics is \$39,000. Median incomes for Black and Asian households are \$22,000 and \$18,000,

respectively. Thirteen percent of households live below the poverty level.

- The average Social Security benefit is \$14,760 a year. More than 100 households (45% of all households giving) at Hamline in 2016 gave less than the tithe on this average Social Security benefit.

A relatively few families are financially pulling the load for the congregation. This reality is not a financial problem, but is individually a matter of the heart and discipleship. Hearts are going to be more important in this proposed campaign than wallets. Persons need to see and feel how Hamline is making a lasting difference in your neighborhood, Saint Paul, and beyond. And, they need to understand how this proposed capital campaign supports that broad difference-making ministry. A strong spiritual emphasis must accompany everything that is done. The campaign can help elevate the overall level of generosity in the church.

Hamline must develop an organizational framework that **MUST** ensure that:

- Every one of the 459+ members, constituents and guests has a place to belong and a place to serve
- Every person is cared for and connected relationally
- All 6 core congregational systems are healthy and functioning with passionate leaders and teams:
  - Welcoming
  - Connecting
  - Communication
  - Discipleship
  - Caring
  - Outreach
- Staff and lay leadership will align the appropriate systems with the needed resources, alongside the development of necessary action steps to facilitate Hamline's living into who God is calling you to become.

**B. Operationalize the mid-term Vision:** The vision needs to be engaging and compelling. In the spirit of Ephesians 3:20ff, prayerfully seek how God is calling you personally, and Hamline collectively, to be more than you have ever been in the past. What does God want to do through you? The clear and compelling answer to this question will energize your next chapters. Leaders need to share in as much detail possible their vision for the next 5 to 7 years in the congregation's life. Help people understand the tangible action steps you intend to take to bring your vision into reality. And, help them to understand how each of the projects

identified for the capital campaign support and further the values, ministry, and mission of the congregation.

- C. **Project Clarity:** For a capital campaign to succeed, a compelling case must be made for why any projects included in the campaign are important to the congregation's mission, and why now is the time to do them. The communication challenge is to foster a broad-based conversation around the vision which stands behind any campaign projects. Your master list of 7 buckets of project possibilities totaling as much as \$2.25 million dollars needs to be sharpened and prioritized into a realistic size and compelling form. My encouragement is to prioritize the proposed Project List, and think in terms of Phase 1 costs of not more than \$1.25 million. Additional prioritized projects can be completed as funds are available.

My conclusion is that conditions currently exist at Hamline for a successful campaign to fund the proposed renovations at a level of \$850,000 to \$1,000,000 dollars. The church's ability to reach this goal will be impacted by its attention to the factors influencing success elaborated above. Failure to catalyze momentum and ignoring the keys to success can result in falling short of this range. The church certainly possesses the capacity to significantly surpass this estimate; but, for this to occur, it will be heavily dependent upon the early surfacing of leadership gifts beyond what can be identified at this point. It would only take three or four major pledges indicated early on to raise this projected level substantially.

John Laster  
Vice President  
Horizons Stewardship  
March 5, 2017

### Survey Questions

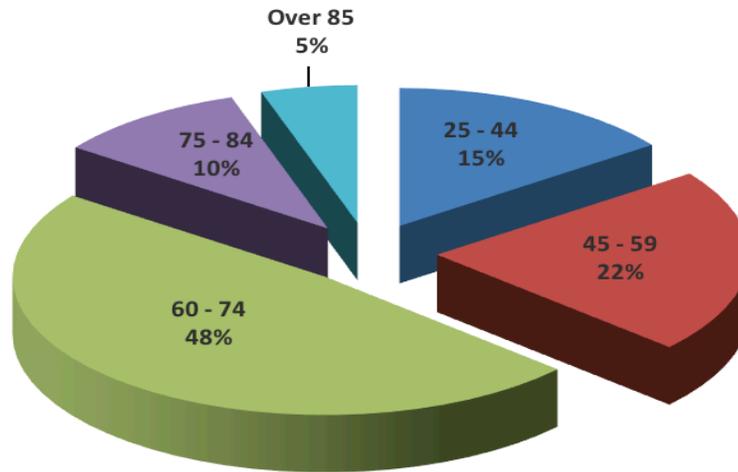
**1. About how long have you been a part of this congregation?  
(\_\_\_ years)**

Average Tenure 27.04 years / Range 2 years—65 Years

- The 47 respondents to the question have a collective 1,188+ years of tenure as a part of the congregation
- 2 respondents (4.3%) have been a part of the congregation 4 years or less
- 31 respondents (63.8%) have been a part of the congregation more than 10 years
- 7 respondents (14.9%) have been a part of the congregation 50 years, or more

## 2. What is your age range?

under 25 - 0  
25-44 - 9  
45-59 - 13  
60-74 - 29  
75-84 - 6  
over 85 - 3



## 3. What words or phrases best characterize your understanding of what Hamline Church is all about?

### Reflections:

Those responding have a strongly positive impression of Hamline Church. I believe broadly held congregational values are highlighted in many of these responses as people identify the congregation as welcoming, open, inclusive, and community oriented. There is a desire to be more outward focused, to make a tangible difference in the community and beyond.

Hamline Church is still in transition. There are two distinct streams of DNA anchored in people's affiliations with the two precursor congregations. Like children who exhibit some characteristics and personality traits from their parents, the congregation certainly reflect some of the dominant traits of the founding congregations.

With Pastor Mariah's ministry, the congregation is experiencing healing and is turning into a fresh chapter. The mood is positive, and people are hopeful as they look to the future. As time passes, the ghosts and influences of the past will diminish as more and more new persons connect with Hamline Church for the first time.

**Comments:**

- a) Inclusive, community service
- b) Community, open to all, liberal theology, non-judgmental.
- c) A place of worship to serve the Lord.
- d) It was expressed very well in our last paid survey of how we can improve...healthy initiatives, I think it was.
- e) Jesus
- f) Friendly church.
- g) Energetic, Welcoming, Inclusive, Committed to God and social justice
- h) Social justice, caring, supporting, including.
- i) Hamline Church is a wonderful church that is open to all, and is following God's mission with the spreading of the good news of God's gift of hope, peace, joy, love, and true happiness to all of us and more... the gift of Jesus Christ and the Holy Spirit.
- j) Open mindedness, social justice, welcoming, worldly, sanctuary.
- k) Moving into the future.
- l) Fellowship
- m) Welcoming, diverse, age variance, excellent worship service, excellent music.
- n) Inclusive, active in good works, supporting people in their particular forms of faith, focused on community, beautiful place and community for worship.
- o) Quite knowledgeable
- p) Spreading God's word and love. Nurture of one's spiritual journey through service and support. Provide a safe and protective space to worship. Encourage creative ways to connect and be good stewards.
- q) Relationships, faith development.
- r) A haven for all people, welcoming, involved in the neighborhood, an architectural landmark, and a beautiful place to worship and pray.
- s) It takes a village. Community Bread of life Dining hall (positive & negative) Beautiful sanctuary Honest, hardworking members who care
- t) A church that accepts and recognizes people of all faith and beliefs. A church that is a sanctuary in the city.
- u) Welcoming, accepting, helping
- v) Supportive of all family groups. Caring of all creation.
- w) Enthusiasm, Inclusive
- x) Reconciling Congregation and Sanctuary for the City
- y) That's a hard question. We are transitioning. The character is still forming. When we joined together there were hard times and continued to be tough times for several years. Financial problems. Basic stuff – Basic financial controls were not in place. When Mariah came things got back on track. The trends are starting to be

