



Dear Fellow Parishioners,

As many of you know, we are in the preliminary stages of a Capital Campaign at St. Matthew's. Ninety days since my last note, I would like to share with you today the Principles of the Campaign, the Results of the Feasibility Study, the current design and planning activities and our next steps.

Transformative Principles

Often times it is easy to begin to speak about the "what" of a capital campaign – such as buildings - without taking the time to discuss the "why." The Campaign for St. Matthew's has three important and transformative principles – the "why:"

Enhance the Youth and Family Programs

- * build family engagement
- * attract and retain additional families

Renew our campus

- * modernize and update the buildings
- * restore the grounds

Secure our future

- * build an endowment
- * cultivate future leaders

In the dozens of meetings over the past 90 days, we heard agreement on the importance of three transformative principles to the future of St. Matthew's. When we discussed the principles of The Campaign for St. Matthew's and the desire to build the youth programs, to expand programs for young families, to tastefully renovate Founders Hall, to build a home on Bienvenida for several staff members who will support our commitment to children and youth, to improve the appearance of the columbarium and to build our financial strength – we had nothing but widespread support. But, it was clear to Bruce and me that we need to continue to "humanize" our case and talk about the "why," and to make the "why" succinct and impactful.

Results of the Feasibility Study

St. Matthew's retained the services of a nationally prominent Episcopal fund-raising consultancy, Horizons Stewardship, to undertake the feasibility study. The team – led by Terry Goolsby – conducted 33 personal interviews and six focus groups that included over 40 individuals. The parish-wide survey had 120 total responses. There were several key findings:

The top five priorities stated were replenishing cash reserves, building an endowment, renovating Founders Hall, constructing a house on Bienvenida and refurbishing the columbarium.

- 97% of respondents recommended the church move forward with a capital campaign. 59% were an emphatic yes; 38% were supportive but suggested we may want to adjust and narrow the scope of the program from a \$10M program to something in the \$6-7M range.
- 87% of respondents are likely or plan to make a commitment to the Campaign for St. Matthew's
- 36% of respondents rated a church capital campaign as a "High Priority" in regards to their philanthropic giving and 44% rated a campaign as "Some Priority"
- Concerns that were voiced included the scope of the program, concerns about raising \$10M, not "ruining" the aesthetics of Founders Hall, making sure "everyone" paid their fair share and other issues. There were also concerns raised about the delays in the Parish School's Pool campaign.
- A strong suggestion was made that the Parish set up a dedicated endowment fund to provide for funding for annual maintenance for the buildings

The conclusion of the Feasibility Study is that the Parish is very receptive to a Capital Campaign. Horizons' conservative estimate is that we should be able to raise \$6.5M. Finally, Horizons was very impressed and complimentary of the organization, energy and experience of our Campaign Committee. All in all, it was a very positive report from their perspective.

Current Planning Activities

Over the past several months our team has been working on initial design concepts for the campaign. The team has been assisted by the services of Rob Jernigan of Gensler, a design and architecture firm, who has taken on the overall function, look and flow of the Parish Campus and dove-tailed into the School's Master Plan. The team is augmented by Scott Prentice, a well-known local architect. Scott is creating detailed designs for the home on Bieveneda as well as other structures. Our most recent resource is Nancy Power, an internationally prominent landscape designer who is assisting with design concepts for the columbarium and parish grounds. The team has much work to do over the coming months. Also, the "list" of potential projects keeps growing as we take a close look at the condition of many of the buildings and the years of deferred maintenance.

Financial Feasibility

Bruce and I – and members of the Committee – will be meeting with 30 to 40 potential major donors in the coming months. We have received several significant commitments but we have much more work to do before we can provide clarity on the likely scope of the Capital Campaign. Campaign gifts will likely include gifts to

the campaign, designated gifts to the endowment and bequests to the endowment. We may not see the bequests for many years but these – in conjunction with our Legacy Society – will help to “Secure our Future.”

Next steps

On Monday, June 19th, we updated the Vestry and received formal approval to proceed with a “Quiet Period” of the Campaign. This Quiet Period will take us into early 2018 at which point we would launch a Parish Wide campaign. During the Quiet Period we will formalize commitments, deliberate and finalize important planning aspects of the upgrades to the facilities and grounds. This summer you will continue to notice some of the initial improvements to the Parish funded by the campaign. In addition to the continued work on the parish gardens, we are planning to renovate the bathrooms adjacent to the Sanctuary.

I appreciate all the support that has been shown over the first 90 days and look forward to working with the entire St. Matthew’s community – The Parish, The Parish School, Boy Scouts, Day Camp and all of our constituents – on this important project.

Annabel and I had the pleasure of listening to (and meeting) the Dalia Lama on Friday in La Jolla. His message was that our essential purpose in life is to be happy and that we are never happier than when we are giving or helping others. This message reflects the essence of St. Matthew’s Parish.

I wish you all a very happy summer and we hope that our Campaign will bring you much happiness. We will report back in early September on our progress.

Sincerely,
Jamie Montgomery