

# Readiness Assessment Report

---

Christ Episcopal School / Church

Steve Siegel

5/01/2017



103 Park Washington Court, Falls Church, VA 22046  
1920 Yonge Street, Suite 200, Toronto, Ontario M4S 3E2  
180 N Stetson Street, Suite 3500, Chicago, IL 60601  
1800 Century Park East, Suite 600, Los Angeles, CA 90067  
(800) 360-2315

## Table of Contents

Study Method .....	3
Prerequisites for Campaign Success.....	4
Addressing Prerequisites.....	5
Scale of Gifts.....	12
Members’ Perceived Benefits.....	14
Summary of Statistical Data .....	15
Professional Recommendations.....	16
Plan of Campaign.....	17
Capital Campaign Organization.....	18
Head of School/Asst. Head & Director of Advancement.....	18
Campaign Chair(s).....	18
Donor Review Team.....	19
Spiritual Emphasis Team.....	19
Publicity Team.....	20
Business Manager.....	20
Advance Gifts Team.....	21
Kick-off Event Committee.....	22
Pattern Gifts Committee.....	22
Implementation.....	23
Recruiting Visitors.....	24

### Appendices

Focus Groups Meeting Presenter Schedule (A).....	27
Focus Group Questionnaire (B).....	29
Focus Group Meeting Attendees (C).....	31
Volunteer List (D).....	35
Responses to Questionnaire (E).....	36
Leadership List.....	72
Focus Group Meeting Questions & Comments (F).....	78
Focus Group Presentation (G).....	103

## Readiness Assessment Final Report – Christ Episcopal School / Church

### Our Mission

*Academic excellence, respect and a passion to serve are the inspiration for our community. At Christ Episcopal School, every student and parent is a priority, and every interaction is rooted in our CES promise: to nurture students to become kind, confident, well-rounded individuals prepared to contribute to their community and thrive personally, spiritually and academically.*

### School Motto

*Inspiring Minds to Learn, Hearts to Love and Hands to Serve.*

## **STUDY METHOD**

### **PURPOSE:**

The purpose of the Readiness Assessment was to present to Christ Episcopal parents, alumni, members, friends and other supporters the proposed site plan and capital campaign. After presenting this proposed plan during numerous focus group meetings, (both group and personal) feedback was carefully collected from written questionnaires, verbal questions and comments during the meetings, as well as personal conversation. This data will help gain participant's perspective to this need and the relative priority of this need, and will gauge the level of support of a capital campaign for funding the plan.

### **ACKNOWLEDGMENT:**

Excellent preliminary work was instrumental in helping the study process move forward efficiently and effectively. Thank you to Head of School Dr. Caroline Chapin, Senior Warden of Christ Episcopal Church, Christie Carrico as well as Rev. John McDuffie for leading the effort along with assistance from other members of the vestry and the school board. Special thanks to Jeff Whitman for his contribution of architectural estimates and conceptual plans as well as his willingness to meet with city officials to determine the various zoning and approval requirements for the plan.

### **FOCUS GROUP MEETINGS AND PERSONAL INTERVIEWS:**

The study scheduled a series of twelve (11) Focus Group sessions primarily targeted toward Christ Episcopal School parents and eight (8) Focus Group sessions primarily targeted to members of Christ Episcopal Church. In addition, a focus group was conducted for the staff of CES for a total of twenty (20) sessions. These were designed to involve as many parents, members and friends of Christ Episcopal School and Church as possible during the allotted time. The remainder of participants were met with individually by a volunteer. These individual meetings included parents, alumni, as well as former staff and leaders of the school. Meeting dates and times were selected to provide the entire school and church community with an opportunity to attend and offer their input in response to the proposal (Appendix A). The schedule was communicated through the normal print and electronic channels employed by both the church

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

and school including the Sunday bulletin, the Cardinal, targeted e-invitations, and personal invitation.

Each Focus Group meeting, whether in a group or personal setting, was conducted in a uniform manner with a common agenda. The presentation included a brief summary of the vision and recent history of Christ Episcopal School followed by a summary of the proposed project. A Power Point presentation with appropriate pictures, graphs and data comprised the primary visual presentation material for the group settings (Appendix G), while a printed presentation folder was used during the personal meetings. Questionnaires were distributed at the beginning of the Questions and Comments session (Appendix B). Most attendees submitted their questionnaires immediately following the presentation, while a few took them home and returned them later. There were a total of **168** questionnaires completed and returned by the conclusion of this report (May 1, 2017).

During each public meeting questions and comments from the participants were also recorded. They are listed in a later section of this report (Appendix F). Responses to the Questionnaire are also included in this report under the Responses to Focus Group Questionnaires section (Appendix E). Utilizing this information, we have sought to objectively appraise the responses to identify patterns and sentiments that could influence the accomplishment of the proposed plan for a capital campaign at Christ Episcopal School and Church.

### **ATTENDANCE:**

Participation in the Focus Group meetings was adequate for a school and church of this size. Total attendance was **226** which represented a strong sample size, comprising a cross-section of those associated with Christ Episcopal School and Church (Appendix C).

### **Prerequisites for Campaign Success**

The directors of Ward, Dreshman and Reinhardt, Inc. have provided counsel and direction to hundreds of campaigns for a wide variety of causes. This experience indicates successful campaigns are most often the result of the following factors:

- 1) **Proper Timing** – Proper timing does not refer to timing of the stock market, the economy, or even the school year. It refers to volunteer hours and calendar priorities. Campaigns require time and effort by both staff and volunteers. The fewer distractions occurring during the campaign period the better the results will be. During a capital campaign, individuals must place a high priority and remain focused on the tasks they have been given to help reach the goal within a specified time period.
- 2) **Appealing Case** – The client must make a strong “case” or rationale for conducting the campaign. The case must be clearly defined and well documented. It must be visionary and meet long-term needs and strategic goals. Furthermore, it must speak to the needs and opportunities perceived as being most important by the school and the church.
- 3) **Influential Leadership** -- There must be access to the top staff and lay leaders who are willing to provide their influence, time and resources to support a campaign. Ideally, a core of these individuals must remain heavily involved with campaign organization and

## Readiness Assessment Final Report – Christ Episcopal School / Church

implementation. There is no substitute for active leadership to ensure the success of a capital campaign. A true “team effort” must be evident, with members drawing upon the support and skills of each other. Campaign leaders must be firm yet sensitive, demanding yet understanding. They must also respect the judgment of the campaign consultant and be willing to accept the consultant’s counsel to facilitate a successful campaign.

- 4) Constituency With Adequate Resources** -- There must be adequate financial potential within a sufficiently large constituency to meet the needs identified for the campaign. In addition, experience has shown that the following pattern of gifts is sought to increase the chances for success:

\$1,000,000	Lead Gift	Up to 25% of Goal
\$2,000,000	Top 15% of Gifts	40-50% of Goal
\$1,500,000	Remaining Gifts	30-40% of Goal

This is not a magic or exact formula, but our experience with hundreds of successful campaigns confirms the value of seeking to establish a giving pattern of this nature.

### **Addressing the Prerequisites for Success**

#### **# 1 Proper Timing?**

Of the **226** who attended Focus Group meetings, there were **168 responses** received through questionnaires. Of these responses, **65 individuals, or 39%**, indicated that they would volunteer time to the campaign (Appendix D). An additional **58 individuals, or 35%** of the respondents, indicated a desire for more information before answering the question. **24 individuals, or 14%** of the respondents, didn’t answer the question. **Only 21 respondents, or 13%** of the total responding, indicated that they would not be interested in volunteering time in support of the campaign.

These statistics as a group are strong and indicate a positive indication of commitment within the core membership. Beyond the large group that indicated “yes” is also a sizeable group that marked “need more information.” Our experience has been that “need more information” generally means that the individual is very receptive to volunteering but simply wants to ask a few questions about what is required before saying “yes.” There appears to be a strong core group of volunteers committed to this cause from which to build an adequate team for the personal visits. However, it will also be important for the leadership to set a positive example by its own volunteer involvement and commitment.

Overall, based upon direct comments on questionnaires and during Focus Group meetings, the consensus was that the need to move forward with the proposed project at Christ Episcopal Church and School was both appropriate and necessary (Appendix E & F).

From a practical perspective, it will be important to keep the public focus of the school and

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

church over the next several months on the capital campaign. Raising the capital to fund this vision will be a tremendously large effort for Christ Episcopal Church and School. Therefore, retaining focus on the campaign and raising capital must take priority.

A phrase we will use repeatedly throughout this campaign among the leadership is one that should be added, figuratively, to the Christ Episcopal Church and School mission statement. “...and will secure the funds to accomplish it.” This phrase underscores the critical nature of securing adequate funding to accomplish the vision of any organization. Without proper funding, a vision statement is simply words on a page.

*Academic excellence, respect and a passion to serve are the inspiration for our community. At Christ Episcopal School, every student and parent is a priority, and every interaction is rooted in our CES promise: to nurture students to become kind, confident, well-rounded individuals prepared to contribute to their community and thrive personally, spiritually and academically*  
**... and we will secure the funds to accomplish it.**

Since adequate funding is a prerequisite to fulfilling the vision of any organization, the proper time and energy must be committed to ensure a successful outcome.

### **# 2    Appealing Case?**

An appealing case is the most influential factor in any campaign. It is the case that will motivate a donor more than economics. A strong case with an average donor base can easily outperform a poor case with an affluent donor base.

When presented with the facts of the proposal for Christ Episcopal Church and School there was strong agreement that many, if not all of the elements in the plan were not only desired, but necessary. Although every individual will have suggestions and may feel more strongly about one aspect of the plan over another, there was little dissension over the core elements in the proposal.

Divesting from the Jefferson Building and reducing the debt load for the school were seen as necessary parts of the plan by a strong majority of responses. When asked to name the most important part of the plan, 64% of participants responded either with ‘*selling the Jefferson Building*’ or ‘*building a new building*’ or ‘*creating financial stability for the school.*’ Since these three answers represent different aspects of the same goal they can be grouped together. The remaining 36% cited other issues that were most important, but not all precluded the sale of the Jefferson Building as being critical. 8% cited issues with the site plan, 8% cited concerns with securing the capital funding, 4% cited the parking issue as being the most important to resolve, while 3% chose the church remodeling projects as most important and 2% cited accessibility. The remaining 6% included a number of suggestions grouped under ‘other’ (see actual responses in Appendix E under Question #1).

It is important to note that I was able to identify only 11 individuals who held the position that the Jefferson Building should not be sold. 7 I would categorize as ‘hard core.’ They saw the Jefferson building as crucial to the future of the school and it should not be sold for any reason. The remaining 4 I will categorize as ‘soft core’ since they expressed a less hardened position that was open to the reasons the sale was being suggested. Their

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

responses could best be described as *general unease with the concept of selling contiguous real estate*. Since this represents only about 5% of the sample size it would appear that there is a clear consensus over the core element of the plan – selling the Jefferson Building. Selling the building was also closely connected to the goal of both the church and the school having long-term financial stability.

Once that domino fell, the construction of a new building to replace the space currently occupied by the Jefferson Building became a natural consequence. Differences of opinion in the responses were not so much related to constructing new space as it was to where that new space should go and how it would affect the school, traffic flow, parking and other issues.

Responses to the Question and Answer segment are usually a good window into potential problems or concerns. I grouped these into 13 rather broad categories (Appendix E) so that participant's direct responses could be seen. "Parking" was almost always one of the first questions that was asked. Other concerns/questions that were prominent during Q and A included:

1. The market potential of the Jefferson Building
2. Other building options/locations
3. The prospects of a capital campaign or other financial questions
4. Programmatic or logistical questions about the project and operation of the school during the project
5. Timeline inquiries
6. General comments on the site plan
7. Enrollment concerns
8. Zoning or permit concerns
9. Other property purchase options
10. "Green" concerns
11. Contingency plans

It does not appear that any of these questions or concerns would be a 'deal breaker' for the project, other than the parking issue. The response was so strong regarding the loss of parking that it will definitely need to be a core piece of negotiating the sale of the Jefferson Building property. Many of the other questions have already been researched and can be answered as part of a communication effort directly following the filing of this report.

The final significant finding regarding the case statement is that participants did have some difficulty understanding the current financial situation of the school in relation to the proposed \$4.5 million proposal. In general, many had trouble grasping that the \$3.8 million in debt is a liability already incurred and that a significant dollar amount will be required just to complete deferred maintenance on the building (\$1.2 million). This total (\$5 million) would exceed the entire new proposal by over \$500,000 and still leave significant projects still to be completed. Comparing these two scenarios proved challenging and confusing for some.

It is clear that further communication will be necessary during the advance phase of the campaign in order to aid understanding. The personal visits that are part of the campaign strategy will be a perfect opportunity to tell that story.

Another key response is what participants see as 'unnecessary' (Question #2 in Appendix

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

E). The majority (54%) answered ‘nothing’ which would indicate a perception that this plan is neither bloated nor extravagant. The next closest response was that either all or one of the church related projects was ‘unnecessary’ but this amounted to only 20% of responses.

The last key finding for the case statement is in regard for Question #4 about what may have been forgotten or left out of the plan. Here again, parking scored highly, second only to an eclectic grouping of ‘other.’ The topic of a gymnasium was also brought up as was a concern for loss of green space.

Both of these concerns should be handled with sensitivity. The addition of a gymnasium was ruled out by the board since the best way to add a gym would be to retain the Jefferson Building and place a gym in the parking lot. Besides being a permit challenge this would be exactly opposite of the consensus that the building must be sold in order to regain financial stability. Those goals would ultimately work at cross purposes. Other options to add a gymnasium on existing CES or CEC property were explored but ultimately rejected due to their significant cost (about \$3 million added to any initial phase of the plan). Although the issue of a gym was mentioned as a piece that was “missing” from the plan in about 12% of responses, it was not a major concern and should not prove to be a significant obstacle for a capital campaign since its inclusion would result in a completely different plan that would work at cross purposes to the overwhelming consensus that the school needs to ‘right-size’ in order to achieve long-term financial stability. Ultimately, school leadership has determined that an indoor gymnasium is not a critical element to ensure enrollment stability. If this remains the case, then this issue simply needs to be communicated clearly.

“Green space” concerns will be addressed during the site planning for the new building since the city of Rockville will require it to be part of the site plan. It may also be helpful to communicate that the new building does not take up the entirety of Foley Park as it may appear on the drawings. The footprint of the building only utilizes about 25% of the entire space, leaving the remaining 75% for green space and children’s garden.

**In general, the case is sound.** There is consensus and agreement on the major pieces of the proposal.

However, we do have a few suggestions to improve the case. These items should be worked on during the Advance Phase of the campaign.

### **A. Define the parking situation as much as possible.**

Formulate a definite plan for what is or is not acceptable in negotiations for the building. Determine if the lot can be split and CES retain some of the property. Clearly state the target for how many parking spaces would be retained by the church and school. Work out a preliminary traffic flow plan that would illustrate how drop off and pickup may change. In short, determine as many detailed answers as possible in preparation for pledge visits. Donors will be asking and will need to feel confident in order to pledge at an inspirational level. The more specifics you can provide, the more successful you will be.



## **Readiness Assessment Final Report – Christ Episcopal School / Church**

### **# 3 Influential Leadership?**

Many people have already shown their leadership and willingness to help support a capital campaign. Indeed, very strong, capable and influential members at the school and churches are already engaged and are revealing a relatively confident spirit and commitment to the success of the capital campaign. 63 individuals were identified by questionnaire respondents as being potential leaders or supporters who should be enlisted for leadership roles. Those already engaged in leadership roles are obviously on that list. Most would likely participate in a specific role that met their individual preferences. In addition, a total of 65 individuals indicated through the questionnaire that they would be willing to volunteer for the campaign. It is evident from the feedback received from many of these individuals that there is an underlying assumption that the process will continue moving forward. The following quote received during one of the last focus group sessions was particularly poignant in this regard:

*I don't even know what to fill out on the rest of the questionnaire because, "this is a no brainer and we really have no other options moving forward - everything presented seems like the right thing to do"*

These results point to an adequate number of dedicated, committed members who are willing to give of their time, talents, resources, and influence. In addition, all of the school and church leadership staff have pledged their willingness to assist in whatever way necessary in order to make this campaign a success. In light of this, it can be assumed there will be a sufficient number of volunteers to begin and sustain the campaign recruitment process.