- apparent. In the last handful of years we have started to figure out who we are and get back on track.
- z) It's coming into Spring - second Spring. It's really budding. Family-oriented, great kid's program. Healthy, good leadership. Music – a variety of music – a broad range of liturgy – outward looking, social justice orientation. I don't know that it has intimacy. Depends on who you talk with.
  - aa) Warmth and hospitality, quality of music and message. There was considerable upheaval at Hamline around the merger. I'm thankful I missed most of that. This current pastor has unique gifts. She is sharing them wholly with this church. We are at really good place to begin a new thing, HCI, the capital campaign.
  - bb) Hamline is a church that is growing, not a particularly spiritual church, its focus is on doing things in the community. It went through a season of the troubles. Mariah has united the church, providing care and compassion. She has pushed us to get outside our comfort zone. Mariah has a lot of equity. They trust her judgment and direction. She is open to new ideas, let things happen, encourages things to happen. Empowering is her leadership style. There is talk to try and reach out more and be more of a resource to the community, but we don't know how. It's a very intellectual community, Hamline. Like attracts like.
  - cc) A very positive environment. We went through some hard times. It felt like we were sinking. We have positive momentum. A mix of ages and interests. I've been an influencer and instigator over the past few years.
  - dd) For a lot of Church of the Good Shepherd church people – you lose a lot of people. There was definitely a culture difference. We were very close to Peter. I was baffled about why he was in favor of that. You can only hold on so long. Things have settled out pretty well. Its been very good for my youngest child especially. A reasonably good process overall. Spirituality was huge at Church of the Good Shepherd. Church of the Good Shepherd was smaller, much more forward thinking. There was a lot of idealism there. The hardest part for me, a group of older people, stereotypically older church people – this is the way it's always been. This is our way – if you don't do it our way you won't be very comfortable here. I've come to love some of them very much. There not very many of them, but they can color things and put a pall on things.
  - ee) A community that shares a lot of values around community and relationships. We are not evangelical. I'm not particularly spiritual or religious but I am interested in community. Church is a link to community.
  - ff) Mainline, protestant, reconciling church. If it hadn't been we wouldn't have walked through the door. The size is unfamiliar to me – grew up in a smaller place.

- gg) It is now what it is now and it reminds me of what the struggle is external vs. internal. The name change is one place where we lost an opportunity. No one could come up with a good idea.
- hh) Finding ways to meaningfully serve others and each others.
- ii) The Hamline contingent is more our age. Now, it is much younger after the merger. It was good for us, it keeps us healthy. This is a church that does things, serving, making a difference, a lot of concern for social justice.
- jj) Very caring place. Hospitality is very important to this church – the dining hall at State fair. It is a very deep rooted hospitality. Our sense of joy – new here a lot of laughter, happiness. The world, without being political.
- kk) Very healthy right now. We have had our ups and downs. We are now. What has bothered me is the Methodist hierarchy. Poor judgment and we get appointed their poor judgment.
- ll) Since we merged in 2010, there are places where there are some differences in terms of commitment levels to various programs and initiatives. Family doesn't revolve around church in the way it used to years ago. I like the variety of opportunities we have available.
- mm) The healthiest it's been since we've been here. It's growing. People are enthusiastic. It is amazing. She has superior leadership.
- nn) It's about something far different than it was when we started. One, it is a reconciling congregation. Two, it is welcoming to all. We allow for differences. We are going outside ourselves. We are reaching into the neighborhood, city and beyond.
- oo) I am really encouraged. Feels like we are working toward living in the real world. We have seen a growth. 6 to 7 years ago was a merger. It lowered our age overall, a number of families with young children. Brought us energy. Today it's hard to find a space for something here. Lots of activity. There are offerings for all ages – we are working towards small groups. Working to engage people with each other. A real sense of community is developing.
- pp) I am excited about where church is. Liberal progressive, well-educated congregation. Family and children population is growing. Spiritually we are firmly rooted in the precepts of Christ and spreading that to the broader community. Pretty mission-oriented.
- qq) Community. Being a progressive place that looks to do what we can to aspire to live in the kingdom of God here and now. How do we live like Christ and what does that mean for our community?
- rr) Very inclusive, diverse. Community is important – we would love for there to be more opportunities to connect with others. Friendships.
- ss) Rolling, vibrant – more youth, families. Healthy. As it seems to pastor dependent what do we do after?
- tt) Is a variety of things, it's a life. Centered around worship and a place to worship. Sunday school and attendance is growing. We had a good group of visitors. We do outreach at Dorothy Day

- (loaves and fishes) and the dining hall, and other outreach admission opportunities. Music and food are important also.
- uu) Church gives me an opportunity to do some really significant things I would get to do – Imagine No Malaria. We’ve not changed much, we have always been a fairly liberal church. We have a lot of food programs, we support the community. We have done a pretty good job of educating our kids. We have had a lot of mission trips for the kids. They don’t realize how blessed they are.
  - vv) Growing more diverse, better outreach. The newsletter reflects all this activity. We have more members living in the immediate area.
  - ww) People who have a love for Christ and common values - Serving others, family, taking care of each other.
  - xx) It is finding its way again. Looking into the community – how can we belong to community and serve the community. Sanctuary for city – literally a sanctuary in these weird political times and being relevant for the city, a place for people to center on God.
  - yy) Revitalized, reenergized. Our new pastor, Mariah. She has really taken every area and given it energy and passion, been so good. We have a younger population with kids. We used to be 5 kids at children’s time, now there are 25 to 30. It starts with Mariah and through her leadership. We finally have a good music program. People have adjusted to it for both traditional and more modern service. Financially we are in the black over last couple of years which is a whole new thing for us.
  - zz) Reconciling Congregation and Sanctuary for the City

#### **4. What do you feel is the most significant opportunity facing Hamline Church today?**

##### **Reflections:**

The comments reflect a host of different perceived opportunities in front of the congregation. There is hopeful excitement around the future. Comment oo) encapsulates the optimism “...*We can be more than this big thick walled building might communicate. There are many opportunities emerging.*”

##### **Comments:**

- a) Continue to grow while maintaining sense of community. Maintaining an old and expensive building.
- b) Growth
- c) We are a caring community. We can make our own decisions as to how best use our resources.
- d) To invite multi racial people to membership
- e) Reaching out to the community.

- f) We have a significant number of children who must have young parents. Keep up whatever is attracting them.
- g) The opportunity of welcoming in more members and/or attendees. Students from Hamline University, people/neighbors from the surrounding local community and abroad.
- h) Being a voice for the oppressed - standing up
- i) So many good opportunities to go green to help the environment.
- j) Hamline Univ.
- k) Growth
- l) To harness the heightened energy and growth in members of the present congregation to broaden and deepen our outreach to the community and world.
- m) I think there seems to be a healthy stability now that allows the people to develop the church in positive ways, not just survive. Money is less of an issue it once was. Combined congregation has solidified and unified.
- n) Membership
- o) Growth and retention to sustain financial obligations and to continue the ministry here and abroad. Technology - how to adopt it and incorporate it while not increasing isolation, but encouraging togetherness.
- p) To become a faith based leading church in St. Paul.
- q) Building on the large number of children and young adults to continue our ministry to the world, but also acknowledging that older folks have much to contribute.
- r) To revitalize worship in involving more young adults, families, youth, single people, and racially diverse people. Communicating a clear theological and biblical message of "HOPE".
- s) More and younger membership would bring more vitality to current aging congregation.
- t) Membership
- u) Inclusion in a very polarized country.
- v) Be a beacon of light and understanding in our community. A place of refuge, but also active in promoting social justice.
- w) All the changes and improvements that are in process
- x) One is the neighborhood. I like it, it's a little gritty. It's a neighborhood church. Two, it is right by Hamline University – a source of vitality it's not been tapped into. We are getting our house in order before we try new things. We don't have critical mass yet.
- y) Authentic relationships that aren't self serving; connections.
- z) I know we are to be sanctuary for the city. I'm not sure what all that entails. We will be struggling for leadership. It can't just fall on a few. It needs to be spread out. We are in process of discerning what is next for the dining hall. We have a wonderful fine arts ministry. A beautiful sanctuary. Accessibility and maintenance are problems. We have a good relationship with the university now.