### **# 4 Adequate Resources?**

Whether or not Christ Episcopal Church and School has the ability to meet the funding of this project is a question facing all of us. Given our experience and the present demographics of Christ Episcopal Church members and CES parents as well as the apparent commitment demonstrated in the questionnaires, meeting the need will be very challenging, but possible. The resources are here. The case is sufficiently strong and agreeable. Experience with campaigns of similar demographics and size have proven successful at this level. There is sufficient capacity. What cannot be gaged at this time with any degree of accuracy is the willingness of individual donors at CES and CEC. A much clearer picture of willingness will become apparent during the Advance Phase portion of the campaign.

Success will require acts of significant and inspirational giving by supporters. Those families with above-average ability to give will be instrumental in setting the stage for reaching and perhaps surpassing any challenging campaign goal. The success of an appeal will require inspirational financial support from all members of the Christ Episcopal community including church members, current and former parents, alumni, the greater Episcopal community, and other interested parties.

Campaigns traditionally follow a formula that is skewed toward obtaining "lead" gifts from those most blessed with the ability to give. As our Lord clearly states: *From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked (Luke 12:48b)*. Christ Episcopal Church and School is not an exception to this pattern. It must be noted that this does not in the least detract from the shared importance of the vast majority who will provide less than "lead" gifts. The advantage of being able to test the goal during the early phase, or "Advance Gifts" Phase, of a campaign will help the leadership in evaluating what Ward, Dreshman and Reinhardt believes to be a realistic fund-raising goal. In other words, given the lack

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

of past performance, **the only way to test the donor capacity at Christ Episcopal is to begin asking for pledges during an extended quiet phase. A realistic goal can then be evaluated in light of the results of early solicitation.**

It is significant to note that with brief discussion of the estimated costs; **69 or 41%** indicated that this is a campaign they would support financially. There were **55** others, an additional **33%**, who needed more information before supporting financially. Additionally, **28** respondents, or **17%** did not respond to the question of financial support. Only **16, or 10%**, indicated they would not support the campaign financially. It has been our experience that “need more information” almost always results in a pledge once the donor receives and is satisfied with the information they’re looking for. Overall these numbers are strong and indicate a broad consensus of support among the Christ Episcopal community.

Ward, Dreshman and Reinhardt does not ask focus group participants during the Readiness Assessment to indicate an amount they are willing to give at this point in the process. It’s too early and would only serve to re-enforce an inexperienced notion of philanthropy that is inadequate to the task at hand. Rather, the “ask” will come during that donor’s personal visit and will be based on the scale of gifts and a review of donor capacity from the donor review process. Adhering to the plan of campaign will be vital to securing these results as will strong performance from the leadership. “As goes the leadership, so goes the campaign,” is a very accurate statement regarding any fundraising effort.

It will be absolutely critical for Christ Episcopal Church and School to set a high level of expectation for this campaign. **The single best way to set this high level of expectation is for leadership to demonstrate it tangibly through its own performance.** In this case, Leadership refers to the core base of support for the school and the church including staff, members of the vestry, school board and capital campaign committee as well as current parents who have previously demonstrated a commitment to your vision and goals. If this base can demonstrate a high level of commitment, others will follow. If, however, the bar is set low, the remainder of potential donors will do likewise. Leadership has the opportunity to set the tone for the entire campaign.

Leadership must also remain *locked in* on the campaign. Although it certainly isn’t the only priority of Christ Episcopal Church and School, it needs to be the #1 priority for the next 3-4 months. In addition, every effort must be made to communicate that the goal of Christ Episcopal Church and School is to fund this effort *in its entirety*. The goal is not to phase this project over many years or campaigns, but to ask for a significant commitment once, so that the entire project may proceed and maximum efficiency can be achieved without having to continually plan for future phases. There are few dynamics that cause donors to commit less than the knowledge that multiple campaigns are being planned in the future for multiple phases. When this is the case, donors will usually default to the lowest common denominator, or the least amount required knowing that they will probably be asked for another major gift soon. Therefore, it will be critical to emphasize sacrificial giving in the context of what will be required to fund the entire project through one, major campaign.

Results will be enhanced and encouraged through the personal visitation model that this campaign will use.

We recommend soliciting pledges that would be made payable over a three-year period.

Following is a Scale of Gifts for Christ Episcopal Church and School based on a total of \$4.5 million. It represents the actual performance of previous campaigns that were successful at raising this approximate amount. The closer that CES and CEC can stay to this ‘model’ the more likely it will be to reach the goal.



## **Readiness Assessment Final Report – Christ Episcopal School / Church**

**Finally, in the words of respondents when asked about the greatest benefits of this project:**

- *The Jefferson building isn't financially sustainable, therefore it has to be sold. The most important issue is that the church/school will be able to continue*
- *Improve financial footing of the church for long term. Jefferson is a big liability*
- *1. Reduce real estate costs. 2. Provide pleasant space for school to continue to attract students*
- *Having appropriate school space. Teachers are having to deal with rooms that are not ideal. This is often discouraging or limits instruction*
- *Strategically, the most important thing is to get rid of the Jefferson bldg.. But most exciting, personally, are the improvements for the church*
- *Selling the Jefferson building is critical. You're definitely on the right track with this*
- *School would be updated for the future and the church would be updated*
- *Having a more welcoming place in the church. An elevator is a necessity*
- *Makes the school more updated/inviting*
- *The physical aspect of the school doesn't match its greatness and I think it would help impress people and maybe bring more enrollment*
- *A lovely new building will better reflect our strong, excellent program than the decrepit Jefferson bldg.. The new school building will better support our sense of close community than a building shared with tenants. All buildings facing Washington St better unites our campus*
- *Classroom space and physical updates are desperately needed to provide a true 21<sup>st</sup> century education*
- *By relieving the financial pressure on school and church and allowing us to focus on educational goals*
- *We would not have to worry about the deferred maintenance on an aging building and would 'trade up' for newer facilities that would be attractive for both school and church*
- *Better aligns assets to core mission of school. School is not in the real estate business*
- *The new building and renovated classrooms will reflect the excellent academics and environment that has always been CES*
- *To untangle us from this huge debt and then look and plan for the future of CEC/CES and to be wise stewards*
- *That a new space would make the school more attractive to new families, help to retain students, and help faculty/families be proud of our school*

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- *That we can establish a new sustainable baseline of operations so we can focus on ministry and education instead of finance*
- *My hope is that the spiritual, intellectual and social foundation which so serves all people may continue to be provided to future graduates through CES*
- *Go for it! It does not appear to me to be a bridge too far at all!*

### **Summary of Respondents Perceived Benefits**

- The proposal represents a strategic, well researched effort to coordinate the financial and capital needs of Christ Episcopal Church and School for the foreseeable future.
- Selling the Jefferson Buildings removes a significant financial liability that hinders the ability of both church and school to carry out their shared mission and vision
- The new classroom building will provide a much more appropriate, larger, and modern space for education. It will provide the proper amount of square footage, be completely handicap accessible, and provide better security.
- Remodeled classrooms and bathrooms in the existing church building will provide more appropriate, larger, and modern spaces for education. Classrooms will provide the appropriate square footage for desired class sizes and be handicap accessible.
- Remodeled spaces in the church building provide needed upgrades for the worship space as well as overdue handicap accessibility through the addition of an elevator.
- Because the proposal spends significantly less dollars over time than retaining the status quo, the school will be able to rebuild a reserve fund, provide appropriate educational upgrades on a timely basis, and provide greater opportunities for financial aid.
- A financially stable church and school will allow both entities to concentrate on their mission and vision without constant financial strain and the distraction of being leasing agents and parking lot managers.

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**Summary of Study Statistical Data**

<b>Focus Group Meetings</b>		
<b>Measurement</b>	<b>Qty</b>	<b>Ratio</b>
Quantity of families listed in the School database	1900	
Quantity of families listed in the Church database	348	
Total quantity of unique attendees (% = 226/2248)	226	10%
Total families represented in total attendance	173	
Total families with children at Christ Episcopal School (2016-2017 school year)	121	
Total quantity of family attendance with Christ Episcopal School affiliation (%= 57/121)	55	47%
Total quantity of family attendance with Christ Episcopal Church affiliation (% = 105/348)	73	30%
Total quantity of families with affiliation in BOTH CES and CEC	10	
Quantity of public focus group meetings offered	20	
Quantity of individual meetings	8	
Quantity of questionnaires returned (%=168 divided by 226)	168	74%
Quantity of persons Identified as potential campaign leaders	63	

<b>Persons Willing to Volunteer Time</b>		
<b>Measurement (of the 168 responses)</b>	<b>Qty</b>	<b>Ratio</b>
• Yes	65	39%
• No	21	13%
• Need More Information	58	35%
• No Answer	24	14%
Totals	168	100%

<b>Persons Willing to Support a Campaign Financially</b>		
<b>Measurement (of the 168 responses)</b>	<b>Qty</b>	<b>Ratio</b>
• Yes	69	41%
• No	16	10%
• Need More Information	55	33%
• No Answer	28	17%
Totals	168	100%

## **Professional Recommendations for Christ Episcopal Church and School**

Ward, Dreshman and Reinhardt, Inc. respectfully makes the following recommendations to the Leadership of Christ Episcopal Church and School:

1. Prayerfully review the Questionnaire Responses and the Questions & Comments findings included in this report;
2. Evaluate all of the input regarding the proposed building plan paying particular attention to the suggestions made regarding potential changes to the plan that could be incorporated. Pay particular attention to the concerns regarding parking and traffic flow.
3. Immediately begin a capital fundraising campaign to benefit from the momentum, enthusiasm, and communication efforts of the Readiness Assessment;
4. Communicate a pledge period of up to three years. While receipt of pledge funds as soon as possible will be the most economical, it is simply not reasonable to expect all donors to fulfill their pledge upfront. Since this is a very large need it will be important to give donors every opportunity to reach that goal. The option of pledging over three years will allow larger commitments to be made.
5. Evaluate the proposal again after the Advance Phase to determine the likelihood of raising the entire \$4.5 million. If funding falls short in the Advance Phase re-evaluate the proposal to reflect a realistic fundraising total before making a public kickoff.
6. Pray – every day! Ask that God’s will for Christ Episcopal Church and School be served through the efforts of the various volunteers and volunteer teams. Encourage one another to be receptive to the ideas and suggestions forming your capital campaign. Give thanks for those who in the past have planned and sacrificed for Christ Episcopal Church and School. Pray for those who are to come and share in the results of this plan.

## **Plan of Campaign**

### **Phase I Advance Gifts Phase (Quiet Phase)**

- ❖ Enlist Campaign Steering Committee & Hold weekly meetings (A small group of outstanding leaders)
- ❖ Prepare campaign materials (View Book, Pledge Cards, Brochure, etc.)
- ❖ Seek above-average gifts on a limited, highly selective basis
- ❖ Plan a Campaign Kick-off event
- ❖ Plan events for the Pattern Gifts Phase that promote the campaign among all supporters
- ❖ Enlist and train Chairpersons and team members for Pattern Gifts Phase of the campaign

### **Phase II Pattern Gifts Phase (Public Phase)**

- ❖ Conduct Training and Card Selection Session(s)
- ❖ Hold Campaign Kick-off Event
- ❖ Begin Pattern Gifts visits immediately after the Kick-off event
- ❖ Hold Pattern Gifts Report meetings
- ❖ Produce and disseminate inspirational campaign stories via video, internet, social media, newsletters, special mailings, etc.
- ❖ Prepare and send a solicitation mailing to alumni who live out of the area
- ❖ Plan and conduct a “Celebration” event for the end of the campaign

### **Calendar**

- ❖ Recommended campaign is 16+ weeks: May 7 through August 27 or until complete
- ❖ The Advance or “Quiet” phase is May 7 through June 30 (+ or -)
- ❖ Kickoff on or about July 9
- ❖ Pattern Gifts Phase – July 9 through August 27 or until complete
- ❖ Celebration event in early September to coincide with the start of the school year

## **Campaign Organization**

### ***Head of School***

The role of these important leaders is one of initiation, inspiration and support of the capital campaign and the campaign steering committee.

#### **Responsibilities:**

1. Attend campaign steering committee meetings as able
2. Make his/her pledge first
3. Assist in recruiting campaign leadership
4. Stimulate the parents, students and alumni through announcements, letters, stories, etc.... to understand and support the campaign
5. Participate in solicitation visits, especially in the Advance Gifts Phase
6. Provide guidance to the Spiritual Emphasis Team

### ***Campaign Chair(s)***

The **Campaign Chair/Co-Chairs** will lead Christ Episcopal Church and School in a successful capital campaign.

#### **Responsibilities:**

1. Preside at campaign steering committee meetings
2. Assist in solicitation in all Phases of the Campaign (Completing visits)
3. Help identify, enlist and stimulate other outstanding leaders to serve this cause
4. Keep in constant touch with campaign leaders. Be confident that they are fulfilling their accepted responsibilities
5. Be in regular contact with the campaign office, devoting time and effort as needed to conclude the campaign successfully and on schedule
6. Attend campaign meetings as outlined in the “Calendar of Events”

### ***Campaign steering committee***

The **campaign steering committee** is the KEY to a successful campaign.

Its members are persons of influence whose involvement in the campaign inspires confidence that the effort will succeed. The Team **sets policy and guides** the course of the campaign. It consists of approximately 12 members, including Campaign Chair(s).

#### **Responsibilities:**

1. Work closely with the Campaign Chair(s) and the Campaign Consultant in developing and implementing the basic steps in the “**Plan of Campaign**”

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

2. Help identify and recruit key leaders to serve in leadership positions as needed
3. Establish a pattern of prompt, thoughtful and inspirational giving, thus encouraging others to do likewise
4. Be willing and able to make visits to other potential donors to solicit pledges
5. Determine to give the campaign high priority and perform duties with diligence and enthusiasm. Attendance at all meetings demonstrates hearty backing and support and provides the action necessary for success
6. Assist in planning the capital campaign kick-off event
7. Assure that everyone is kept informed of the campaign progress
8. Help identify and recruit those members who will **visit other donors** to participate financially in the campaign

### ***Donor Review***

**Donor Review** should be accomplished by 10 to 12 individuals (or as many as necessary) who know the school family well. The task is extremely important and will set the stage for the entire campaign. The campaign consultant will meet with the members of the team individually throughout the campaign. Members will remain anonymous.

### ***Spiritual Emphasis Team***

The **Spiritual Emphasis Team** will assist in developing a **spiritual base** for all campaign activities. This may be done by means of announcements, reports in the newsletter, support at various meetings, and development of a campaign prayer and the selection of a scriptural reference. The **Spiritual Emphasis Chair** will select a small number of members to assist in this important part of stewardship emphasis. The **Campaign Prayer** can be used in campaign meetings, worship and chapel services, campaign brochures, and the campaign kick-off event.

The **Spiritual Emphasis Team** also has the task of identifying and recruiting donors for brief personal statements or testimonials on the value that Christ Episcopal Church and School has had in their lives, or on their vision of Christ Episcopal Church and School and how they see the fulfillment of the identified needs enabling that vision.

#### **Responsibilities:**

1. Prepare a special Campaign Prayer that can be used throughout the campaign, during worship and chapel services, when groups meet during the week and as a part of each family's devotions, etc....
2. Secure approximately twenty (20) written testimonials or personal statements from various members, endorsing the project; statements about their personal stewardship decision and about the importance of Christ Episcopal Church and School in their lives
3. Work with campaign leadership to secure individuals who will be willing to share their story of commitment to Christ Episcopal publicly either through speaking at a school event or on video.

## ***Publicity Team***

The **Publicity Chair** will need to involve a number of persons with him or her in carrying out the duties of this team. Team members will work with the existing communications team of Christ Episcopal Church and School as well as the Campaign Chair and Campaign Consultant in **preparing articles** for the school newsletter, church and/or denominational bulletin inserts, social media, and other promotional and recognition materials. The Chair and/or other members will work closely with the Campaign Consultant in **developing an attractive brochure** to be given to potential donors. They will also be responsible for **preparing a progress display** to keep supporters informed and up-to-date on campaign progress. They will also be involved with the **Kick-off Event Team** and campaign steering committee in preparing materials for the event.

### **Responsibilities:**

1. Work with the Campaign Chair and Campaign Consultant in the preparation of:
  - a. View Books
  - b. Brochures
  - c. News and other promotional materials/releases
2. Produce and keep current a campaign progress display
3. Serve as a clearing house for all public announcements as to plans and progress reports concerning the campaign
4. Prepare news releases as needed
5. Visit all of the school internal organizations to communicate the aims, purposes, and goals of the campaign

## ***Business Manager***

### **Responsibilities and Guidelines:**

The **School Business Manager** will develop policies and procedures to handle all pledges and payments received, deposit receipts, and payment of campaign expenses when they are due. **All pledge cards must be signed.** The arithmetic related to the payments and pledge schedule is to be correct and audited. The Business Manager will provide accurate reports of all pledges, payments and expenses during the campaign and at the conclusion of the campaign. He or she will be responsible for tracking pledge payments and providing statements.

### ***Fiscal Integrity and Comprehensiveness***

1. Reconcile the Campaign Consultant's Pledge Report, deposit money as it is received and keep an accurate record of the total received and disbursed
2. Audit records and pledge cards at the end of the campaign and prepare a proper summary as defined by the Campaign Consultant and the campaign steering committee

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

3. Provide guidance and assistance with respect to all financial transactions in all phases of the campaign so that it may be concluded successfully and on schedule
4. Keep all campaign data, collection procedures, and accounts completely separate from other expense and income records
5. **Treat all gifts, payments, and records confidentially**
6. **Use campaign funds only for the purposes identified** and in the priority order established by the leadership of the school. There can be no exception regardless of the need or circumstance.
7. Even the slightest deviation from the understood use of funds can cause irreparable damage and may lead to significant payments shortfall. Innocence in the deviation may not be a basis for regaining trust. Perception of intended deception, whether true or not, is considered and will be treated as truth.
8. Make frequent positive announcements in church and school publications and in Sunday services to keep members and friends of the school informed and encouraged
9. With the help of the campaign consultant, write positive, upbeat **thank you letters to all donors immediately upon notification of the pledge** and on an annual basis. Make members feel good about their participation. Avoid any negative or pressure type letters.
10. Establish a process for the timely production and distribution of statements and follow up letters

### ***Advance Gifts***

Advance Gifts are those gifts to the campaign received during the “quiet” phase of the campaign before it is launched publicly. The **Advance Gifts Chair** (as needed), along with several **selected members**, plus **members of the campaign steering committee**, will be responsible for securing **major gifts** that will represent forty to sixty percent (40% to 60%) of the campaign goal. This team will visit about 10% of the active donor database. Team members should be persons of **influence** and **affluence** who will feel comfortable asking others of influence and affluence to make those **leading gifts** that will assure the success of the campaign.

#### **Responsibilities:**

1. Make personal generous pledges to the campaign goal
2. Personally call on those assigned regarding participation in the campaign
3. Secure these pledges early (by the campaign kick-off event) in order to set a high pattern of giving and assure the success of the campaign
4. Move forth with enthusiasm and with the knowledge that the success of the campaign is in its hands

#### **Leadership Solicitation:**

**All members of the campaign steering committee are to be personally visited by a fellow member** and asked to make their pledges to the campaign. These gifts will be added to the Advance Gifts.

### ***Kick-off Event Team***

The **Kick-off Event Team** typically consists of three or four individuals and will typically be augmented with many others to assist with arrangements. Specific responsibilities include:

1. Enlist a small team to prepare and mail kick-off invitations
2. Form a telephone committee to encourage attendance
3. Secure members of the campaign steering committee and other leaders of the school to serve as hosts and hostesses
4. Arrange for flowers and/or other decorations
5. Make special transportation arrangements for the elderly or others as needed
6. Secure an inspirational speaker and/or entertainment for the event

This team will work closely with the Campaign Chair and the Campaign Consultant, helping to coordinate the Campaign Kickoff.

### ***Pattern Gifts Team***

Pattern Gifts are those which immediately follow the kickoff and are in the “pattern” of those received during the advance phase. The **Pattern Gifts Chair** will enlist other top leaders capable of soliciting gifts from prospects during the public phase of the campaign. **The Pattern Gifts Chair attends the weekly Campaign steering committee meetings.**

#### **Responsibilities:**

1. As in the Advance Gifts phase, quality giving must be emphasized
2. A Pattern Gifts Team Chair will be chosen during the advance phase. His/her primary responsibility is to work with the campaign steering committee and the campaign consultant to recruit sufficient volunteers to serve as visitors. Sufficient team members will be identified so that all Pattern Gifts visits can be conducted, requiring an average of ten (10) visits per Visitor
3. Training volunteers in the “right way” to solicit is a key part of this phase
4. Help secure volunteers who can prepare a mailing to alumni who reside out of the area
5. Help secure volunteers who can follow up this mailing with a telephone solicitation
6. Complete solicitation quickly and effectively allowing for a successful Victory celebration

## **Implementation**

This **Plan of Campaign** is a proven method of achieving the greatest campaign potential. The Plan will work. It depends; however, upon our **working the Plan conscientiously and devotedly**.

1. The **Campaign Schedule** must be closely followed. Any delays tend to get amplified throughout the remainder of the schedule. Campaign leaders must make the campaign a matter of **top priority**.
2. The **ability to attend** planning, orientation, prospect selection, and other scheduled meetings is a **prerequisite** for those to be enlisted as leaders and visitors. In recognition of the value of the volunteers' time, all meetings will begin and end promptly as scheduled. **Maximum attendance** of Campaign steering committee Members at all committee meetings helps set the pace, build enthusiasm and ensure the successful conduct and timely conclusion of the campaign.
3. All visits will be on a **personal visit basis**, usually in the prospects home (excepting those who do not live locally). Contacts by mail, telephone or by chance meeting neither produce the desired result nor dignify the campaign in the desired manner. **Personal visitation** has been a proven method for achieving objectives for at least 2,000 years. **Whenever possible, team up with another person to add credence to the importance of the visit.**
4. The **pledge card system** prevents duplicate visits and assures that each prospect is assigned to a visitor. The campaign office will prepare one card for each family (pledging unit). In each and every phase of visitation, prospects' **cards are to be selected, not assigned**. This leads to more cordial and productive calling. Leaders and Visitors will **not** select his or her own pledge cards.
5. All prospects will be asked to "**consider**" an asking amount which has been determined from the Donor Review process in relation to the total needs of the school. In this way prospects can see where they fit in to the overall picture to help the school reach its goal. Only by presenting individuals with a specific level of gift to "**consider**" will we realize "**stretch giving**" and gifts of a truly **sacrificial nature**.
6. Pledges payable over a **three-year period** are encouraged.

The Christ Episcopal Church and School capital campaign will enable the school to take another step into the history of a wonderful school which began many years ago. This step has now become the responsibility, and the opportunity, of the current membership under the guidance of the capital campaign steering committee.

The School Board has selected Ward, Dreshman and Reinhardt to provide consulting services for the capital campaign. The Ward, Dreshman and Reinhardt Directors have served churches and schools as consultants to capital campaigns for many years. The Plan of Campaign will serve as a blueprint for Christ Episcopal Church and School. The Plan focuses on presenting the **vision of the school and the building plan** and providing the guidance and opportunity for those families to participate in this historic moment. Members can provide greater financial support when they have more time to pay a financial commitment; therefore, an emphasis will be placed on personal commitments payable over a three to five-year period rather than a one-time contribution. Needless to say, the earlier the donation can be given the better it is for the school. Donors, who have the ability to donate their entire pledge now, should be encouraged to do so. However, this should not be encouraged to the detriment of a larger pledge that can be given over a period of years.

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

We urge your thoughtful study of the Plan of Campaign. Following the plan carefully and faithfully throughout the campaign is as important to the success of that campaign as following the requisites of a blueprint is to a builder. Both are based on practical experience and are of proven value.

Your resident campaign consultant is Steve Siegel. Please feel free to call him at any time. He will be available for counsel and guidance at any time during the campaign. Moreover, he will be as engaged in the campaign and as committed to its success as the campaign leaders and other participants. His role will be to:

- Provide experienced day-to-day guidance for your school's volunteer leaders and other participants
- Assist you in planning and implementing educational and information-sharing activities
- Provide training and information materials for the campaign leaders, other participants and other members of the team
- Serve as the "encouraging voice" to see that the Plan of Campaign is followed
- Provide for the establishment and maintenance of the detailed records that are a part of the campaign and those that will be necessary for control and audit during the payment period

### ***Recruiting Visitors***

#### **Sequence of events:**

- The **Campaign Chair** participates in a coaching (training) meeting
- The Campaign Chair recruits other **Chairs** to lead the public phase of the campaign
- All visitors will attend a visitor orientation session conducted by the campaign consultant prior to making visits. This will provide the visitor with the appropriate tools, knowledge, and confidence to conduct a productive campaign visit. Visitors will have the opportunity to select the families that they wish to visit. To the extent possible, those selections will be honored
- The Campaign Chair monitors the Visitors' progress and leads by example in setting appointments, securing pledges and by attending weekly reporting meetings. **Visitors should feel welcome to attend the reporting meetings**

#### **Recruitment Points:**

- Visitation period spans the period of the campaign phase
- Visitors are asked to pick 10 prospects each from the list provided. These visits will be made during the period of the campaign phase
- Visits are to be in person and preferably at the prospect's home. The visits can take place elsewhere at a convenient location and time, such as over a cup of coffee, at lunch, or in the Visitor's own home
- Reporting meetings will be conducted weekly. **It is extremely important that the Visitors attend these meetings** whether they have pledges to turn in or not. Report meetings are

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

brief, usually 60 minutes or less. They are; however, vital to the success of the campaign. They keep the visits “on the front burner” and are the key source of the campaign status. They also provide clues regarding any additional training that may be needed. Well-attended reporting meetings demonstrate a **commitment to the campaign** and help to build teamwork among the Visitors

- Visitors can continue to receive updates and support from the campaign leaders and their fellow Visitors

## Readiness Assessment Final Report – Christ Episcopal School / Church

### Victory can be won by....

Insuring maximum attendance at the Campaign Kick-Off Celebration

Strict adherence to the time schedule

Advance visits with leaders, other influential supporters, and those donors who have more resources and are capable of larger gifts

A well-organized, informed and enthusiastic group of Visitors

Personal visits with every potential donor

Regular report meetings attended by each Visitor

The recognition that capital needs are different from annual giving to a church/school or periodic gifts to charity and require a sacrificial and inspirational effort on the part of each potential donor

### Victory can be lost by....

Indifference

Procrastination

The use of letters, telephone calls or chance meetings rather than the planned and scheduled personal visits

Thinking that “our school’s circumstances are different” as a basis for circumventing proven campaign methods

A failure to see the value of the campaign, a failure to become aligned with the vision, or a tendency toward disinterestedness

A failure to develop a belief in the ultimate achievability of the objectives

**2 Corinthians 9: 6-15--** <sup>6</sup>The point is this: the one who sows sparingly will also reap sparingly, and the one who sows bountifully will also reap bountifully. <sup>7</sup> Each of you must give as you have made up your mind, not reluctantly or under compulsion, for God loves a cheerful giver. <sup>8</sup> And God is able to provide you with every blessing in abundance, so that by always having enough of everything, you may share abundantly in every good work. <sup>9</sup> As it is written, “He scatters abroad, he gives to the poor; his righteousness endures forever.” <sup>10</sup> He who supplies seed to the sower and bread for food will supply and multiply your seed for sowing and increase the harvest of your righteousness. <sup>11</sup> You will be enriched in every way for your great generosity, which will produce thanksgiving to God through us; <sup>12</sup> for the rendering of this ministry not only supplies the needs of the saints but also overflows with many thanksgivings to God. <sup>13</sup> Through the testing of this ministry you glorify God by your obedience to the confession of the gospel of Trinity and by the generosity of your sharing with them and with all others, <sup>14</sup> while they long for you and pray for you because of the surpassing grace of God that he has given you. <sup>15</sup> Thanks be to God for His indescribable gift.

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**Public Focus Group Presenter Schedule (Appendix A)**

<b>Focus Groups Master Schedule - Christ Episcopal School / Church - Rockville, MD</b>					
<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Presenter</b>	<b>Location</b>	<b>Attendance</b>
Sunday	26-Mar	10:15 AM	Christie Carrico	Parish House	6
Sunday	26-Mar	12:30 PM	Christie Carrico	Parish House	15
Thursday	30-Mar	7:30 PM	Christie Carrico	Murdock Room	3
Sunday	2-Apr	10:15 AM	Christie Carrico	Parish House	12
Sunday	2-Apr	12:30 PM	Christie Carrico	Parish House	8
Tuesday	4-Apr	8:00 AM	Caroline Chapin	Murdock Room	2
Tuesday	4-Apr	3:30 PM	Caroline Chapin	Science Room /Faculty mtg	23
Tuesday	4-Apr	6:30 PM	Caroline Chapin	Murdock Room	3
Thursday	6-Apr	8:00 AM	Caroline Chapin	Murdock Room	3
Thursday	6-Apr	7:30 PM	Christie Carrico	Parish House	6
Sunday	9-Apr	10:15 AM	Christie Carrico	Murdock Room	23
Sunday	9-Apr	12:30 PM	Christie Carrico	Parish House	1
Tuesday	11-Apr	8:00 AM	Caroline Chapin	Murdock Room	4
Tuesday	18-Apr	8:00 AM	Caroline Chapin	Murdock Room	11
Tuesday	18-Apr	6:30 PM	Caroline Chapin	Murdock Room	9
Wednesday	19-Apr	5:30 PM	Caroline Chapin	Preschool Bldg	10
Tuesday	25-Apr	8:00 AM	caroline Chapin	Murdock Room	13
Tuesday	25-Apr	Noon	Caroline Chapin	Murdock Room	7

**Readiness Assessment Final Report – Christ Episcopal School / Church**

Tuesday	25-Apr	6:30 PM	Caroline Chapin	Murdock Room	15
Sunday	30-Apr	10:30 AM	Christie Carrico	Sanctuary (Annual meeting)	44
Individual appmts					8

**Totals                    226**

**Focus Group Meeting Questionnaire (Appendix B)**

1. In your opinion, what is the **single most important part** of this plan?

---

---

---

2. Are there any parts of this plan that you consider to be unnecessary?

---

---

---

3. How would this plan help fulfill our mission?

---

---

---

4. Have we forgotten anything? What would you add to the proposed plans?

---

---

---

**Please turn over to complete the other side**

**Readiness Assessment Final Report – Christ Episcopal School / Church**

5. A capital campaign requires many volunteers with varying responsibilities for its successful completion. Would you consider supporting a capital campaign:

Financially?      \_\_\_\_\_ YES \_\_\_\_\_ NO \_\_\_\_\_ Need more information

Volunteer Time?      \_\_\_\_\_ YES \_\_\_\_\_ NO \_\_\_\_\_ Need more information

6. Who would you suggest for volunteer leadership roles to ensure the success of a capital campaign? (Please provide names of individuals)

_____	_____	_____
_____	_____	_____
_____	_____	_____

7. My hope for Christ Episcopal School and Church is:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

8. Please write down any additional comments regarding this proposal.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Name: \_\_\_\_\_

Date of Session \_\_\_\_\_

(Individual responses will be kept confidential.)