- aa) The building is a blessing and a curse. The sanctuary is nice but doesn't do a whole lot for me. It is going to cost a lot of money to maintain and change the facility in meaningful ways.
- bb) I like the sanctuary for the city. How does the church make a difference in our culture? I'm curious about the opportunities.
- cc) A couple of years ago, I would have said culture – but I think we are working through that. It doesn't happen much, but it's still frustrating. The church does seem rooted in 25-30 years past. It's time to be thinking about turning into the future. I'm supportive of it and nervous about it. Long term strategic vision (not related to the facility) needs some work. Lots of activity and pragmatism here. Not so much strategic thinking.
- dd) For engagement with the community. To be a presence in the community. To be that sanctuary for the city.
- ee) Community growth – how do we open up the doors and get people through?
- ff) To continue to turn outward. We have this Ark of Antiquity, a 12 century gothic sanctuary built in the 1920s. Why would you do that? But, I love it.
- gg) To engage college students – the soccer team helped us build the bread oven. Silent films with the organ. The Hamline Midway Elders – opportunity to connect with them.
- hh) If you have a passion for something. People will release to help you do it. HCI Brought some new ideas - “A sanctuary for the city”. Thinking about how we live that out is a great opportunity. The entrepreneurial approach to things is exciting. Mix of hands-on service opportunities with adult spiritual growth. Sometimes it's less church and more activist group here. A blend of social causes and faith development. The little theatre downstairs – what an opportunity – space is being used for storage now.
- ii) To make the building greener. There has been a fair effort to make the church more relevant to the neighborhood. We have been growing. Some former leaders from the Hamline and excited leadership. We have been able to do more as a church. We have potential for so much more outreach.
- jj) The University. The intergenerational connection possibilities. The neighborhood - to help make connections.
- kk) Working on some initiatives to be more green. This building is a beautiful piece of art. But it demands a lot of upkeep. We have to make sure it doesn't completely fall apart.
- ll) A simply smashing arts and music program. We need people to promote better. We need to be more focused on offering a balanced program. To invite people in to check things out. Because of our location, we can be a place where the community can relate and meet.

- mm) Part of it depends on whether someone like Mariah is here to lead. The physical plant needs things. Less than two years ago, I had never heard of a bread oven. So I don't know what's possible, out there in the future. Strengthening the relationship with Hamline. Hamline afterschool program. Communication is so bad, it's worrisome. You cannot get to sources to give the same time for an event in the same publication. The day of the funeral, there were two different times out.
- nn) The growth of our young families. Bringing their children to this church. Kids seem to enjoy the Sunday School, and doing more with the youth. We engage them, it's been fantastic.
- oo) The addition of the bread oven, opens up some possibilities. We can be more than this big thick walled building might communicate. There are many opportunities emerging.
- pp) Connecting with the community and university. Engaging with internships/bread oven and organic garden. Bread oven – pizza events sometimes with movies. Spontaneous.
- qq) We have critical mass, 50 kids, pre-K through sixth grade. That energy attracts people. People are looking for a faith community for their kids that is focused on how we act now. Garden and bread oven fit together with the family potential.
- rr) This building, next to the university, in this neighborhood. A very up-and-coming part of St. Paul. The relationship with the University has been distant. It's being renewed now with Mariah. A historic and progressive church in the heart of the city. A decent sized footprint here. The fair – a huge outreach opportunity.
- ss) Post confirmation youth. How do we retain?
- tt) The sanctuary for the city. We are trying to grow, to be more inclusive. Offer a variety of opportunities. For personal involvement, we encourage people to pursue their passions. Supporting a refugee family. It's a place where you can come and engage others around your idea.
- uu) We don't know our neighbors real well. That is a missed opportunity. I'm concerned about green – we can't keep doing the things we are doing.
- vv) There are challenges for the building. Neighborhood outreach. The new preschool.
- ww) There are a lot of new faces here. Opportunity to meet their needs. I love the green opportunities. It's not easy to be green here. How do we keep the young adults after confirmation: what's not here for them?
- xx) The green initiatives are exciting – help us carry out our mission and purposes. But also help us communicate our care for creation. A thread of negativity, there is a negativity that has gone on here - a tendency to criticize and say no. A small core that have reinforced

each other's negativity with one another and has created some inertia.

yy) John Wesley believed in social justice. To reach out in the local community within a 1 mile radius. We do see students from Hamline.

## 5. What excites you the most about the congregation?

### Reflection:

The responses indicate connection with the varied ministry of Hamline Church. It is easy to sense the passion commenters have about various aspects of the congregation that they really value. There seems to be a tangible presence of momentum; which is very rare in churches these days.

### Comments:

- a) Music program, sermons
- b) Very liberal.
- c) Sharing faith with members.
- d) We are very diverse, and very welcoming and active.
- e) Energy
- f) The growth in numbers at worship; the increase in membership; the presence of young families and children; and the able and dedicated staff
- g) How the membership is growing.
- h) In line with my values.
- i) Being together with family, friends, and many more people all in worship, with prayer, singing, hearing and reading the scripture. Taking part in volunteer efforts (e.g. being a usher, greeter, lay reader, Sunday school teacher) for the church and more.
- j) Intergenerational companionship connections Amazing backgrounds of parishioners
- k) Seeing it grow with so many helpful hands.
- l) Friendliness
- m) Growth
- n) It seems to have recovered from the discomfort and awkwardness of people meeting a new crowd as a result of the merger.
- o) Our pastor
- p) The blend of music; traditional and contemporary, acceptance and praise of this. The youth participation, beyond Sunday morning. Seeing a blended family of people from all backgrounds.
- q) Our strong leadership and the involvement of young families in the church.
- r) Seeing the number of children in church.

- s) Seeing youth become musical contributors to worship. Challenging, real and compassionate preaching.
- t) Seeing how much effort the team and others put out to make the church a vibrant and active church.
- u) Everyone is friendly.
- v) Bright, thoughtful members and leaders.
- w) The growth, new people of all ages coming together to serve.
- x) The leadership of our Pastor and the growing membership
- y) HCI – seeing what is going to come out of that.
- z) Our pastoral leadership. The engagement of young families. We are just all in all in a good place.
- aa) The energy that Mariah has created. There is a positive energy. We are growing. There are large numbers of kids on Sunday. HCI identified some things we need to do to leverage the current dynamics.
- bb) Signs of new life springing up. The love the children and am so excited about the way they feel here. About Mariah and her leadership: competent, capable, relatable. See others pick up their passions and are pursuing it. I love what Ross does to bring different styles of music and engagement to the worship experience.
- cc) Excites is a hard word for me. The church does feel like a church home for me – that is important to me right now.
- dd) The energy level – it's much more vibrant. People come with expectation. They share values. Kids is exciting/new faces. How do we take advantage of all the talent, but not run them off or burn them out?
- ee) Want our grandson to have a grounding in the faith. A vibrant and active ministry with kids and youth.
- ff) We have survived a really rocky road.
- gg) Church seems like a boundless source of passion and energy. Focused on doing good in world, lots of people doing lots of good things.
- hh) The combination of tradition and that progressive theology.
- ii) The people. The mindset of the people – concerns of the world, humanity. We are not excessively inward focused.
- jj) Being in worship – there's so much beauty there. I'm really enthralled with organ music. Those who so selflessly help others at Dorothy Day and other place.
- kk) Lots of stuff. The services are just very good. The music direction we have had is very good, and meaningful. A pleasant surprise has been there were never enough people here to make something happen. Now, leaders have surfaced. People have come bringing kids, the youth are booming.

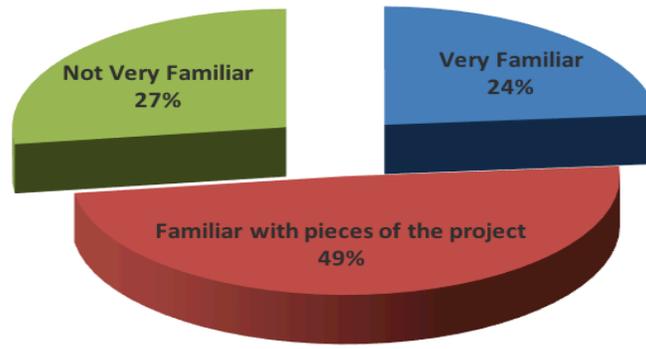
- ll) We have a dynamic minister who is very cognizant of the breadth and depth of the congregation. We are reaching more diverse people, demographics have changed in St. Paul.
- mm) Some days it is that things are going to be here – even as I burn out. You can see that there are new things that people are engaged with. New possibilities.
- nn) It's become a very broad demographic. The intergenerational interaction is very exciting. As a member of green team I'd like us to be more out there leading in terms of environmental sustainability. A community center. It's a spiritual place but not a place that spews religious doctrine. People are comfortable in a community of others. People are connecting with one another.
- oo) People with great ideas. The energy people are bringing.
- pp) The tremendous growth opportunities. The community (internal and external) growth and opportunity for community impact. The mission of wanting to make a difference, at both macro and micro levels. Can't wait to get this going.
- qq) Sermons. Mariah is very prepared and it rings true to the audience. It's very relevant.
- rr) The way I can make friendships, relationships around things that interest me, choir and music in general. At opportunity to grow and nurture yourself through relationships. It is an extension of our ongoing prayer and spiritual life. Something is happening to bring people in.
- ss) If you don't have any spiritual life you are wasting yourself. Providing a first-class facility for our ministry.
- tt) Younger families, so many more kids on Sundays. The Christmas pageant had 40 something kids. Six plus years ago there were not many kids at all.
- uu) New energy and ideas are starting to take root here.
- vv) Integrating our program/building/outreach into a green orientation. Our staff is really strong. They get and share the vision for the new finding how God is speaking to you and calling you. It feels more relevant to be a progressive Christian. It's really difference making for people, a different from the Christian norm.
- ww) The organist and choir are inspiring. Never thought I'd hear Tom Waits or The Rolling Stones from the pulpit, handled really well. The youth, potential to keep growing - involving the kids is critical to the future.

## 6. How familiar are you with the congregation's renovation plans?

Very familiar - 13

Familiar with pieces of the project - 27

Not very familiar - 15



### Analysis:

The majority of those responding (73%) are familiar with some aspects of the plans. Obviously, people were responding to a broad Master Project List, considerably bigger than the congregation's capacity to fund. Conversation around and prioritization of the projects still need to take place. As leadership facilitates sharpening and prioritizing the Project List down into a practically sized scope of projects to be tackled next, the familiarity of the congregation with those projects will increase significantly.

People seem to understand the needs the projects represent, and view the projects as reasonable. Review the comments here carefully and prayerfully. Be aware that it is persons' heart-level connection to the congregation and the projects, and the projects perceived "value" that will in many ways drive financial gifts to the campaign. The challenge going forward as a final project list is generated will be to help people go deeper in their understanding of the various facets of the projects and their importance for the future. Most important will be helping persons connect the projects with Hamline Church's vision and ministry in the community.

### Comments:

- a) Have reviewed the enclosed document about projects.
- b) Waiting to hear more in the near future.
- c) Received the game plan via email. All the areas of improvement seem reasonable and not out of the ordinary. They appear to be well thought out and detailed.
- d) Need more information about each proposed project.

- e) I have read the info about the improvements and feel that I know some things that must be done.
- f) Hard to know how serious some projects are needed, need to hear more. Need to see or understand the impact of projects, for example on saving in dollars and energy costs.
- g) I just reviewed the annual report.
- h) Familiar with the need for sure and the work on the historical record.
- i) Green team and kitchen project plans.
- j) It is a long wish list.
- k) Went to some of the kitchen meetings.
- l) Energy audit. Comprehensive building assessment – a few years old.
- m) Prioritizing what really needs to be done. The tuck pointing and kitchen are most important.
- n) Aware of some of the needs and the wish list for the front. Where to store things is a bit of an issue here. How do we use this asset to be more of a sanctuary for the city?
- o) There is quite a lot of deferred maintenance that needs to be done, and has needed to be done for 20 years. Maintenance is an elastic thing. Defer long enough and things tend to snap at you. You pay the price eventually.
- p) Not much by my standards, but more than most.
- q) Very familiar. President of trustees. The envelope has to be preserved.
- r) There is a lot of stuff going on that is not being communicated. Most important projects equal tuck pointing, heat and a/c, the water infiltration.
- s) 10 years ago we did a major congregational painting project, spiffing things up. Projects like that energize people.
- t) I am aware we have always been behind on building maintenance. I know that we need to keep up with those projects.
- u) The HCI team has been very involved. The building is one of those money pits. The boiler has been acting up again.
- v) Mostly with the HCI piece.
- w) I had major reservations about water. It is absolutely devastating to masonry buildings. We have some of the water issues on the table, not sure that all of them are. Groundwater issues need to be addressed. \$110,000 = initial estimate. Green initiatives – we did a lot with lighting. That is done. We have an incredibly good location for solar. My feeling is that we are not really addressing those opportunities.
- x) The copper roof and gutters had to be done (\$750,000 – 1 million). We handled that in 3 to 4 years. It was amazing. The new organ was 20 to 25 years ago.

- y) Virtually all identified projects are overdue for attention and upgrades

**7. How do you envision these plans enhancing the congregation's ministry and mission?**

**Reflections:**

This question points to a crucial foundation for effective fundraising. How the proposed renovations contribute to and help facilitate the vision, ministry and mission of the congregation is something that needs sharp clarification as you move forward. This is more important than the details of the renovations themselves. The ministry that happens in and through the renovated space is a key to ongoing congregational revitalization.

**Comments:**

- a) Improvements to kitchen and social hall could help sense of community.
- b) Need more information.
- c) What are they?
- d) No idea.
- e) These plans will greatly enhance the congregation's ministry and mission. These plans will also provide a lot to the church, making a significant impact to its ministry and mission, the people of the church.
- f) Having a space that is healthy and historical, is welcoming and encourages growth. Taking care of the environment models stewardship, and shows concern for future generations.
- g) All good!
- h) Not sure, but community outreach (e.g. bread oven and garden) is great. Financial prudence is great for providing a basis for members doing good in the world.
- i) Will be a struggle.
- j) A church is like any house, it needs to be kept up and maintained. A dollar today is less than a dollar tomorrow - good stewardship! It appears that some of the improvements will offer comfort and accommodation for the increase of the congregation.
- k) They will help maintain and stabilize the church so it can expand its ministry in all areas.
- l) We must make sure that the building is in good repair in order to house all the people and meet their needs.
- m) These projects can express to the community the values and biblical calling to hospitality, nurture healing, care of earth, inclusivity, and justice.

- n) We need these repairs to be done. We owe it to our past, present, and future members.
- o) New staff to support growth, environmentally sustainable.
- p) I don't often go downstairs because it's claustrophobic. I'd like capital improvements to focus on making it more hospitable, foster people hanging out, developing relationships. Outward looking, externally inviting. Less intimidating.
- q) Our kitchen is a mess, whatever we do will help. It will impact the culture here. People will not be able to do the same things we always have.
- r) I think they are supportive of the churches ministry and message. Generally aligned, I have been impressed with wiliness of the congregation to step up and contribute so far. If we find that the total cost to get the church to where we want it to be, then what? There I'm always a little skeptical.
- s) This is where – I'm not a fan of the building. My enthusiasm for it is low. It expresses something that is not a party of my theology. With so many needs it's hard for me to envision sinking millions of dollars into this building. But it's better to take care of something early. I love this place and this is my church home.
- t) That's a good question. Tuck pointing has been a need for a long time. I really like the idea of addressing the kitchen, to meet code for a commercial kitchen. The Education building is an investment in the future. Bathrooms are important. Tuck pointing and H2O – it is important that we take care of our building. Exciting programs. I'd like to see more emphasis on our bottom line and how we are making a impact in our community.
- u) I don't know that I always see that it does. If you are doing more care of the building than you are care for the building – that's a problem.
- v) I have great difficulty thinking through what Jesus would do. How can we get out more into the community? Things like a weekly meal, a bus for picking people up to bring them here. That's where I'd like to put my money.
- w) Some of them it's hard to see. Some projects are just needing to be done. What do we want the ministry to do, then how can the building help. Preserving what we have is critical to having a story to tell. You don't want or need more square footage, but you wish it was configured differently for today's needs. How do we use the existing space to make people feel welcome.
- x) Everyone who comes in comments on the beauty and what a treasure it is. We need to be responsible for it. It's called stewardship.
- y) Making our building as hospitable as our people want to be. No one knows what door to go in. I feel we need to paint arrows on the