**THANK YOU!**

## **Responses to Questionnaire (Appendix E)**

### **1. In your opinion, what is the single most important part of this plan?**

- 3/26
- Get us out of debt with CES and the Jefferson building
  - Getting rid of the Jefferson building
  - New School building
  - Lack of a site plan that improves environmental function of the site. Need to renovate parking to reduce runoff
  - Discharging the Jefferson building debt
  - The Jefferson building isn't financially sustainable; therefore, it has to be sold. The most important issue is that the church/school will be able to continue
  - Eliminating the cost burden of the Jefferson building
  - Sell the Jefferson building (#1) and find space for CES (#2)
  - Sell the Jefferson building
  - Getting rid of the Jefferson building
  - Removing debt
  - I believe that the most important part is to sell the Jefferson building
  - Distinguish between necessary facility and 'nice to have' facility
  - We must avoid being overly optimistic about the funds we can raise through a capital campaign that is jointly supported by parents who are already paying tuition and dealing with higher health costs and parishioners who did not fully support what was required for the church's operating budget
  - Relieving the church and school of the enormous potential burden of the Jefferson building
  - Become debt free
  - Improvement of worship space and school space are equal in importance
  - Adequate pledges
- 3/30
- Good ideas
  - Keeping school and church on sound footing for the future
  - Improve financial footing of the church for long term. Jefferson is a big liability
- 4/2
- Getting rid of the Jefferson Building
  - Improvements to the church
  - Seems like you are building a Cadillac school. I would look at more models
  - That the church comes out in a better financial position
  - Environmental impact (sitting of a new building), using existing space to extent possible (within the church and preschool). Also energy efficiency, healthy materials for renovation
  - 1. Reduce real estate costs. 2. Provide pleasant space for school to continue to attract students
  - Cost and raising the funds. I don't know the optics for fundraising, but this is a huge undertaking and it could be hard to meet goals

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

4/4

- Disposal of Jefferson building and breaking even or better (as in +\$2mm)
- 1. Accessibility (elevator). 2. Reducing debt on the Jefferson building
- Ensuring the long-term stability of both the church and the school
- To reduce expenses related to the Jefferson bldg.
- 1. Need to ensure the long term financial viability of school (and therefore, the church). Also 2. Building 'new and improved' spaces for school and church
- The new building and potential for growth and outreach to the community
- Raising the capital funding, since the church budget was not met for this year
- Put Jefferson bldg. on market soon. I am impressed with the plans
- Creating more functional space and making the school more appealing from the outside
- Having enough space to teach and move around. To be able to store teacher supplies and have sinks in the classrooms
- Renovated/new classroom space to better support CES curriculum
- Reality of selling 22 W Jefferson
- The room for growth potential/costs that this plan will essentially save us long term
- Lowering the annual cost of building space
- What happens to the parking lot
- Reducing the school's financial burden. A close 2<sup>nd</sup> is: Construction of facilities that will enable marketing efforts
- The transition between selling Jefferson bldg. and moving into the new building
- When and how long construction and renovations will be. Construction noise and traffic will affect instruction. If renovations do not meet deadlines teachers lose time to plan/prep
- Improved facilities especially roomy classrooms designed to support instruction (includes lighting that eliminates glare on white boards from any seat; wired for technology; storage (!) [teachers have materials]. Meeting space for faculty, adult bathrooms near classrooms, well designed workrooms
- The cost
- Updating the school makes it more marketable and competitive in the school market
- New improved and more functional space
- Making the look of the school welcoming. Parents want a nice building and classrooms for the price they're paying
- Creating the new building to best fit with the needs of the school, meaning deciding which classes and offices will go into it and structuring it in the most effective way
- A more efficient use of space
- The harmonization of times at which the buildings are erected and the sale of the Jefferson bldg.
- Bigger middle school classrooms
- That the parents, students, and teachers remain positive that this is a step forward in making the school and church the best it can possibly be
- Nicer facilities to help the first impression of new families
- Having appropriate school space. Teachers are having to deal with rooms that are not ideal. This is often discouraging or limits our instruction

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- To secure the future of the school and its continued influence in the community and educational environment
- Parking, especially during school time
- 4/6 • Dollars
- Where students will go during the different phases of the project so they continue to have quality class space and outdoor play space
- The school needs to reduce their debt and obligations to the Jefferson bldg. so selling that is most important
- Eliminating debt
- Reducing the liability for the Jefferson bldg.
- Providing for the continued uninterrupted use of the property by church and school so as not to lose congregants or students in the process
- To sell the Jefferson bldg.
- Becoming financially sound
- Renovations of church
- Long-term financial stability of church and school
- 4/9 • The new building
- Reducing debt
- Identify priorities for both church and school (especially the children) for long term access (not just \$)
- I need to know your capital. How much do you have saved for your project? Are you going to borrow money?
- Sale of the Jefferson bldg.
- Lack of clarity over Jefferson bldg. finances
- Cast a future
- Putting the church and school on good financial footing
- Cost. It would be very helpful to see costs with sale of Jefferson included
- Updating the space
- Strategically, most important thing is to get rid of the Jefferson bldg.. But most exciting, personally, are the improvements for the church
- Long-term viability of the school
- Elevator
- Sell Jefferson bldg.
- 4/11 • Financing and disruption
- Best usage of new space. Parking rights and retainage. Divesting the Jefferson bldg.
- Timing and dependencies- meaning we have to find a buyer who will agree to our key terms of leaseback of space and parking lot
- Sale of the Jefferson bldg. and reducing overhead
- Sizing it to the appropriate size enrollment. Size the building to the school enrollment
- The key is parking, believe it or not. You have to figure that out. The 2<sup>nd</sup> driver is what the needs are for the middle school
- 4/18 • Keeping access to the parking lot. Ideally, I'd love to do all this AND keep the Jefferson building. Church should keep the building and rent it out

## Readiness Assessment Final Report – Christ Episcopal School / Church

- Making sure the church is as committed to this plan as the families that make up this school
- School and church will be financially healthy which drives most of the purpose and vision of both
- Reducing debt
- The plan to put in an elevator
- Safety of the kids, minimum disruption while securing long term success of the school
- Financial sustainability
- Getting rid of the school debt, which would affect church resources
- Elimination of debt
- Reduce long term cost of Jefferson bldg. and school
- The financial impact – critical to the viability of the school/church
- Freeing the church and school from the debt and upkeep of the Jefferson bldg.
- Parking
- Debt reduction/elimination and being response to current and trending data
- Ensuring sustainability of both the church and the school
- Selling the Jefferson bldg. It's an albatross. As soon as the enrollment started to dip it became a liability
- 4/19 • Financial conservative, risk of not being able to sell the Jefferson bldg.
- Making better classrooms for kids
- The upgrades to the school. I think the classrooms need to be upgraded and revitalized and this is the most important part
- Strengthen school identity. Sustainable enrollment pipeline
- New 'face' for school
- Being able to get enough financing and able to sell the Jefferson bldg.
- Financially affordable and realistic plans/timeline
- Sale of Jefferson bldg. and raising the capital
- New learning space for all students K-8
- Cost. Is there really a need for this much hassle?
- 4/25 • I like the new plan. It looks good. It puts it in a better financial position. We're behind the school no matter how it works out
- Relinquishing the financial burden of the Jefferson bldg.
- Recognition of the current financial and physical problems
- Financial difficulty. How many years does it take to pay off? Does it affect current tuition? Can CES serve the money worth service to families who trust on ??
- Selling the Jefferson bldg. and new parking permits
- Future planning/strategy for currently owned real estate and parking
- To make the church/school financially stronger for the long term
- Finding a way to mitigate the large debt load of the Jefferson bldg.
- Risk. Dependent upon environment
- The renovations for the new school and the exciting new school environment for the children

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- Getting rid of the burden of the Jefferson bldg. (maintenance, rentals, financial)
- The fact that this is a JOINT church and school proposed capital campaign
- The renovation/upgrade of existing church space
- To make fiscally responsible decisions based on realistic assessments of enrollment and facilities (current and planned)
- Bringing the cost of running the school down. Love the idea of a new building
- Maintaining the Jefferson bldg. over time does not seem to be cost effective for CES or the church. Alleviate this burden
- More financial stability
- Amelioration of debt based upon unrealized projection will eliminate that burden for current and future students
- Modernizing classrooms
- Getting the most from the sale of the Jefferson building to pay off the current mortgage, not just selling it to get rid of it
- The sale of Jefferson
- Updating the facility. Replenishing cash reserves
- Having a school that reflects the values of CES and offering our students an environment that provides them spaces that enhance their education and that they feel excited to be in
- Cost and parking
- The cost is very unrealistic
- Financial outcome to be in the plus side instead of financial burden of renovation of Jefferson bldg.
- Financial viability for the school and church
- Growing the school is most important in order to grow the church. How are these two groups involved? Should there be more commitment from church families to join into the church
- Cost
- Selling the Jefferson building at a realistic price
- Elevator
- The cost, \$4.5 million
- Elevator! Improvements to the Murdock room
- It is going to be challenging to raise money while also reducing our outreach. People are more motivated to give for growth and services as opposed to a new floor in the church
- Elevator (personal perspective only)
- To keep the school!!! Provides dollars for the church
- Whether the green space is actually enough square footage to build a 3-story building. Adequate parking for staff and student activities is also important
- Elimination of Jefferson building debt burden and continuation of school's mission and Church outreach
- Getting rid of the Jefferson building
- Elevator

4/29

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**Grouping of Responses for Question #1**

	<b>Question #1 In your opinion, what is the single most important part of this plan?</b> 1. Selling the JB; 2. A new school building; 3. Site plan shortcomings; 4. Church remodeling; 5. Securing funding; 6. Financial stability; 7. Accessibility; 8. Parking Lot; 9. Other
1	Get us out of debt with CES and the Jefferson building
1	Getting rid of the Jefferson building
1	Discharging the Jefferson building debt
1	The Jefferson building isn't financially sustainable, therefore it has to be sold. The most important issue is that the church/school will be able to continue
1	Eliminating the cost burden of the Jefferson building
1	Sell the Jefferson building (#1)
1	Sell the Jefferson building
1	Getting rid of the Jefferson building
1	I believe that the most important part is to sell the Jefferson building
1	Relieving the church and school of the enormous potential burden of the Jefferson building
1	Getting rid of the Jefferson Building
1	1. Reduce real estate costs. 2. Provide pleasant space for school to continue to attract students
1	Disposal of Jefferson building and breaking even or better (as in +\$2mm)
1	To reduce expenses related to the Jefferson bldg.
1	Put Jefferson bldg. on market soon. I am impressed with the plans
1	The school definitely needs to reduce their debt and obligations to the Jefferson bldg. so selling that is most important
1	Reducing the liability for the Jefferson bldg.
1	To sell the Jefferson bldg.
1	Sale of the Jefferson bldg.
1	Lack of clarity over Jefferson bldg. finances
1	Strategically, most important thing is to get rid of the Jefferson bldg..
1	Sell Jefferson bldg.
1	Divesting the Jefferson bldg.
1	Sale of the Jefferson bldg. and reducing overhead
1	Selling the Jefferson building is critical. You're definitely on the right track with this
1	Selling the Jefferson bldg. It's an albatross. As soon as the enrollment started to dip it became a liability.
1	Sale of Jefferson bldg and raising the capital
1	Selling the Jefferson bldg and new parking permits
1	Future planning/strategy for currently owned real estate and parking

**Readiness Assessment Final Report – Christ Episcopal School / Church**

1	Getting rid of the burden of the Jefferson bldg (maintenance, rentals, financial)	
1	Maintaining the Jefferson bldg. over time does not seem to be cost effective for CES or the church. Alleviate this burden	
1	The sale of Jefferson	
1	Selling Jefferson Building at a realistic price	
1	Getting rid of the Jefferson building	
1	Elimination of Jefferson bldg. debt burden. Continuation of School's mission and church outreach	
1	To keep the school!! Provides dollars for the church	
2	New School building	
2	and find space for CES (#2)	
2	Also 2. Building 'new and improved' spaces for school and church	
2	The new building and potential for growth and outreach to the community	
2	Creating more functional space and making the school more appealing from the outside	
2	Having enough space to teach and move around. To be able to store teacher supplies and have sinks in the classrooms	
2	Renovated/new classroom space to better support CES curriculum	
2	Improved facilities especially roomy classrooms designed to support instruction (includes lighting that eliminates glare on white boards from any seat; wired for technology; storage (!) [teachers have materials]. Meeting space for faculty, adult bathrooms near classrooms, well designed workrooms	
2	Updating the school makes it more marketable and competitive in the school market	
2	New improved and more functional space	
2	Making the look of the school welcoming. Parents want a nice building and classrooms for the price they're paying	
2	Creating the new building to best fit with the needs of the school, meaning deciding which classes and offices will go into it and structuring it in the most effective way	
2	A more efficient use of space	
2	Bigger middle school classrooms	
2	Nicer facilities to help the first impression of new families	
2	Having appropriate school space. Teachers are having to deal with rooms that are not ideal. This is often discouraging or limits our instruction	
2	The new building	
2	Updating the space	
2	Best usage of new space.	
2	Making better classrooms for kids	
2	The upgrades to the school. I think the classrooms need to be upgraded and revitalized and this is the most important part	
2	Strengthen school identity. Sustainable enrollment pipeline	
2	New 'face' for school	
2	New learning space for all students K-8	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

2	The renovations for the new school and the exciting new school environment for the children	
2	Bringing the cost of running the school down. Love the idea of a new building	
2	Modernizing classrooms	
2	Updating the facility. Replenishing cash reserves	
3	Lack of a site plan that improves environmental function of the site. Need to renovate parking to reduce runoff	
3	Distinguish between absolutely necessary facility and 'nice to have' facility	
3	We must avoid being overly optimistic about the funds we can raise through a capital campaign that is jointly supported by parents who are already paying tuition and dealing with higher health costs and parishioners who did not fully support what was required for the church's operating budget	
3	Seems like you are building a Cadillac school. I would look at more models	
3	Environmental impact (sitting of a new building), using existing space to extent possible (within the church and preschool). Also energy efficiency, healthy materials for renovation	
3	Reality of selling 22 W Jefferson	
3	The transition between selling Jefferson bldg. and moving into the new building	
3	When and how long construction and renovations will be. Construction noise and traffic will affect instruction. If renovations do not meet deadlines teachers lose time to plan/prep	
3	The harmonization of times at which the buildings are erected and the sale of the Jefferson bldg.	
3	Where students will go during the different phases of the project so they continue to have quality class space and outdoor play space	
3	Providing for the continued uninterrupted use of the property by church and school so as not to lose congregants or students in the process	
3	Timing and dependencies- meaning we have to find a buyer who will agree to our key terms of leaseback of space and parking lot	
3	Whether the green space is actually enough square footage to build a 3 story building. Adequate parking for staff and student activities is also important	
4	Improvement of worship space and school space are equal in importance	
4	Improvements to the church	
4	Renovations of church	
4	But most exciting, personally, are the improvements for the church	
4	The renovation/upgrade of existing church space	
4	Elevator	
4	Elevator! Improvements to the Murdock Room	
4	Elevator	
4	Elevator (personal perspective only)	
5	Adequate pledges	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