- ground. Making better use of our front lawn. Less like a clubhouse and more user-friendly to guests.
- z) Sometimes I think we spend too much money on the structure. The older I get the more imposing this structure becomes. All the stairs.
  - aa) They mean the church can still be here. It is a vital part of the community. A lot of churches are closing around us. To ensure the congregation is healthy and serving the community – the building needs to be maintained.
  - bb) Some will enhance a lot, others will not be as readily seen. Just having bathrooms in better shape will be good.
  - cc) Part is having an attractive place. Falling apart is not very inviting. We have three congregations using this building.
  - dd) I can hardly imagine. This is new territory – it is looking out, instead of in. The past two years the budget year has ended well. We have not had to dip into reserves. It's getting exciting.
  - ee) We need to maintain the structure. It's part of our responsibility. It needs to feel safe, comfortable and inviting. It helps with the image of welcome and community sanctuary. It hasn't always been maintained well in the past.
  - ff) That is hard for me. To me the kitchen is a high priority, so much of our ministry is around food. You have to maintain the building (so we can build community through its use), so it needs to be done. Neglect can lead to more expense later. I put less value from the looks of the place. A comfortable place for people to sit and talk is needed here. We don't have that. The alley entrance is a little formidable.
  - gg) There is a lot of great movement. Some aspects of the plan will have some solid retail impact. Visible improved presence. There is some push/pull tension with the old guard.
  - hh) The sustainability of the building is important. Beautification helps connect/attract people. It helps to look vibrant. First impressions are important.
  - ii) It's important we keep this place in good order. The building is a massive stone structure, it really needs tuck pointed. If you have a good building you can house whatever you want to do program wise. When people see you are fixing things up, people see that you care about it.
  - jj) To do the ministry you need a place to do the ministry. To help provide a place to enhance the ministry.
  - kk) Greening it up/windows/solar. We have an obligation to take care of the facility, to be good stewards of our finances. There are always opportunities to shift how we are utilizing the space we have. What is the best use of the space we do have?
  - ll) The parts that update and renew the field of the building will make it more appealing and flexible space. There are some cool ideas around car space could be. The kitchen needs to be as functional

and accessible as can be. Solar is exciting, part of our visible care for the earth for great investment. We need to look at ROI, investing in the future, that is exciting.

mm) I think there are more people on board because of the passion of our leaders, Mariah, Finance, SPRC. There is a feeling of renewal here, people are supportive.

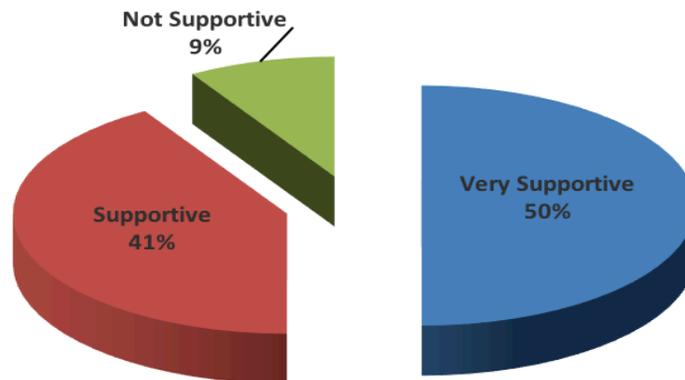
nn)The projects brought to completion through this campaign will reduce expenses for physical plant which then can and should be dedicated to core principles and work of ministry and community outreach.

**8. How supportive are you of the decision to conduct a capital campaign in order to raise the money to fund these projects?**

Very supportive - 23

Supportive - 19

Not supportive – 4



**Analysis:**

This is the most important question on the survey. 91% of those responding are either supportive or very supportive of conducting a campaign to fund these projects. For a campaign to succeed we generally need at least 65% in the Supportive / Very Supportive categories. Even though there is strong support for the proposed capital campaign to fund these projects, there is still a need for abundant communication and conversations around the projects, their scope, and how they each support the mission of the congregation. 9% of those responding (4 Households) are not supportive of conducting a campaign to fund the projects suggesting that they are perhaps not supportive of the projects, or the scope of projects being presented, or may be opposed for personal reasons, or may have other ideas in mind for funding the plans.

The comments reflect a need to more sharply define and communicate the proposed projects, the scope of work being undertaken, and to prioritize the sequencing of the projects. As the projects are sharpened and clearly communicated, support and momentum around the projects tend to increase.

**Comments:**

- a) If we pay someone else for their ideas.
- b) Unsure - don't know the purpose of the campaign.
- c) I am on a monthly limited income, so will be unable to support it.
- d) No idea.
- e) I don't see a problem to ask above and beyond everyone's tithe. If a person is unable to give, don't give, and if those are able, then be thankful.
- f) Would be more supportive if we know more about the projects.
- g) I am on a fixed income, so giving more is difficult.
- h) I am worried about arguments between historical preservationists and green innovators. Fear of losing control, and fear of change; not enough younger members involved. Grumpy, negative individuals who act as gatekeepers. Staff burn out. If not a clear theological purpose - mission articulated.
- i) It can only happen that way. We cannot do this without money. I don't know if we have any deep pockets left here at Hamline.
- j) Totally supportive. How else are we going to do it? The fireside room most speaks to the kind of church we want to become. The women's bathroom could use some love. It is so, your grandmother's bathroom. I love the eclectic garage sale feel of churches it should feel comfortable and lived in. It can be comfortable, but you can be like, I'm in m mom's church basement. A tension there, nostalgia and comfort also. A sense that this is a new church, doing new things, welcoming.
- k) A lot of things need to be done, but some of the projects are more critical than others = tuck pointing, the water intrusion issue. Securing the envelope of the building is crucial.
- l) If it is rational and reasonable. Some of the pieces at last night's meeting were never rational and reasonable. Solar shades on the windows compromise our standing on the historic/national registry.
- m) It's important. I'm not sure how much we can handle, project wise.
- n) These things need to be done. In the 40 years we've been here, to my knowledge there has not been any tuck-pointing done.
- o) Very supportive, all the way.
- p) We are very stewardship minded givers.
- q) Very supportive, 100%.
- r) Other than someone winning the lottery, what choices do we have? We must care for this facility. This is the closest thing to a

Protestant cathedral in St. Paul. The windows are amazing. We have piecemealed a lot of stuff. We need to put it all together.

- s) The kitchen is important – we do so much with food.
- t) Very supportive, 100%.
- u) We are, as indicated, very supportive of the efforts being made to further enhance our church's role in truly being a "sanctuary in the city."

**9. What important factors (attitudes, experiences, realities) might hinder the success of the proposed campaign?**

**Reflections:**

Give careful attention to the ways respondents share their hearts about the church and possible barriers to the proposed projects here. A clearly defined project scope that is perceived as reasonable and doable, combined with clear and open communication will be vital moving forward.

**Comments:**

- a) Reality of costs.
- b) Availability to finance.
- c) Unsure - don't know the purpose of the campaign.
- d) Not having enough of a budget to handle the proposed campaign and its given projects. Also, the possibility that there are some who might not fully understand and know the specifics and not be in support of the campaign.
- e) Cost, timelines, ability to give.
- f) Those that many object to a large dollar campaign.
- g) Misunderstanding of need.
- h) I think the main hindrance with Hamline raising funds has always been that the congregation itself is not large enough to support the costs of running the church easily. Outside fund sources would be excellent.
- i) Not enough people with money.
- j) If needs are made known then people can plan and respond. I believe communication and honesty is important for being responsible to all while serving on committees.
- k) We are not a wealthy congregation, could compromise our ministries, social justice causes, service programs.
- l) Young families with young children may have high college debts, older folks may be on fixed incomes. Being inclusive means all people regardless of income. The people we serve may not be able to afford it.
- m) Presence of cheerful givers.
- n) Unsure

- o) There is a bit of a demographic split. Hamline are pretty traditional in their approach. We have the dining hall and Dorothy Day. Many of the newer people have a more progressive view of finances. Spend it, good things will happen. You have to use business controls to be good stewards. What is our return on investment?
- p) One section of church is all about the church as a historic facility. It has to be preserved. It is a little wearing.
- q) It will take an attitude of sacrifice on everyone's part. I have so much concern for our environment. I would love to give major gifts to support these initiatives. It will take people giving as generously as we can.
- r) None that I'm aware of.
- s) I worry about how comprehensive is comprehensive.
- t) Some people don't share a positive outlook about the church or are as willing to support as generously as we might hope. Some people could do more financially, but they are not for whatever reasons.
- u) Everybody wants to talk about tuck. Souls for the radical transformation toward Christ not to take care of a building. Earmark money to move us toward the spiritual/ministry side.
- v) St. Paul Foundation.
- w) Some people get discouraged that things/projects take so long to accomplish. Some education about the critical importance of some of the projects.
- x) Since that we can't change anything because it's historic. Since that churches shouldn't keep asking for money. We can do church in a tent in the park. They were not gung ho on building improvements. The case needs to be made: Why do this to our building?
- y) People walk, vote with their feet. It's like herding cats.
- z) This congregation is very willing to give to things that are important to them. Younger people may not have the long-term affiliation with this place. You need spiritual leadership and people who can care and visit. The ongoing lack of communication. The staff (office) seems to be of the opinion that the church is here to serve them. To me it's like the tail wagging the dog.
- aa) 1. The age of the congregation, inability to fund a capital campaign. 2. People don't understand what is involved with keeping up with this facility. 3. Some resistance might come with perceived immediacy: that doesn't look too bad. 4. Financial reality: how we might accomplish the plans. 5. Our heating plant – it is going to need attention within the next 10 years.
- bb) We are historic preservation list. There may be some hoops we need to jump through.
- cc) Families with kids. There may not be a lot of extra money. Perhaps some feelings left over from the merger (Church of the Good