5	Cost and raising the funds. I don't know the optics for fundraising, but this is a huge undertaking and it could be hard to meet goals	
5	Raising the capital funding, since the church budget was not met for this year	
5	The cost	
5	Dollars	
5	Cost. It would be very helpful to see costs with sale of Jefferson included	
5	Financing and disruption	
5	Cost. Is there really a need for this much hassle?	
5	Being able to get enough financing and able to sell the Jefferson bldg	
5	The cost is very unrealistic	
5	It is going to be challenging to raise money while also reducing our outreach. People are more motivated to give for growth and services as opposed to a new floor in the church	
5	Cost	
5	The cost, \$4.5 million	
6	Removing debt	
6	Become debt free	
6	Keeping school and church on sound footing for the future	
6	Improve financial footing of the church for long term. Jefferson is a big liability	
6	That the church comes out in a better financial position	
6	2. Reducing debt on the Jefferson building	
6	Ensuring the long term stability of both the church and the school	
6	1. Need to ensure the long term financial viability of school (and therefore, the church).	
6	The room for growth potential/costs that this plan will essentially save us long term	
6	Lowering the annual cost of building space	
6	Reducing the school's financial burden. A close 2 <sup>nd</sup> is: Construction of facilities that will enable marketing efforts	
6	To secure the future of the school and its continued influence in the community and educational environment	
6	Eliminating debt	
6	Becoming financially sound	
6	Long-term financial stability of church and school	
6	Reducing debt	
6	Putting the church and school on good financial footing	
6	Long-term viability of the school	
6	School and church will be financially healthy which drives most of the purpose and vision of both	
6	Reducing debt	
6	Financial sustainability	
6	Financial conservative, risk of not being able to sell the Jefferson bldg	
6	Financially affordable and realistic plans/timeline	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

6	I like the new plan. It looks good. It puts it in a better financial position. We're behind the school no matter how it works out	
6	Relinquishing the financial burden of the Jefferson bldg	
6	Recognition of the current financial and physical problems	
6	Financial difficulty. How many years does it take to pay off? Does it affect current tuition? Can CES serve the money worth service to families who trust on ??	
6	To make the church/school financially stronger for the long term	
6	Finding a way to mitigate the large debt load of the Jefferson bldg	
6	To make fiscally responsible decisions based on realistic assessments of enrollment and facilities (current and planned)	
6	More financial stability	
6	Amelioration of debt based upon unrealized projection will eliminate that burden for current and future students	
6	Getting the most from the sale of the Jefferson building to pay off the current mortgage, not just selling it to get rid of it	
6	Financial outcome to be in the plus side instead of financial burden of renovation of Jefferson bldg	
6	Financial viability for the school and church	
7	1. Accessibility (elevator).	
7	Elevator	
7	The plan to put in an elevator	
8	What happens to the parking lot	
8	Parking, especially during school time	
8	Parking rights and retainage	
8	The key is parking, believe it or not. You have to figure that out. The 2 <sup>nd</sup> driver is what the needs are for the middle school	
8	Keeping access to the parking lot. Ideally, I'd love to do all this AND keep the Jefferson building. Church should keep the building and rent it out	
8	Cost and parking	
9	Good ideas	
9	That the parents, students, and teachers remain positive that this is a step forward in making the school and church the best it can possibly be	
9	Identify priorities for both church and school (especially the children) for long term access (not just \$)	
9	I need to know your capital. How much do you have saved for your project? Are you going to borrow money	
9	Cast a future	
9	Sizing it to the appropriate size enrollment. Size the building to the school enrollment	
9	Making sure the church is as committed to this plan as the families that make up this school	
9	Safety of the kids, minimum disruption while securing long term success of the school	
9	Risk. Dependent upon environment	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

9	The fact that this is a JOINT church and school proposed capital campaign	
9	Having a school that reflects the values of CES and offering our students an environment that provides them spaces that enhance their education and that they feel excited to be in	
9	Growing the school is the most important in order to grow the church. How are these two groups involved? Should there be more commitment from church families to join into the church?	
36	Selling the JB	23%
35	Financial Stability	23%
28	A new school building/classrooms	18%
13	Site plan issues	8%
13	Securing funding	8%
12	Other	8%
9	Church remodeling	6%
6	Parking and Parking lot	4%
3	Accessibility	2%
155		

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**2. Are there any parts of this plan that you consider to be unnecessary?**

- 3/26
- Don't think I know enough yet
  - A little could be deferred but all needed
  - All good - new school and renovation to church
  - New building on Foley Park? Consider an alternate site?
  - I think the school projects should be completed before the church's depending on amount of money received
  - Not unnecessary, but maybe lower priority if things need to be put off for budget reasons
  - Narthex & re-doing the flooring in the nave
  - Some of the renovations to the church are very nice, but not essential – although when we're raising money it's better to do it all at once
  - Building a new building for the school. We should reduce the school back to 1 class for 5 grades and use the church building. That will take some money to renovate the classrooms
  - 21<sup>st</sup> century learning environment. Gold plating is not necessary
  - We need to differentiate between where modifications within the worship space that would be essential (i.e. improving comfort w/ ceiling fans) vs. more elaborate cosmetic adjustments (moving walls in the narthex)
  - No, it is very practical
  - No
  - No
- 3/30
- All are necessary (the elevator and other repairs to the church also)
  - Front nave re-design might be less necessary
  - Resizing of classrooms
- 4/2
- No
  - Does the school need an entire building versus a more modest addition to the church building?
  - Hard to believe a new building is less \$ than fixing up the old one. The presentation didn't address this fully, or seriously. Wouldn't the new building also have problems and deferred maintenance over time
  - Hard to say. 1 option was presented. 6 were developed so far. Within overall preferred option likely still variability in size/location/footprint or new/existing buildings
  - 1. Remove wall in rear of nave. 2. Delay renovation of classrooms (phase 2). 3. Do not create the small rooms on top floor of new school building. Keep it large and flexible in hopes of occasional larger enrollments
  - Not really
  - No
  - No. All clearly needed
  - Floor replacement in the church. Slate is very slippery when wet. Carpet replacement could be deferred and overhead fans
  - I have a feeling some of the church improvements may fall by the wayside as much as I'd like to see them

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Selling the Betts building
- Not really. Consider a plan that does not call for sale of Jefferson building
- All is necessary to update and reduce cost in long run
- 4/4
- No
- No
- No
- No
- None
- No!! All elements are positive and show shared interest for church, school and community
- No. All of it is necessary as it appears to have gone too long without appropriate maintenance
- No
- Should it be the lower school in the new building
- No
- Not really, but I still have questions, mainly about the proposed new building facing Washington St.
- 4/6
- No. But the parking lot will be an issue
- No
- Not that I can think of now
- I have mixed feelings on elevator. It is desirable but they can be maintenance money pits
- I like that it is staggered in that decisions on some of the renovations can be done later if there are not enough funds
- The new building. Removal of green space/out of pocket expenses. Have all renovation options been explored?
- Re-flooring the nave of the church. What about deferring that, given that it raises the amount of the capital campaign
- Sale of Jefferson bldg.
- Not, but see q 3. (Vision not clearly stated. Why is the church involved in education (I ask this respectfully)
- 4/9
- No, I believe that there should also be funds included to renovate the youth room as well
- No
- No
- No but there are some parts that are lower priority (renovations to church building)
- No
- No, it seems very thoughtful
- No
- Floor upgrade for worship space jumps out at me as unnecessary. If I look at the proposal and study it more critically, there are probably others
- Don't know. Too inexperienced with this parish
- No, however another possible choice for flooring might be wood-look porcelain tiles. This would be a cheaper option

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Think it is a good plan
- Hard to accept the different between new construction and a renovation is only \$600,000
- No
- 4/11 • No. Well done
- Amount of reserve? If we sell for \$5mm this exceeds the cost of Jefferson bldg., so won't we have a cushion from the profit
- From a parent perspective, all of the church specific renovations – however I understand that it is necessary to get church buy in
- No, I don't think so
- I wouldn't mind taking on some debt
- 4/18 • Improvements to the church/chapel, unless the church parishioners are contributing a significant amount of \$ to the cause
- None
- No
- No
- Why can't we just go back to the church building
- Not sure about constructing a new building
- No
- No
- Replacement of the capital fund at this time That can come later with the savings
- Not sure we need a bunch of ceiling fans, but otherwise it all makes sense
- No, the plan is lean
- Nope
- Church floors in slate
- 4/19 • No, nothing in the plan seemed extravagant. All seems good
- None
- I don't believe that tuition should be increased. I'm afraid enrollment will suffer
- No
- Is a new building necessary versus expanding and upgrading existing real estate? Adding another floor to the church building and renovating the inside instead
- No
- Why is the school paying for renovations of the church building (elevator, narthex, tile in worship space? (I do have a concern about asbestos if it is 1960's tile)
- 4/25 • No
- None. Advance planning is key to future success
- Can CES rent spaces somewhere other than the Jefferson bldg. after selling
- Net-Net it appears Foley new construction and church renovation is \$2.5mm less expensive than renovate and keep Jefferson and renovate church
- Opening up the narthex is not necessary. Some upgrades to the church building are all nice but not necessary

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- No. This is a wonderful dream, but I'm doubtful that all this money can be raised. Is there a Plan B?
- No, it is a well thought out plan
- Uncertain about the school funding all/part of this versus assistance from the church
- I suggest doing the minimum to get the Jefferson bldg. ready for sale. I recognize the importance of curb appeal, but to waste dollars on renovations that a new owner may immediately rip out would be a waste
- None!
- No
- No
- Unsure
- No, not really. I'm guessing some of the church remodel included in this plan is strategic in nature
- Church renovation. Plans seem to benefit church more than times when school uses
- Some of the smaller projects inside the church building
- No
- It seems to be very thought out. This plan also incorporates concerns of parents
- No
- No. Good presentation of the material
- Slate floors in church (unless we can afford it, then it's a beautiful idea). Elevator should be priority for parishioners
- Elevator
- School can afford mortgage, so why pay it off? Are ceiling fans the best way to fix heating and cooling problems
- We could skip some of the church renovations such as the narthex renovations and Murdock room renovations
- Narthex renovation and sanctuary floor replacement
- Some of the work for the church could be done by volunteers. Painting is an obvious example. \$50,000 for renovating the Murdock room seems large and could, potentially, be one through volunteer work
- Well thought out
- Well thought out based on needs
- Not really, though I (illegible..?) the loss of revenue, the loss of the Jefferson bldg would be huge if another space was not sufficient
- New floor
- The new school building

4/29

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**Grouping of Responses for Question #2**

	<b>Question #2 Are there any parts of this plan that you consider to be unnecessary?</b> 1. No/None; 2. Don't know; 3. New building; 4. Church projects; 5. Room renovations; 6 Selling the JB; 7. Other	
1	• A little could be deferred but all needed	
1	• All good - new school and renovation to church	
1	• Not unnecessary, but maybe lower priority if things need to be put off for budget reasons	
1	• No, it is very practical	
1	• No	
1	• No	
1	All are necessary (the elevator and other repairs to the church also)	
1	• No	
1	• Not really	
1	• No	
1	• No. All clearly needed	
1	• All is necessary to update and reduce cost in long run	
1	No	
1	• No	
1	• No	
1	• No	
1	• None	
1	• No!! All elements are positive and show shared interest for church, school and community	
1	• No. All of it is necessary as it appears to have gone too long without appropriate maintenance	
1	• No	
1	• No	
1	• Not really, but I still have questions, mainly about the proposed new building facing Washington St.	
1	No. But the parking lot will be an issue	
1	• No	
1	• Not that I can think of now	
1	• Not, but see q 3. (Vision not clearly stated. Why is the church involved in education (I ask this respectfully)	
1	• No, actually I believe that there should also be funds included to renovate the youth room as well	
1	• No	
1	• No	
1	• No but there are some parts that are lower priority (renovations to church building)	
1	• No	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #2 Are there any parts of this plan that you consider to be unnecessary?</b> 1. No/None; 2. Don't know; 3. New building; 4. Church projects; 5. Room renovations; 6 Selling the JB; 7. Other	
1	• No, it seems very thoughtful	
1	• No	
1	• No, however another possible choice for flooring might be wood-look porcelain tiles. This would be a cheaper option	
1	• Think it is a good plan	
1	• No	
1	• No. Well done	
1	No, I don't think so	
1	• None	
1	• No	
1	• No	
1	No	
1	• No, nothing in the plan seemed extravagant. All seems good	
1	• None	
1	• No	
1	• No	
1	• No	
1	• None. Advance planning is key to future success	
1	• No. This is a wonderful dream, but I'm doubtful that all this money can be raised. Is there a Plan B	
1	• No, it is a well thought out plan	
1	• None!	
1	• No	
1	• No	
1	• No, not really. I'm guessing some of the church remodel included in this plan is strategic in nature	
1	• No	
1	• It seems to be very thought out. This plan also incorporates concerns of parents	
1	• No	
1	• No. Good presentation of the material	
1	• Not really, though I (illegible?) the loss of revenue, the loss of Jefferson building would be huge if another space was not sufficient	
1	• Well thought out based on needs	
1	• Well thought out	
2	Don't think I know enough yet	
2	• Hard to say. 1 option was presented. 6 were developed so far. Within overall preferred option likely still variability in size/location/footprint or new/existing buildings	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #2 Are there any parts of this plan that you consider to be unnecessary?</b> 1. No/None; 2. Don't know; 3. New building; 4. Church projects; 5. Room renovations; 6 Selling the JB; 7. Other
2	<ul style="list-style-type: none"> <li>I have a feeling some of the church improvements may fall by the wayside as much as I'd like to see them</li> </ul>
2	<ul style="list-style-type: none"> <li>Don't know. Too inexperienced with this parish</li> </ul>
2	<ul style="list-style-type: none"> <li>Unsure</li> </ul>
3	<ul style="list-style-type: none"> <li>New building on Foley Park? Consider an alternate site?</li> </ul>
3	<ul style="list-style-type: none"> <li>Building a new building for the school. We should reduce the school back to 1 class for 5 grades and use the church building. That will take some money to renovate the classrooms</li> </ul>
3	<ul style="list-style-type: none"> <li>21<sup>st</sup> century learning environment. Gold plating is not necessary</li> </ul>
3	<ul style="list-style-type: none"> <li>Does the school need an entire building versus a more modest addition to the church building</li> </ul>
3	<ul style="list-style-type: none"> <li>Hard to believe a new building is less \$ than fixing up the old one. The presentation didn't address this fully, or seriously. Wouldn't the new building also have problems and deferred maintenance over time</li> </ul>
3	<ul style="list-style-type: none"> <li>The new building. Removal of green space/out of pocket expenses. Have all renovation options been explored?</li> </ul>
3	<ul style="list-style-type: none"> <li>Why can't we just go back to the church building</li> </ul>
3	<ul style="list-style-type: none"> <li>Is a new building necessary versus expanding and upgrading existing real estate? Adding another floor to the church building and renovating the inside instead</li> </ul>
3	<ul style="list-style-type: none"> <li>Can CES rent spaces somewhere other than the Jefferson bldg after selling</li> </ul>
3	<ul style="list-style-type: none"> <li>The new school building</li> </ul>
4	<ul style="list-style-type: none"> <li>I think the school projects should be completed before the church's depending on amount of money received</li> </ul>
4	<ul style="list-style-type: none"> <li>Narthex &amp; re-doing the flooring in the nave</li> </ul>
4	<ul style="list-style-type: none"> <li>Some of the renovations to the church are very nice, but not essential – although when we're raising money it's better to do it all at once</li> </ul>
4	<ul style="list-style-type: none"> <li>We need to differentiate between where modifications within the worship space that would be essential (ie improving comfort w/ ceiling fans) vs. more elaborate cosmetic adjustments (moving walls in the narthex)</li> </ul>
4	<ul style="list-style-type: none"> <li>Front nave re-design might be less necessary</li> </ul>
4	<ul style="list-style-type: none"> <li>1. Remove wall in rear of nave. 2. Delay renovation of classrooms (phase 2). 3. Do not create the small rooms on top floor of new school building. Keep it large and flexible in hopes of occasional larger enrollments</li> </ul>
4	<ul style="list-style-type: none"> <li>Floor replacement in the church. Slate is very slippery when wet. Carpet replacement could be deferred and overhead fans</li> </ul>
4	<ul style="list-style-type: none"> <li>I have mixed feelings on elevator. It is desirable but they can be maintenance money pits</li> </ul>
4	<ul style="list-style-type: none"> <li>Re-flooring the nave of the church. What about deferring that, given that it raises the amount of the capital campaign</li> </ul>
4	Why is the school paying for renovations of the church building (elevator, narthex, tile in worship space)? (I do have a concern about asbestos if it is 1960's tile)
4	<ul style="list-style-type: none"> <li>Floor upgrade for worship space jumps out at me as unnecessary. If I look at the proposal and study it more critically, there are probably others</li> </ul>

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #2 Are there any parts of this plan that you consider to be unnecessary?</b> 1. No/None; 2. Don't know; 3. New building; 4. Church projects; 5. Room renovations; 6 Selling the JB; 7. Other
4	<ul style="list-style-type: none"> <li>From a parent perspective, all of the church specific renovations – however I understand that it is necessary to get church buy in</li> </ul>
4	<ul style="list-style-type: none"> <li>Improvements to the church/chapel, unless the church parishioners are contributing a significant amount of \$ to the cause</li> </ul>
4	<ul style="list-style-type: none"> <li>Church floors in slate</li> </ul>
4	<ul style="list-style-type: none"> <li>Opening up the narthex is not necessary. Some upgrades to the church building are all <u>nice</u> but not necessary</li> </ul>
4	<ul style="list-style-type: none"> <li>Church renovation. Plans seem to benefit church more than times when school uses</li> </ul>
4	<ul style="list-style-type: none"> <li>Some of the smaller projects inside the church building</li> </ul>
4	<ul style="list-style-type: none"> <li>Slate floors in church (unless we can afford it, then it's a beautiful idea). Elevator should be priority for parishioners</li> </ul>
4	Elevator
4	<ul style="list-style-type: none"> <li>We could skip some of the church renovations such as the narthex renovations and Murdock room renovations</li> </ul>
4	<ul style="list-style-type: none"> <li>Narthex renovation and sanctuary floor replacement</li> </ul>
4	<ul style="list-style-type: none"> <li>New floor</li> </ul>
4	<ul style="list-style-type: none"> <li>Some of the work for the church could be done by volunteers. Painting is an obvious example. \$50,000 for renovating the Murdock room seems large and could potentially be done through volunteer work</li> </ul>
5	Resizing of classrooms
6	<ul style="list-style-type: none"> <li>Selling the Betts building</li> </ul>
6	<ul style="list-style-type: none"> <li>Not really. Consider a plan that does not call for sale of Jefferson building</li> </ul>
6	<ul style="list-style-type: none"> <li>Sale of Jefferson bldg.</li> </ul>
7	<ul style="list-style-type: none"> <li>Should it be the lower school in the new building</li> </ul>
7	<ul style="list-style-type: none"> <li>I like that it is staggered in that decisions on some of the renovations can be done later if there are not enough funds</li> </ul>
7	<ul style="list-style-type: none"> <li>Hard to accept the different between new construction and a renovation is only \$600,000</li> </ul>
7	<ul style="list-style-type: none"> <li>Amount of reserve? If we sell for \$5mm this exceeds the cost of Jefferson bldg., so won't we have a cushion from the profit</li> </ul>
7	I wouldn't mind taking on some debt
7	<ul style="list-style-type: none"> <li>I don't believe that tuition should be increased. I'm afraid enrollment will suffer</li> </ul>
7	<ul style="list-style-type: none"> <li>Net-Net it appears Foley new construction and church renovation is \$2.5mm less expensive than renovate and keep Jefferson and renovate church</li> </ul>
7	<ul style="list-style-type: none"> <li>Uncertain about the school funding all/part of this versus assistance from the church</li> </ul>
7	<ul style="list-style-type: none"> <li>I suggest doing the minimum to get the Jefferson bldg. ready for sale. I recognize the importance of curb appeal, but to waste dollars on renovations that a new owner may immediately rip out would be a waste</li> </ul>
7	<ul style="list-style-type: none"> <li>School can afford mortgage so why pay it off? Are ceiling fans the best way to fix heating and cooling problems</li> </ul>

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #2 Are there any parts of this plan that you consider to be unnecessary?</b> 1. No/None; 2. Don't know; 3. New building; 4. Church projects; 5. Room renovations; 6 Selling the JB; 7. Other	
61	No/None	54%
23	Church Projects (one or all)	20%
10	New Building	9%
10	Other	9%
5	Don't know	4%
3	Selling the Jefferson Bldg	3%
1	Existing classroom renovations	1%
113		100%

**3. How would this plan help fulfill our vision?**

3/26

- As CES is expressed as part of the mission for the church
- Better visibility may unite school and church more
- School would be updated for future and the church would be updated
- Green roof on any building? What is our aesthetic vision?
- Yes
- To be financially solvent the Jefferson building needs to be sold
- Continuing to support the school
- CES is part of CEC!
- Being solvent, then let's concentrate more fully on other outcomes
- Having a more welcoming place in the church. An elevator is a necessary
- It would allow a more practical use of both the school and the church
- It would ease our financial concerns and take care of needed internal repairs
- Create financial health
- Keep the synergy with church and school viable
- By improving the financial footing of the church for long term
- The improvements to the sanctuary look like they would improve and modernize the space
- Not sure how this is integral to assisting the poor and other essential worries of the church
- That the church comes out in a better financial position
- Could help with expanded outreach within community
- Elevator is beneficial to participation at ministry for a greater number
- Improve attractiveness of church. Grow the parish

3/30

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Makes the school more updated/inviting
- Eliminate debt and enable us to move forward in our mission
- Most importantly, being able to continue school
- The church is growing with young families and space is needed
- 4/2 • The physical aspect of the school doesn't match its greatness and I think it would help impress people and maybe bring more enrollment
- Modernizing the classroom space is in line with giving the students a state of the art and top notch education
- 4/4 • Attract more students
- Keep us financially secure
- Newer facilities
- Need renovations to keep the school viable
- A lovely new building will better reflect our strong, excellent program than the decrepit Jefferson bldg.. The new school building will better support our sense of close community than a building shared with tenants. All buildings facing Washington St better unites our campus
- Saves money and refurbishes physical plant!
- Classroom space and physical updates are desperately needed to provide a true 21<sup>st</sup> century education
- Our school would show our vision, not apologize for the aging facility and getting prospective family to see what's going on instructionally
- Yes
- Love the plan. The school is old and tired. Needs major updating and solves difficult financial issue
- Update us and make us more relevant moving forward
- Overall, it would make the school grounds safer and easier to manage
- Better/updated classrooms and use of space
- Reduce costs thereby enhancing viability and financial soundness long term
- More up to date facility
- Improve facilities and help ease the financial burden of the school
- By relieving the financial pressure on school and church and allowing us to focus on educational goals
- 4/6 • Glad the school is thinking about changing
- Updated facilities for a first-quality education
- It's a fantastic school. Being able to have a newer product that will meet the needs of the future generations and help with marketing of CES
- Other than eliminating the debt and the Jefferson maintenance liability, I'm not sure what our vision is
- I see the vision as defensive in its current form and this is not an inspiring notion for a capital campaign. What are the positive aspects of the vision and how can they be emphasized
- Can't remember the vision
- Perhaps unclear on how spending so much money would make the school/church financially sound

**Readiness Assessment Final Report – Christ Episcopal School / Church**

4/9

- Vision not clearly stated. Why is the church involved in Christian education (I ask this respectfully)
- If it works out as planned I do think it would place the church in a more stable financial state
- The new building and renovations in the church building would allow us to keep the school
- It fulfills our vision
- Depending on the capital campaign goes it could help the long term financial stability of the school and church
- If you sell the building you will save money
- It stabilizes financial liability and structural underpinnings of the church
- Complimentary (nature) of school and church roles
- Growth
- We would not have to worry about the deferred maintenance on an aging building and would 'trade up' for newer facilities that would be attractive for both school and church
- Get us out of debt and guarantee the future of the school
- Lower costs and better looks. Are the current floors asbestos tile?
- Energy efficiency improvements are consistent with values
- Preserve the school
- Would fulfill the school's vision Honestly, I can't see donating to build a building for the school

4/11

- I think it's good but worried about parent participation
- Best in class, but retain intimate school setting
- Better aligns assets to core mission of school. School is not in the real estate business
- Long term viability and updated facilities to support all of the instruction and maximize our children's education
- Yes, it brings the entire project into line with who we really are as a school
- What's the need for the middle school? Still don't have a gym. What about raising the two houses on those lots and using that property for something
- Parking
- What are you doing for the preschool

4/18

- Freeing up some cash will allow us to invest in the school
- Put us in a place of greater financial stability and make our school more competitive based on more up to date physical plant
- The new building and renovated classrooms will reflect the excellent academics and environment that has always been CES
- Hopefully would be able to have more financial resources available for education, not just building expenses
- Stabilize financial situation. Fit needs of church and school
- As long as the academics don't change, then yes it fulfills the vision. I would be surprised if you found resistance in selling the building
- Does it fulfill the church's vision? Could some of the church improvements happen independently

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Improve school facilities and providing a welcoming, worship space
- Will assure the viability of the school long term
- It will right-size our facility for the school to meet its realistic needs, while making some useful tweaks in the church building
- Partially relieve the stress of marketing the school to reduce the debt on the Jefferson bldg.
- The school provides CEC the opportunity to be part of a community ministry for the development of children beyond just the Youth Group
- No
- Possibly
- 4/19
- The school would have a building that people would know
- I think CES is able to fulfill its vision now. This school is excellent. I think this plan helps facilitate the excellent work being done by the Administration and Teachers
- Stabilize. Brand the capped headcount
- Outside matching the inside
- Give CES a better school facility; cut cost
- It would put a new face on the physical aspect of the school that would help with growing the school
- Make school look nice, new space for all
- We don't think it does as presented
- 4/25
- Yes. It's just a matter of long term. If we were able to raise a lot of money it might be worth considering keeping the Jefferson bldg. and fixing it up, but I understand that it would cost considerably more
- Better classroom environment, benefits to church, reduce costs and stretching money over long term
- What does the vision statement say? Can't answer without access to vision statement
- It provides the school an opportunity to better serve our slogan of "the hidden gem of Rockville"
- Remains unanswered in my mind given we are converting from 24K sq. ft. to 12K sq. ft.
- To make the school truly beautiful, both inside and outside, to match the excellent quality education our children receive
- Would help resize debt relative to school population size. Also update and upgrade facilities
- Fulfills the school and church's vision of proclaiming, caring, loving people to out into the world to make a difference
- This plan would allow that CES accomplishments to be seen in the inside as well as the outside
- Minimize trips across the parking lot. Consolidate school in a closer space. Update classrooms and other spaces
- It might help the school continue to survive to fulfill its mission
- To secure a financially solvent base for the school and the church

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Can't really say re; the school. I'm here as church member, not school associated. But it seems that if asking families to pay the cost of independent vs. public school, that facility should matter what's going on inside
- Stability is far more important than enrollment growth
- Attract more students and provide better education environment
- Positive way to attract new students
- Enable us to continue enrollment at CES and eliminate the dollars going to Jefferson
- To be able to exist since Montgomery County P.S. is competition
- It would help attract more new students
- Keeping the school – CES with the church
- The school has never been able to attract families who want their children to participate in athletic programs. Maybe the all-purpose room would help
- Hoping that all this will help the future of CES
- It would allow financial stability for the church and school AND, potentially aid the school to gain new students – through an upgraded look
- Not sure
- What is our vision
- It would place the school on stronger financial ground
- Major religious and educational institution of Rockville would continue
- We need to keep the school and be a part of this important ministry
- The plan would fulfill the vision of providing adequate services to CES but I am concerned it is only basic needs being addressed. As explained, adequate space for activities really need to be included
- Improves church facility, sustains school mission, improves ability of church and school to maintain their mutual support
- I think the physical improvements are need to move the church community into the future
- Since the focus group I have tried to be positive and it pains me to find that I'm really struggling and am not going strong about it being our mission

4/29

**4. Have we forgotten anything? What would you add to the proposed plans?**

3/26

- Think about concerns with construction not coming in on time
- Contingency planning
- Would it be more efficient to remodel the back of the church and add the school there vs. developing Foley park?
- Front door access for congregational members with limited mobility
- Buy the building/parking next to parish house. Would get rental space and parking. Currently listed at over a million but if added to the budget would it be worth it?
- Feasibility of a parking garage
- Viability of student population. Is 150 reasonable? With/without grades 5-8
- The plan is well thought out
- We need to sell the Jefferson building before we start building anything else
- Parking
- I don't believe so
- It makes sense to have a joint meeting between those in the parish who could/would contribute to a capital campaign and those CES families who could/would commit to additional contributions beyond the tuition they've already committed to
- Outside areas – playgrounds and plantings
- Sports and labs
- Any changes in parking
- Is the HVAC okay
- My concern is that parishioners might be amenable to a capital campaign for church renovations, but balk at one for the school. Has any study been proposed to answer that question?

3/30

- Green space
- I think something needs to be done to improve the sound system in the sanctuary especially if we open up the back. It is currently often difficult to hear in the back
- Losing significant green space – both Foley park and the garden behind the school
- Jefferson location is great and value of the real estate will increase over time. Worth carefully considering fixing, removing and installing a manager to deal with office space or commercial non-office use. Would building an inflexible school space add value to the church property
- Show more options (all 6). Green space, reduce impervious surface. Forest conservation easements. Healthy (low chemical emitting) materials used in renovation of new building
- Environmental impact. Use of endowment for church costs. To sell this proposal consider weaving the idea the school is a part of the spiritual ministry of our church
- Will think about it!
- How would the school expand if that ever should be able to happen?
- Parking lot repaving. Remove the 'lip' (someone tripped one night)
- Increased lighting in the parking lot

## Readiness Assessment Final Report – Christ Episcopal School / Church

- Eliminate paid choir members. The summer choir has some excellent voices, so is there really a need to pay people to sing? Having said that, I have no idea how much this would save
- Carefully consider potential upgrades to narthex and Murdock room. For example, AV system in Murdock room, communications materials in the narthex, etc.
- 4/2 • No, but I would make sure the new multi-purpose room is not smaller than the Murdock room which currently serves as a multi-purpose room
- The parking could be a big concern. The Jefferson bldg. is pretty large and if filled with tenants (and their clients) there may not be much left
- 4/4 • Gym. Any thoughts of renovating pre-school house and or preschool playground? (since preschool is 1/3 of enrollment). I wish there could be more collaborative work space for students between grades
- Build 4 story parking on existing lot
- Clear step by step plan on how it will be financed
- Continue to explore options for a gym (even a small gym). And resolve the parking issue
- Some more playground equipment or workout stations
- Parking lot – use by church/school, repaving and repainting. Bathroom sinks in LS classrooms especially K/1/2. State in new multipurpose room. State of the art rooms – plugs. NOISE. Current 3<sup>rd</sup> grade/Spanish rooms get all the noise from the green top/Foley park. Construction would be a big issue during the school year
- Stairs in new building. Young kids would be going up/down a lot for specials, LS crossing street for specials, lunch, chapel
- School gym! What all-school fundraising efforts have been considered to fund the project
- Connection to the preschool
- Find a way to have a gym. Our P.E. program is amazing but having a gym would help show we have an up to date school. It would also be great to have a stage. CES has so many wonderful performances
- The big question is parking, and I think it will be hard to focus people on other aspects until the parking situation is addressed
- Administrator in Middle School building. Lower School – all of them have to walk over after chapel every day and walk back over for lunch
- A gym! Really important for teams and PE as well as bringing in families. Time saving for PE too. Also, Parking! (Creatively combining these?)
- Possibly selling the house next to the preschool and consider making a gym
- Parking and gym facility would be nice
- A performance space (musicals, concerts, spelling bees). PE space. Do we need 3 playgrounds. Could we use that space for parking or another building?
- Not sure
- 4/6 • Estimated annual maintenance for the new building
- Making sure preschool is part of all this because they are prime market for lower school students
- Can't think of anything yet. I'm sure there's some logistical things