- Shepherd lost their building). A specific plan needs to be developed or what will be accomplished in the capital campaign.
- dd) Potentially conflicting tension between priorities: tuck pointing vs. the structure. The congregation is fairly insulated, we need a broader worldview. Open-mindedness.
  - ee) The financial condition of the congregation.
  - ff) I'm glad the proposed campaign is getting out in the open. It needs to be straightforward and well thought out. There might be some hindrances or reluctance to using outside counsel. We are trying to be more transparent. The communication is really important. With the last capital campaign, the previous finance man passed away. But we never really had closure, a wrap up of the campaign. On the accounting side, we need a clear accounting and reporting plan/structure. We had some problems in the last campaign in this regard. A conflict of interest with Mary Kay and her other job.
  - gg) Individual's past experience
  - hh) We have had a couple of capital campaigns since I've been here. But I'm not sure what we have accomplished besides the roof and carpet. What is the master plan: it needs to be clear. Be real transparent.
  - ii) Shortly after the merger Peter and Seth (associate) got rid of a lot of old furniture and bulletin boards. Man did that cause a stink. The capacity for physical changes to old place can be very challenging. The blowback was amazing.
  - jj) Always going to be people who are going to challenge anything. We know who they are, they have been here a long time. When you hear about complaints, they are usually from the same people. It hasn't been that way for a long while. The naysayers have been less vocal.
  - kk) This seems to be a far-reaching proposal including some quite costly options. There may be a need to somewhat reduce the breadth of the proposal.

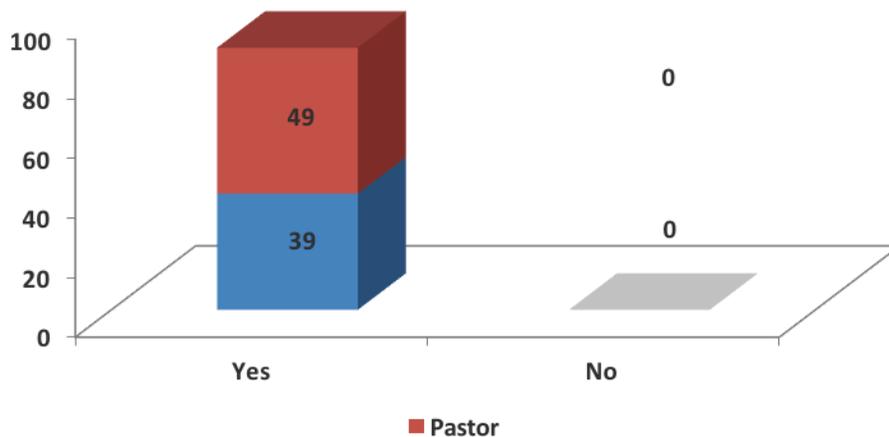
**10. Do you feel the church's leadership is appropriate for this undertaking?**

Yes on pastors - 49

No on pastors - 0

Yes on lay leadership teams - 39

No on lay leadership teams - 0



**Analysis:**

Belief in the appropriateness (and capability) of Leadership is crucial to a successful campaign effort. The lead pastor in any church is the most significant dynamic in a capital campaign. This congregation has strong trust and confidence in Mariah as their leader and will respond to her guidance. Pastors of her level of competence are very rare. Mariah must play a strong role in communicating the vision for the church and these projects, and seeking gifts to underwrite that vision. The second most important reason people give to any organization is their confidence in the leadership. You are riding a wave of positive regard for leadership at Hamline.

Confidence in lay leadership is strong as well. It is common for there to be less response about, and awareness of who is involved and what lay leadership is doing due to the convoluted committee structures in many congregations. Engagement is crucial to achieving your potential at Hamline. The objective is for every member to have both a place to belong and a place to serve in hands-on-ministry. To the degree that persons are not engaged in both these ways, it will put a damper on the congregation's potential capacity, in all facets of its ministry. Not just financial capacity.

It is rare to have zero responses of “no” to this question. I almost always surface some people who are openly not at all confident in the congregation’s Leadership.

**Comments:**

- a) Excellent leadership, positive and committed.
- b) We have come through some hard, uncertain times.
- c) I think Mariah is great, and seems to have a good mix of skills and approach for this congregation.
- d) I just joined the church and have no idea who serves on the lay leadership teams. The question suggests there is an issue here. I am new and have no preconceived opinions about appropriateness. I do know I really like the pastor, her sermons, her compassion towards God and others is evident.
- e) Mariah's leadership is excellent, but Amy, Maggie, and Ross contribute meaningful ministry too.
- f) Mariah is really good at bringing the tradition. She has earned respect. She knows the people well - the lay of the land. She is moving us forward with grace. A lot of people are excited about it. Fair amount of influence has been centered in her. Organizationally savvy. In the past year, the leadership structure has changed. It seems things are moving to be more efficient. I've been impressed with them. I'd give the staff an overall B grade. They are doing a pretty good job. The Lay persons are doing a good job. The trend is up.
- g) The people on lay leadership, lots of maturity, experience. The burn out factor is important to consider. There is a lot going on, HCI, multiple turns on leadership team.
- h) We have such a remarkable staff. Our current pastor has continued the healing in a remarkable way. She reaches out to everyone. I don't know how she does it. She is very sharp. She can keep a lot going. We have some excellent, very strong laity people. We need to continue to bring on board new leaders. Be very careful to not contribute to burn-out.
- i) Lay leadership is pretty typical. There are some pretty capable people. Others have been around a long time. I wouldn't say the council in general has the leadership across the board to lead a capital effort. Maggie also does a real good job with the youth and communications. Council is thoughtful, and they do it pretty well.
- j) Lay leadership is a lot of people who I like and respect. I don't think many are connected with one another outside of their work here. There is not a coalescing of what we need to let go of, in order to have enough energy to do add things in the future. A lot of our lay leadership are wearing thin. I've not seen a lot of people coming in who are ready to step up and lead. We may have a generational gap between 70s and 80s and the actions of the early retirees. It's