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- As was mentioned, the disruption of the project needs to be carefully thought through
- I would regret losing the park and green space that Rockville sorely needs
- This does not address the lack of a gym for the school. Were there any options for building onto the church building to accommodate at a lower cost than building on a new footprint and tying the missions further together
- All the renovation cost figures seem high to me (e.g. \$25,000 just to reconfigure the narthex). Have you sought at least 3 estimates for the work? (not including the new school building)
- Why not do a capital campaign for the current setup? Sale of preschool house and adjacent house and move more of the school into the Jefferson bldg.? Increasing/starting day care in Jefferson?
- More clearly state where we are headed. I think it's to maintain status quo (160 enrollment) but is it more than that
- 4/9 • Youth room renovation and perhaps the nursery area as well
- No, none
- No
- Safety of children. Loss of green space or not prioritizing green space for the children to play on
- I feel that we need to directly speak to the role of the school. How does the school support the mission of the church? There is a lingering perception that it supports financially well off families, not our broader community. Please address the school's role directly and how it benefits the church and our very diverse community of Rockville
- No
- Would help to see street views of what the proposed plan would look like. Would like to see more budget detail with priorities and a plan to do this in stages depending on how fundraising proceeds
- To be successful there needs to be benefits for both church and school early on. Would buying the Brault house provide added flexibility
- Do we solidly believe the school will be successful this time after failing with the last plan? Can we be assured of enrollment? WECA will fight any changes. WECA will not allow such a building. Sell Jefferson and do away with middle school? Concern that due to Trump our area is heading for an economic downfall
- Save parking lot or a gym
- 4/11 • I would discuss projected timelines – goal of when to perform work to avoid disruptions
- I wouldn't add. Wish list is good
- I don't think so. Maybe a gym, but that would depend on projections for years in the future and if you think it's necessary to remain at 160
- Need church support
- 4/18 • Just need to (?)\_\_\_\_\_ parking availability
- None right now
- Need to clarify the parking situation

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- The church has not looked realistically at the financial aspects of carrying two rectories. This has no impact on the school. It is a church question only
- Parking issues are unresolved
- Might be nice to create a better pre-school space. Add a small preschool upgrade to the capital campaign story
- Nothing
- No, but needs more thought on parking
- Get out of the landlord business
- Possible consideration of what future buyers of the Jefferson bldg. may use the property for
- Is there a way to squeeze in a gym? It wasn't an issue for us, just wondering
- 4/19 • Personally, I like the Jefferson building. I understand the maintenance cost of the building but I would rather pay to upgrade Jefferson than building a new building
- Preschool updates
- No
- Library
- Well thought out proposed plans
- Gymnasium, tennis courts, track or even swimming pool. Cafeteria – any plans to renovate this
- No, nothing has been forgotten but parking should be solidified
- Consider preschool renovation
- Risk assessment
- 4/25 • Also some strategic oversights. 1. Gala participants regret raising \$ for recent renovations that will now be demolished/sold. 2. Assuming steady enrollment but has the Board considered enrollment declines resulting from construction? 3. Capital campaign. For something CES already has. Not for a new type of facility, say science labs or athletic facility
- The worst part of the plan is the parking situation, but you seem to be addressing it with how you plan to sell the building
- Add 10% to all costs. Future financial environment is uncertain
- Safety plan for students? Carpooling? Parking problems?
- The opportunity to remodel/renovate the playgrounds and 'greentop' spaces. Parking spaces issue to be addressed
- It would be nice to have a gathering spot (similar to egg) for middle school students to congregate. Perhaps at juncture of first floor and hallway on church building
- It sounds like the administration has thought carefully and respectfully what is best for the school and church
- An inside gymnasium
- Focus on driveway/parking issues. This 'small' part of the picture is important as parents want convenience
- I'm concerned about the loss of parking if/when the Jefferson bldg. sells
- Also a concern about the capital campaign goal
- The entire plan seems to be completely necessary!
- Is there going to be a church capital campaign as well? Or is all the \$ going to come from the school campaign?

## Readiness Assessment Final Report – Christ Episcopal School / Church

- Since the church is also affected do we also get to sign off on the plans? I can't imagine us supporting this otherwise, though to my eye all proposed renovations look practically and aesthetically pleasing
- Science lab
- Loss of Jefferson parking. We currently fill up the lot during concerts/musicals, so not having use of some of the lot would be a problem.
- Where would potential new families park when visiting the new Foley building
- Find out and disclose the exact number of parking spaces required for a school with 160 students given its an independent school
- Consider parking – hopefully can continue to keep a fair amount
- Considering how the school can remain competitive with MCPS and other independent schools
- Can the multipurpose room function as a gym or theater?
- How is the church going to be kept in the loop?
- Any contractors that would work for cut rate as a donation
- Green roof
- Science labs
- More green around the school and church not just concrete
- Parking makes me nervous. Traffic on S. Washington is bad (narrow street) will a new building be allowed by the city? A "Plan B" what will we do if we sell the Jefferson building but can't raise \$4 million
- Have you thought of using portable classrooms? Selling the Jefferson bldg. first. Use portables, raise the money, then build the new school. We did this at St. Johns Olney and it was very successful. We used our portables to expand our enrollment and raise funds before we broke ground
- Also consider changing the school to be daycare, preschool, and grade K-6 only. It is difficult to meet all the needs of 7<sup>th</sup> and 8<sup>th</sup> graders in a small school.
- Make the Jefferson building into a retirement or nursing home
- Tuition increase
- If you can truly raise the \$4.5 million, pay off the debt on the building and give \$250K per year to the school
- A backup plan if Jefferson does not sell or if price of sale is lower than anticipated
- Roof? There is an obvious leak somewhere since there is considerable damage to the area on the right sides of the upper walls (facing the altar), one of which is very near a light
- It isn't clear how, despite growing population in this area, why enrollment is flat. We understand this is a national trend, but regionally we have some factors that would indicate a possibility of increasing enrollment. Resilient regional economics and real estate markets, growing population etc.
- This is all contingent on the city's approval for construction which I find questionable given the current climate toward construction
- Are there any zoning constraints that would affect building the new school
- More multipurpose rooms would be needed. I also feel the estimates may be low especially the elevator cost
- Given the numbers, this plan makes sense

4/29

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- I think the sound system in the sanctuary will need to be enhanced once the rear of the church is opened. I would add budget money to put additional speakers beyond the middle of the sanctuary
- In a time when families are struggling and not able to send kids to college, I find it difficult to accept the mission of educating the wealthy who can afford 9 years of school before college

**Response Grouping Question #4**

	<b>Question #4 Have we forgotten anything?</b> What would you add to the proposed plans? 1. Nothing; 2. Don't know; 3. Gym ; 4. Construction logistics; 5. Contingency plans; 6. Parking Issues; 7. Other; 8. Green Space	
1	• The plan is well thought out	
1	• I don't believe so	
1	No, but I would make sure the new multi-purpose room is not smaller than the Murdock room which currently serves as a multi-purpose room	
1	• No, none	
1	• No	
1	• No	
1	• I wouldn't add. Wish list is good	
1	I don't think so. Maybe a gym, but that would depend on projections for years in the future and if you think it's necessary to remain at 160	
1	• None right now	
1	• Nothing	
1	• No	
1	• Well thought out proposed plans	
1	• The entire plan seems to be completely necessary!	
2	• Will think about it!	
2	• Not sure	
2	• Can't think of anything yet. I'm sure there's some logistical things	
3	• Gym. Any thoughts of renovating pre-school house and or preschool playground? (since preschool is 1/3 of enrollment). I wish there could be more collaborative work space for students	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #4 Have we forgotten anything?</b> What would you add to the proposed plans? 1. Nothing; 2. Don't know; 3. Gym ; 4. Construction logistics; 5. Contingency plans; 6. Parking Issues; 7. Other; 8. Green Space
	between grades
3	• Continue to explore options for a gym (even a small gym). And resolve the parking issue
3	• School gym! What all-school fundraising efforts have been considered to fund the project
3	• Find a way to have a gym. Our P.E. program is amazing but having a gym would help show we have an up to date school. It would also be great to have a stage. CES has so many wonderful performances
3	• A gym! Really important for teams and PE as well as bringing in families. Time saving for PE too. Also Parking! (Creatively combining these?)
3	• Possibly selling the house next to the preschool and consider making a gym
3	• Parking and gym facility would be nice
3	• This does not address the lack of a gym for the school. Were there any options for building onto the church building to accommodate at a lower cost than building on a new footprint and tying the missions further together
3	Save parking lot or a gym
3	• Is there a way to squeeze in a gym? It wasn't an issue for us, just wondering
3	• Gymnasium, tennis courts, track or even swimming pool. Cafeteria – any plans to renovate this
3	An inside gymnasium
3	• Can the multipurpose room function as a gym or theater
4	• Think about concerns with construction not coming in on time
4	• Would it be more efficient to remodel the back of the church and add the school there vs. developing Foley park?
4	• We need to sell the Jefferson building before we start building anything else
4	• Jefferson location is great and value of the real estate will increase over time. Worth carefully considering fixing, removing and installing a manager to deal with office space or commercial non-office use. Would building an inflexible school space add value to the church property
4	• Stairs in new building. Young kids would be going up/down a lot for specials, LS crossing street for specials, lunch, chapel
4	• As was mentioned, the disruption of the project needs to be carefully though through
4	• Would help to see street views of what the proposed plan would look like. Would like to see more budget detail with priorities and a plan to do this in stages depending on how fundraising proceeds
4	• Any contractors that would work for cut rate as a donation
4	Have you thought of using portable classrooms? Selling the Jefferson building first. Use portables, raise the money then build the new school. We did this at St. Johns Olney and it was very successful. We used our portables to expand our enrollment and raise funds before we broke ground.
4	Are there any zoning constraints that would affect building the new school

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #4 Have we forgotten anything?</b> What would you add to the proposed plans? 1. Nothing; 2. Don't know; 3. Gym ; 4. Construction logistics; 5. Contingency plans; 6. Parking Issues; 7. Other; 8. Green Space
4	This is all contingent on the city's approval for construction which I find questionable given the current climate toward construction
5	<ul style="list-style-type: none"> <li>Contingency planning</li> </ul>
5	<ul style="list-style-type: none"> <li>Viability of student population. Is 150 reasonable? With/without grades 5-8</li> </ul>
5	<ul style="list-style-type: none"> <li>How would the school expand if that ever should be able to happen</li> </ul>
5	<ul style="list-style-type: none"> <li>Clear step by step plan on how it will be financed</li> </ul>
5	<ul style="list-style-type: none"> <li>Do we solidly believe the school will be successful this time after failing with the last plan? Can we be assured of enrollment? WECA will fight any changes. WECA will not allow such a building. Sell Jefferson and do away with middle school? Concern that due to Trump our area is heading for an economic downfall</li> </ul>
5	<ul style="list-style-type: none"> <li>Add 10% to all costs. Future financial environment is uncertain</li> </ul>
5	<ul style="list-style-type: none"> <li>Safety plan for students? Carpooling? Parking problems?</li> </ul>
5	A "Plan B" what will we do if we sell the Jefferson building but can't raise \$4 million
5	A backup plan if Jefferson does not sell or if price of sale is lower than anticipated
6	<ul style="list-style-type: none"> <li>Front door access for congregational members with limited mobility</li> </ul>
6	<ul style="list-style-type: none"> <li>Buy the building/parking next to parish house. Would get rental space and parking. Currently listed at over a million but if added to the budget would it be worth it?</li> </ul>
6	<ul style="list-style-type: none"> <li>Feasibility of a parking garage</li> </ul>
6	<ul style="list-style-type: none"> <li>Parking</li> </ul>
6	<ul style="list-style-type: none"> <li>Any changes in parking</li> </ul>
6	<ul style="list-style-type: none"> <li>Parking lot repaving. Remove the 'lip' (someone tripped one night)</li> </ul>
6	<ul style="list-style-type: none"> <li>Increased lighting in the parking lot</li> </ul>
6	<ul style="list-style-type: none"> <li>The parking could be a big concern. The Jefferson bldg. is pretty large and if filled with tenants (and their clients) there may not be much left</li> </ul>
6	<ul style="list-style-type: none"> <li>Build 4 story parking on existing lot</li> </ul>
6	<ul style="list-style-type: none"> <li>Parking lot – use by church/school, repaving and repainting. Bathroom sinks in LS classrooms especially K/1/2. State in new multipurpose room. State of the art rooms – plugs. NOISE. Current 3<sup>rd</sup> grade/Spanish rooms get all the noise from the green top/foley park. Construction would be a big issue during the school year</li> </ul>
6	<ul style="list-style-type: none"> <li>The big question is parking, and I think it will be hard to focus people on other aspects until the parking situation is addressed</li> </ul>
6	<ul style="list-style-type: none"> <li>Just need to ____ parking availability</li> </ul>
6	<ul style="list-style-type: none"> <li>Need to clarify the parking situation</li> </ul>
6	<ul style="list-style-type: none"> <li>Parking issues are unresolved</li> </ul>
6	<ul style="list-style-type: none"> <li>No, nothing has been forgotten but parking should be solidified</li> </ul>
6	<ul style="list-style-type: none"> <li>The worst part of the plan is the parking situation, but you seem to be addressing it with how you plan to sell the building</li> </ul>

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<p><b>Question #4 Have we forgotten anything?</b> What would you add to the proposed plans?  1. Nothing; 2. Don't know; 3. Gym ; 4. Construction logistics; 5. Contingency plans; 6. Parking Issues; 7. Other; 8. Green Space</p>
6	Parking spaces issue to be addressed
6	<ul style="list-style-type: none"> <li>Focus on driveway/parking issues. This 'small' part of the picture is important as parents want convenience</li> </ul>
6	<ul style="list-style-type: none"> <li>I'm concerned about the loss of parking if/when the Jefferson bldg. sells</li> </ul>
6	<ul style="list-style-type: none"> <li>Loss of Jefferson parking. We currently fill up the lot during concerts/musicals, so not having use of some of the lot would be a problem.</li> </ul>
6	<ul style="list-style-type: none"> <li>Where would potential new families park when visiting the new Foley building</li> </ul>
6	<ul style="list-style-type: none"> <li>Find out and disclose the exact number of parking spaces required for a school with 160 students given its an independent school</li> </ul>
6	<ul style="list-style-type: none"> <li>Consider parking – hopefully can continue to keep a fair amount</li> </ul>
6	<ul style="list-style-type: none"> <li>Parking makes me nervous. Traffic on S. Washington is bad (narrow street) will a new building be allowed by the city?</li> </ul>
7	<ul style="list-style-type: none"> <li>It makes sense to have a joing meeting between those in the parish who could/would contribute to a capital campaign and those CES families who could/would commit to additional contributions beyond the tuition they've already committed to</li> </ul>
7	<ul style="list-style-type: none"> <li>Sports and labs</li> </ul>
7	<ul style="list-style-type: none"> <li>Is the HVAC okay</li> </ul>
7	<ul style="list-style-type: none"> <li>My concern is that parishioners might be amenable to a capital campaign for church renovations, but balk at one for the school. Has any study been proposed to answer that question</li> </ul>
7	<ul style="list-style-type: none"> <li>I think something needs to be done to improve the sound system in the sanctuary especially if we open up the back. It is currently often difficult to hear in the back</li> </ul>
7	<ul style="list-style-type: none"> <li>Eliminate paid choir members. The summer choir has some excellent voices, so is there really a need to pay people to sing? Having said that, I have no idea how much this would save</li> </ul>
7	<ul style="list-style-type: none"> <li>Carefully consider potential upgrades to narthex and Murdock room. For example, AV system in Murdock room, communications materials in the narthex, etc.</li> </ul>
7	<ul style="list-style-type: none"> <li>Some more playground equipment or workout stations</li> </ul>
7	<ul style="list-style-type: none"> <li>Connection to the preschool</li> </ul>
7	<ul style="list-style-type: none"> <li>Administrator in Middle School building. Lower School – all of them have to walk over after chapel every day and walk back over for lunch</li> </ul>
7	<ul style="list-style-type: none"> <li>A performance space (musicals, concerts, spelling bees). PE space. Do we need 3 playgrounds. Could we use that space for parking or another building</li> </ul>
7	<ul style="list-style-type: none"> <li>Estimated annual maintenance for the new building</li> </ul>
7	<ul style="list-style-type: none"> <li>Making sure preschool is part of all this because they are prime market for lower school students</li> </ul>
7	<ul style="list-style-type: none"> <li>All the renovation cost figures seem high to me (e.g. \$25,000 just to reconfigure the narthex). Have you sought at least 3 estimates for the work? (not including the new school building)</li> </ul>