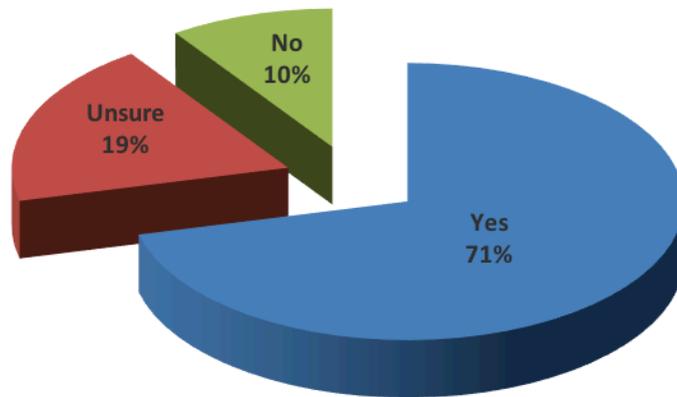
- hard to invite people to this church when there was so much turmoil. Once Mariah came and reordered things – the energy was more positive, and it's a better environment to invite people into.
- k) It is hard to think of leadership apart from where the church is going. HCI ranked us low on spirituality. That in part is rooted in leadership. Mariah is very nice and skilled, exceptional working with different types/groups of people. Maggie is also good with kids, interested in the big picture questions, not as good at carrying people through them. Very organized, skilled. Finance is doing a good job.
  - l) Mariah is a good mix of abilities. She is strong. That is pulling together a good team. In lay leadership we need a deeper bench. Some of us are tired and we need a broader bench. It's a way to call people into leadership, varied chances to lead. Mariah has been particularly helpful to us on the road to recovery. Community is a key word. We are intergenerational. 10 years ago, we were a failing church. It has gone well, we are strong. Pat Hinker was interim – a first round draft pick. I wouldn't have thought a leader could make that much difference.
  - m) Mariah has been a great fit. Has brought a very different perspective. A lot of people want the very cerebral person but also someone who can get things done. Maggie is really good with the kids. The lay leadership is fairly consistent. Good group of people, get their jobs done within budgets.
  - n) Mariah can walk on water. It's the greatest thing that we've seen in a while. Lay leadership is new. I'm going to give them a chance. The new group of leaders are young. I'm hopeful, we will see.
  - o) We have tremendous confidence in the ability of leadership. 100% on pastor side. I don't know much about the lay leadership. It is clear that people who are passionate about an area, dig in and get things done. I see evidence of thoughtfulness and dedication. Staff is a great team.
  - p) Absolutely – the last three pastors, including the interim were very positive for us. Then we have a new leadership structure, we are living into. We went through some hard times.
  - q) Very much so. Mariah is just exactly what you need right now. She is very sweet, soft version of charismatic. A planner. Tough as nails, smart about how systems and people work. She is stealth. People really like her a lot. We have people in the leadership who surprised me. Really smart people, some who have not been in church leadership before. They know what they are talking about, very forward thinking.
  - r) Mariah – she wants people to find their own way. People like her. They want to come to church now. They want to collaborate. She listened. Priority was put on families, children. She is accepting an

- understanding of diversity. The church is helping now. Lay leadership tends to be very well educated.
- s) I think Mariah is great. I have a lot of respect for her. She is about to go on maternity leave. Nothing good happened last time she was out on maternity leave. I have very little interaction with the lay leadership. Things are pretty well run by the pastor. Who do I go to for help and who is in charge of what our open issues?
  - t) It's pretty good. We got some pretty good people, inspirational leaders. New people are stepping up and leading.
  - u) Pastor Mariah is a very positive edition. She fits in well here. They have gone out of their way to make themselves available to people in to get involved with people. Friendly, willing to help. We have just finished year one of streamlining committees and leadership. We do have a communication problem. Things don't always get out to people and stakeholders. We need to improve communication so that the congregation and leaders are kept in the loop.
  - v) We stand that is working well together. Before Mariah came we had four years of ups and downs. It was awful. We have probably the youngest staff we had. And our pastor is pregnant. And we will be fine. Just change the council make up, about a year. That seems to be helping to make things happen. The world is different today. The people we have are sharp. No need to drag things out. We are seeing some progress and are seeing things happening.
  - w) I worry about us burning her out. She gives 150%. She feels a sense of mission here. With infusion of younger demographics we are seeing leadership being groomed among the younger folk. We have a lot of leadership potential. It needs to be fostered. We are doing that.
  - x) Absolutely, yes on pastor. There is some strong lay leadership, but I see some of the same people who are doing a lot. We don't want people to burnout.
  - y) It's been stable, consistent, focused. They have accomplished so much. Some concern about the maternity leave and Maggie is starting to look at her next step. Some of the old guard is pretty demanding. It has been in impact in the past. It seems age is hard on this congregation.
  - z) Pastor Mariah is a different pastor. She is hands on. I'm mixed on the lay leadership teams. It's more efficient, but I'm not sure we are getting the best decisions that we might get if we had more input. They seem very capable. The leadership is central to where we are as a congregation. They are highly involved. There are less people on their leadership Council now. Communication is more important. The smaller group puts more pressure on those participants.
  - aa) Mariah, there is a reason she has that Harvard diploma on the wall. She got to know the people and then finessed some things through. She is a sharp leader.

- bb) Pastor Mariah is awesome, amazing spiritual leader. Running the office and overseeing the staff, she is solid there. She has put a structure in place. Lay leadership seems to be going well. The same people have been doing things for a while. There are some new faces, which is good.
- cc) Yes very strong pastor. Our HCI was a very robust process. People who have stayed involved in leadership are strong, forward-looking folks.
- dd) I think we will take a hit during the maternity leave. It leaves things a little soft. Mariah is so good with the kids. It is a real draw for families. I have full confidence, through Mariah's leadership she has selected competent people.
- ee) We are now more prepared to take on such a major project.

**11. Would you prayerfully consider a 3-year gift (over and above your annual contribution) to support this proposed capital campaign?**

Yes - 37  
Unsure - 10  
No - 5



**Analysis:**

Obviously, these were off-the-cuff responses. A person's interest, passion, and commitments around any project has everything to do with the exact nature of the project itself, and their prayerful consideration of how God is leading them to be a part of the congregation's future. In this case, the project scope has not been sharpened and defined yet, and there has been no time for prayerful reflection.

71% of those responding are open to prayerfully considering a gift in the proposed campaign. 5 households, 10% of those responding to the

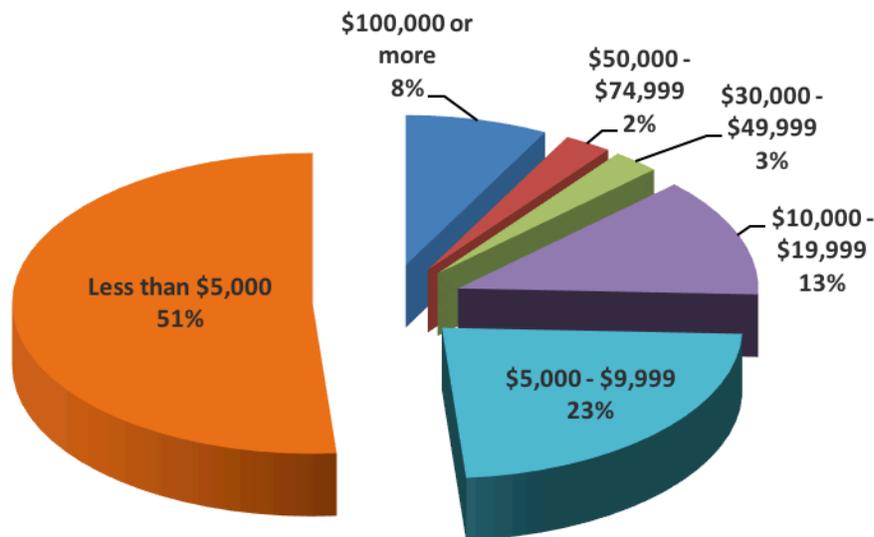
question, have already made a decision to not support the campaign for whatever reasons. Over the next few months as the details of the project become clearer for people, and as people engage with their own prayerful discernment, levels of participation and momentum will increase.

**Comments:**

- a) One time gift.
- b) Not if it is "sold" to us by some survey, most of which turns out to be useless.
- c) On monthly fixed income. I'm handicap and do not work.
- d) But I don't think it will be a major contribution.
- e) The first thing I'd want to know is the case supporting it. We look at Hamline as an investment. The facility is part of what we have been given. Very specific stones need to be tied to the projects.
- f) We have made a decision to support the church How much more is the question for consideration.
- g) Where that fits and what it looks like. Usually earmark bonuses to designated finance education.
- h) Yes, letting my husband make the decision.
- i) Yes, no question.
- j) We have always been pretty cheerful givers.
- k) Yes, of course.

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

- \$100,000 or more - 3
- \$75,000 - \$99,999 - 0
- \$50,000 - \$74,999 - 1
- \$30,000 - \$49,999 - 1
- \$20,000 - \$29,999 - 0
- \$10,000 - \$19,999 - 5
- \$5,000 - \$9,999 - 9
- Less than \$5,000 - 20



**Analysis:**

It is common for people to skip this question. Also, it is common in these surveys at this stage of project and campaign development, not to have yet seen the majority of pace-setting gifts surface; however, the success of the proposed campaign will, in our experience, depend on surfacing major leadership gifts early. They provide crucial momentum, raising the belief level in the congregation.

The responses we did receive to this question all combine to create pieces of a puzzle, or parts of financial possibilities for Hamline Church. For example: For example: to set the stage for succeeding in a campaign for \$1,250,000 over a three-year pledge period, the church will need:

- At least one gift in the range of \$125,000 to \$200,000 or so. (Survey's indicate 3 possible gifts of \$100,000 or more.)
- 2 or 3 gifts in the range of \$75,000 to \$99,999;

- At least 5 gifts in the range of \$30,000 to \$74,999. (Survey's indicate 2 possible gifts in this range.)
- About 10 gifts between \$10,000 and \$29,999. (Surveys indicate 5 possible gifts in this range.)

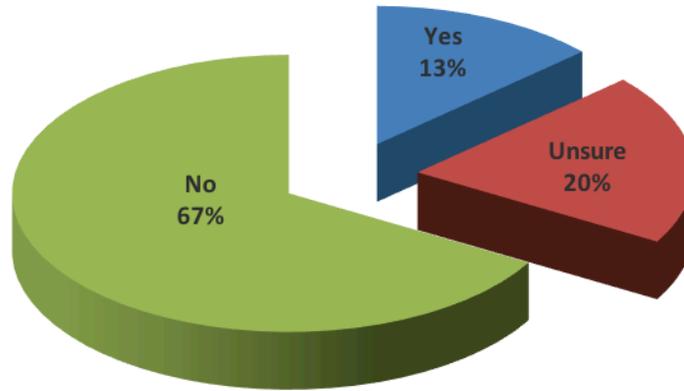
Leadership gifts set the trajectory for what is possible in a campaign effort. Surfacing these pace-setting gifts early in the campaign will have a positive impact on encouraging others who can consider gifts in these ranges. The importance of leaders leading financially cannot be over emphasized.

**Comments:**

- a) One time gift.
- b) I have already given my best in my yearly pledges and hope to continue.
- c) I can't afford more.
- d) I may only be involved at Hamline Church for 2-3 more years, as I will be moving upon retirement.
- e) Over 3 years
- f) One payment
- g) I don't know.
- h) I haven't really thought about it.
- i) Not now, without more information about what it is.
- j) \$30,000 - \$49,000 range to be conservative.
- k) It's hard to imagine, when placed alongside other social needs.
- l) Hope to know by fall.
- m) Look to start with \$100,000 or more. Rolling over some IRA money.
- n) We have a commitment at the college for several more years.
- o) Haven't thought about that yet. If you give us good information and numbers, need, the money will appear.
- p) \$20,000/yr.
- q) \$5,000/yr.
- r) I try to contribute 1% of annual budget, and of what we are trying to accomplish for special projects. Probably we could raise \$1 million. We are a fairly wealthy congregation.
- s) \$5,000/yr.

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

Yes - 4  
Unsure - 6  
No - 20

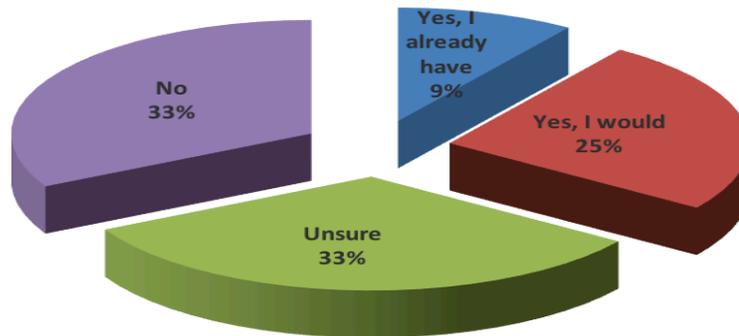


**Comments:**

- a) I have transferred about \$100,000 of stock to the church already.
- b) Yes, appreciated stock.

#### 14. Would you consider including Hamline Church in your will?

Yes, I already have - 5  
Yes, I would - 13  
Unsure - 17  
No - 17



#### Reflections:

Some members (5 households) have remembered the church in their estate planning; that is a blessing, and will continue to have a positive impact in the life and ministry of the church for generations to come. Several others (13 households) are open to the idea, but have not previously considered the church's Endowment as a possibility. And, most importantly, they have not been asked. Meanwhile, the Endowment is not being actively marketed as a giving option – a lack of action that will carry negative implications for the church far into the future. Alongside our capital campaign process, we will want to help leadership develop a clear plan for telling the story of, and marketing the Endowment.

#### Comments:

- a) I would want to consider that more.
- b) I don't plan to die for a long time. I had not thought about it.
- c) Interesting. No one has ever asked me that before.
- d) I think so.
- e) No, probably not.
- f) Unsure, only as a token.
- g) Unsure, haven't thought about it.
- h) We had it in and took it out. Upset with some of the leadership (poor and divisive). We would put it back in if we knew it would continue the way it is now.
- i) Have not considered it.
- j) I guess I would consider it.

- k) Yes I would. Have not yet.
- l) Yes I would, eventually.
- m) No, I can't.
- n) Unsure, we've never done it.
- o) Unsure, first time I've actually thought about it.

**15. Please note any additional comments or suggestions you feel would be helpful for church leaders as they prepare for this prospective campaign:**

**Comments:**

- a) I believe that classical music is a pipeline to God. We should continue to explore this possibility and avoid music to the contrary. Our staff and sanctuary and our organ are distinct assets. In general we should strive for a sense of the sacred. Sometimes when our service resembles a pep rally we have strayed from the sacred.
- b) Given the possibility of finishing our long-term participation in the Hamline Church Dining Hall at the State Fair, it is important to factor in the budget loss of this source. It may be that this could become a rationale for reducing the scope of items on the project list.
- c) I am very happy to see the church taking a formal approach to this sort of fund raising. I would like to see the endowment grow so it can continue to fund basic needs in the future.
- d) I guess everyone should be in prayer and on the same page. Not that opinions and differences should not be expressed, but I would imagine a unified presentation makes the game plan easier to support.
- e) Feel we need more details about the projects, even at the preliminary stages.
- f) Projects could include both infrastructural updating and remodeling, as well as, externally visible projects.
- g) There have been glimpses of financial openness at the church. Are we deferring another set of projects that will hit us 10 years down the road? Other big issues that we are delaying? I'd love to be the congregation renting this church rather than owning it. Like having a friend with a boat.
- h) Having clear goals for what it means. A clear vision for what is behind it in terms of the projects. Why are we doing these projects?
- i) The challenge is to bring along the congregants. If they don't take advantage of opportunities to learn about the projects they can't be fully engaged. Communication is vital. I'm enthusiastic and up on life at Hamline church right now.

- j) It is a central plaza, a gathering space, a community center. Windows – how much more energy will it save? Is the kitchen useful? How much more useful will it be?
- k) There are people pretty entrenched here.
- l) At one time they worshipped 1,600 plus. There is so much momentum – a lot you can do. A sanctuary for the city.
- m) Walk on those egg shells carefully.
- n) How does being a sanctuary for the city impact our decision making in all areas? Don't assume people know things (in general).
- o) We do tend to burn people out. The diner takes an enormous amount of work. Shift volunteers, core group of crazies that coordinate. It ends up being the same group of people who do so much of the work.
- p) You have got to get on with the focus of care for creation. What are we leaving for our grandchildren's generation?
- q) The window I donated the money to repair is still not replaced. Communication is a challenge. There was no thank you note on a \$3000 gift. There is an attitude. There is an elephant in the room on the capital campaign. Heating and cooling, the boiler is on its last leg. Options: 1. Replace boiler – with more efficient unit. 2. Replace boiler and add AC. 3. Central plant tie in with university. The lack of effective communication: I tried to give my IRA contribution to the church for capital improvements. I was told we are not doing anything this year. So I gave my IRA contribution to other organizations.
- r) There is nothing on the list that doesn't seriously need to be done. Something beyond the tuck pointing needs to be done that is visible. The kitchen? The water issue is very important. The downstairs women's bathroom.
- s) Things to be considered: innovative ways to raise money. Annual summer garage sale. Fundraising suppers.
- t) The tactics we use need to be strong. Develop a clear plan for moving into the future.
- u) We have some funds. I think it is wise to have those parameters on those funds. We need to communicate: How do these projects fit into our endowment and our overall financial plans? How can the endowment help with this project?
- v) We are doing a great job in reaching young families. That said, we are losing a lot.
- w) It's great to see so many groups using our facility.
- x) We have done a lot of work to get to this point.
- y) Change has been heard. Stabilizing the music program has meant a lot to people. Ross does amazing things, very talented. These people get paid a pittance to do what they do. We need to somehow achieve a level where they can live.