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<p><b>Question #4 Have we forgotten anything?</b> What would you add to the proposed plans?            1. Nothing; 2. Don't know; 3. Gym ; 4. Construction logistics; 5. Contingency plans; 6. Parking Issues; 7. Other; 8. Green Space</p>
7	<ul style="list-style-type: none"> <li>Why not do a capital campaign for the current setup? Sale of preschool house and adjacent house and move more of the school into the Jefferson bldg.? Increasing/starting day care in Jefferson?</li> </ul>
7	<ul style="list-style-type: none"> <li>More clearly state where we are headed. I think it's to maintain status quo (160 enrollment) but is it more than that</li> </ul>
7	<ul style="list-style-type: none"> <li>Youth room renovation and perhaps the nursery area as well</li> </ul>
7	<ul style="list-style-type: none"> <li>I feel that we need to directly speak to the role of the school. How does the school support the mission of the church? There is a lingering perception that it supports financially well off families, not our broader community. Please address the school's role directly and how it benefits the church and our very diverse community of Rockville</li> </ul>
7	<ul style="list-style-type: none"> <li>To be successful there needs to be benefits for both church and school early on. Would buying the Brault house provide added flexibility</li> </ul>
7	Need church support
7	<ul style="list-style-type: none"> <li>The church has not looked realistically at the financial aspects of carrying two rectories. This has no impact on the school. It is a church question only</li> </ul>
7	<ul style="list-style-type: none"> <li>Might be nice to create a better pre-school space. Add a small preschool upgrade to the capital campaign story</li> </ul>
7	<ul style="list-style-type: none"> <li>Personally, I like the Jefferson building. I understand the maintenance cost of the building but I would rather pay to upgrade Jefferson than building a new building</li> </ul>
7	<ul style="list-style-type: none"> <li>Preschool updates</li> </ul>
7	<ul style="list-style-type: none"> <li>Library</li> </ul>
7	<ul style="list-style-type: none"> <li>Consider preschool renovation</li> </ul>
7	<ul style="list-style-type: none"> <li>It would be nice to have a gathering spot (similar to egg) for middle school students to congregate. Perhaps at juncture of first floor and hallway on church building</li> </ul>
7	<ul style="list-style-type: none"> <li>It sounds like the administration has thought carefully and respectfully what is best for the school and church</li> </ul>
7	<ul style="list-style-type: none"> <li>Also a concern about the capital campaign goal</li> </ul>
7	<ul style="list-style-type: none"> <li>Is there going to be a church capital campaign as well? Or is all the \$ going to come from the school campaign?</li> </ul>
7	<ul style="list-style-type: none"> <li>Since the church is also affected do we also get to sign off on the plans? I can't imagine us supporting this otherwise, though to my eye all proposed renovations look practically and aesthetically pleasing</li> </ul>
7	<ul style="list-style-type: none"> <li>Science lab</li> </ul>
7	<ul style="list-style-type: none"> <li>Considering how the school can remain competitive with MCPS and other independent schools</li> </ul>
7	<ul style="list-style-type: none"> <li>How is the church going to be kept in the loop</li> </ul>
7	<ul style="list-style-type: none"> <li>Science labs</li> </ul>
7	<ul style="list-style-type: none"> <li>Risk assessment.</li> </ul>

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #4 Have we forgotten anything?</b> What would you add to the proposed plans? 1. Nothing; 2. Don't know; 3. Gym ; 4. Construction logistics; 5. Contingency plans; 6. Parking Issues; 7. Other; 8. Green Space
7	Also some strategic oversights. 1. Gala participants regret raising \$ for recent renovations that will now be demolished/sold. 2. Assuming steady enrollment but has the Board considered enrollment declines resulting from construction? 3. Capital campaign. For something CES already has. Not for a new type of facility, say science labs or athletic facility
7	isn't clear how despite growing population in this area why enrollment is flat. We understand this is a national trend, but regionally we have some factors that would indicate a possibility of increasing enrollment. Resilient regional economic and real estate markets, growing population, etc.
7	Also consider changing the school to be day care, preschool and grade K-6 only. It is difficult to meet all the needs of 7th and 8th graders in a small school
7	Make the Jefferson building into retirement or nursing home
7	Tuition increase?
7	If you can truly raise \$4.5 million, pay off debt on building. Gives \$250K per year to school
7	Roof? There is an obvious leak somewhere since there is considerable damage to the area on the sides of the upper walls (facing the altar). One of which is very near a light
7	In a time when families are struggling and not able to send kids to college, I find it difficult to accept the mission of educating the wealthy who can afford 9 years of school before college
7	I think the sound system in the sanctuary will need to be enhanced once the rear of the church is opened. I would add budget money to put additional speakers beyond the middle of the sanctuary
7	Given the numbers, the plan makes sense
7	More multipurpose rooms would be needed. I also feel the estimates may be low, especially the elevator cost
8	<ul style="list-style-type: none"> <li>• Outside areas – playgrounds and plantings</li> </ul>
8	Green space
8	<ul style="list-style-type: none"> <li>• Losing significant green space – both Foley park and the garden behind the school</li> </ul>
8	<ul style="list-style-type: none"> <li>• Show more options (all 6). Green space, reduce impervious surface. Forest conservation easements. Healthy (low chemical emitting) materials used in renovation of new building</li> </ul>
8	<ul style="list-style-type: none"> <li>• Environmental impact. Use of endowment for church costs. To sell this proposal consider weaving the idea the school is a part of the spiritual ministry of our church</li> </ul>
8	<ul style="list-style-type: none"> <li>• I would regret losing the park and green space that Rockville sorely needs</li> </ul>
8	<ul style="list-style-type: none"> <li>• Safety of children. Loss of green space or not prioritizing green space for the children to play on</li> </ul>
8	<ul style="list-style-type: none"> <li>• The opportunity to remodel/renovate the playgrounds and 'greentop' spaces. Parking spaces issue to be addressed</li> </ul>

**Readiness Assessment Final Report – Christ Episcopal School / Church**

	<b>Question #4 Have we forgotten anything?</b> What would you add to the proposed plans? 1. Nothing; 2. Don't know; 3. Gym ; 4. Construction logistics; 5. Contingency plans; 6. Parking Issues; 7. Other; 8. Green Space	
8	• Green roof	
8	• More green around the school and church not just concrete	
47	Other	36%
24	Parking Issues	18%
13	Nothing	10%
13	Gym	10%
10	Green Space	8%
9	Contingency plans	7%
11	Construction logistics	8%
3	Don't know	2%
130		100%

**5. A capital campaign requires many volunteers with varying responsibilities for its successful completion. Would you consider supporting a capital campaign:**

Financially	Yes	69	No	16	Need more information	55
Volunteer Time	Yes	65	No	21	Need more information	58

**7. My hope for Christ Episcopal School is...**

- 3/26
  - To untangle us from this huge debt and then look and plan for the future of CEC/CES and to be wise stewards
  - Stability and satisfaction with spiritual support
  - The church and school continue to grow and be welcoming to newcomers and other members
  - The final solution should increase the positive environment and footprint
  - That it continues to be a viable and financially sustainable entity in our community
  - That we continue our 'partnership' making all the changes suggested
  - Be functional
  - To attract more students and parishioners. This play may help
  - That we can preserve the church school but work towards increasing active participation of student families in our parish
  - Financially stable future
  - The church grows and the school shrinks back to 5 grades with 1 class per grade
  - To work together to solve our shared problems as this proposal illustrates
  - Success!!
- 3/30
  - To continue to thrive together and be able to continue to support its programs
  - To continue the quality CES education and CEC programs
  - I did not raise any children so I defer to parents for their ideas
- 4/2
  - More affordable options for non-CES families
  - Continued growth
  - That they grow and are successful
  - Healthy, energy efficient buildings that provide a space for worship and education
  - Growth for the school and sustainability for the school
  - Clean, safe, efficient for our community
  - Stability, balanced budget allowing for salary increases, maintenance, attractiveness. Improvements
  - Shared involvement and knowledge in parish and school
  - To keep both a thriving and growing community. To do that you need to be able to continue to attract new young families. Primary goals of project should be focused on achieving this goal
  - Successful drive
  - Continue to grow and be financially stable
  - Continued viability and greater shared identity and sense of purpose
  - Increased enrollment
- 4/4
  - To be fully enrolled as it was when I went here
  - That a new space would make the school more attractive to new families, help to retain students, and help faculty/families be proud of our school
  - To grow and thrive
  - The mission will continue for years to come
  - Its long-term sustainability and financial soundness

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- We stay a sustainable school
- Feel more like one community. Currently I feel a lot of separation and lack of communication
- That CES can continue to grow and that the community would see it for the gem it is
- That it remains true to who/what it is but prosper
- To have it become more of an up to date and cutting edge school
- To be the best it can be
- A cooperative and equitable partnership to ensure our shared interests to thrive as a community
- To continue many years in providing a quality education for children
- To become a closely connected entity with both CEC and CES reflecting and representing beautiful 21<sup>st</sup> century spaces
- That we can raise the money to make the plan work
- Bigger, better space for all
- To continue increasing enrollment
- Growth & financial stability
- To continue our partnership
- I hope CES thrives and grows enough to have the resources necessary to reach a wide range of students
- To be more supportive of each other not at odds
- 4/6 • That the school continues to grow and be recognized as a unique and incredibly special community founded on values that the church relationship helps to foster
- Continue to offer first-rate education in the religious setting with chapel
- Kids have a good environment to study and to grow. Be happy
- That they continue to be financially, educationally and spiritually inviting and viable
- I would appreciate a joint vision from the church vestry and school leadership. This plan is an infrastructure proposal but not a complete vision
- Continued close collaboration between the entities to ensure the future of both
- A haven for believers. A center for social life
- To become financially sound
- Buildings that support the church's functions
- 4/9 • Financial stability with well-maintained buildings that can be used by both school and church
- Growth
- The school serves a broader community
- Continue the excellent academic curriculum and the warm and welcoming church community
- We keep the school
- Stability and room to grow
- 4/11 • To see the school upgrade and continue to nourish the children
- Success
- Be a leader

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- That we meet all the goals we articulated and are on stable footing for the next 50 years
- Be aligned in interest and purpose with respect to plan and its execution – continue to provide volunteers
- To continue another 50 years
- To be here another 50 years
- I'd love for the two to work together and break the 'us' vs. 'them' mentality. That starts at the highest levels on down
- Continue the amazing tradition of education faith and service
- To continue to serve the community and give more kids the opportunity to experience CES
- Another 50 years of exemplary education/church service
- To have a greater sense of shared mission and mutual participation
- That we can establish a new sustainable baseline of operations so we can focus on ministry and education instead of finance
- That CEC can receive the same/similar security funding as that given to Jewish Parochial Schools by MOCO
- Reduce debt and improved spaces
- That the church support and minister to the community as efficiently as possible. If this is not done through the school, then perhaps the focus of outreach should change
- Continued growth, modern/updated space
- To see it continue to grow and increase in size and scope. Hope the proposal is accomplished
- A safe and friendly classroom environment with up to date technologies and classroom resources
- The proposed plan will work out and be a reality
- Continued improvement with enrollment
- Strong future
- That it would continue to exist and develop students educationally and spiritually into good, upstanding, confident people
- To grow
- Keep focusing on the students
- Be around for another 50+ years. Not persuaded that this plan helps
- Shining the light of Christ to students, families, the community while offering a solid education
- Survival for future generations
- Not reducing quality of service and education. Hope to differentiate CES programs from public schools
- Continue to do God's work with the mission and Christian education
- To preserve the school and church and have an aesthetically pleasing/appropriate style building
- Financially solvent – debt free
- It continues its traditions and history of excellence
- Focus on quality education while minimizing distractions

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- A continued relationship of working together for the good of both the school and church
- Be financially stable
- That the school will flourish
- That the spiritual, intellectual and social foundation which so serves all people may continue to be provided to future graduates through CES
- Continue cross fertilization
- To continue to provide the excellence in education and formation of character
- Continue!
- Have everyone who visits the school understand the love and academic excellence that exists
- Continued steadied growth in the school and church's mission
- All the best forthcoming for CEC and CES
- We continue to walk together to do things together
- We can get a new building for the school and the repairs for the church
- To maintain the strong sense of community and academic excellence
- Continued spiritual and educational growth
- Continue as the church and school operate today
- That the school does not take priority over church congregation and functions
- I hope the school survives, although this is not a sure thing. I hope the church continues to thrive
- That it continue!
- That the school be preserved and to grow
- It continue
- Continue the educational excellence
- To continue to be positive, supportive, nurturing, educational environment for the students
- The bond and mission of each grow stronger and closer
- That a way is found to accomplish this vision
- To continue the school ministry while at the same time selling Jefferson and not building a new building but eliminating the middle school

4/29

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**8. Please write down any additional comments regarding this proposal.**

- 3/26
- Parking needs to be addressed.
  - The front church steps need to be disabled accessible
  - Permeable and water drainage problems need to be looked at
  - This would certainly take a team effort. Involve a lot of committed people
  - I like the proposal
  - The memorial garden for Linda Foley is a good idea. The park needs sprucing up and that would be very nice. Elevator in the church is also critical
  - We need to time frame and schedule on this. Should the school be part of our mission?
  - Put this on the website now
  - Capital campaign plans are ambitious
  - I am having difficulty constructing or (?) an informed personal opinion without having the presentation as a handout. It is a clear mistake waiting to put these details on the website. Also, as a church member, it is my understanding that we are reducing the music budget because of insufficient funds while we are assuming that a large capital campaign will reduce the potential shortfall for a much larger program
  - It would be helpful to know more about the real estate market
  - Parking during the day might be a problem. Parishioners might be willing to fund church renovations, but balk at funding school projects
- 3/30
- Worried about church parking
  - Envision parking needed in 50 years. I fear we may not have enough. Keep green space as much as possible – even if building in Foley Park
  - Consider day care
  - Before care/after care. Summer camp and spring break for kids outside of CES. See Georgetown early school, Good Shepherd Lutheran, Montessori as local examples
  - I wonder if the school should be spun off from the church and become its own problem
  - I think selling the Jefferson and renovating the existing space needs to be done
  - Add daycare and before/after care open to non-CES families
  - Hopefully the Jefferson building will get a buyer but I'm still a bit concerned that it might not sell with the current political climate and wonder how that might potentially affect school enrollment
- 4/2
- I do not like the idea of selling property in Rockville! Parking is questionable also
  - I think the lack of parking could be an issue
- 4/4
- Will tuition go up? How much
  - Concerns about younger kids crossing driveway several times a day. Bathrooms/sinks in classrooms particularly for younger kids
  - Move school to closed 4<sup>th</sup> Presbyterian location
  - Would like to see a functional science lab to go along with a strong science program that supports STEM

## Readiness Assessment Final Report – Christ Episcopal School / Church

- If this doesn't fly what would it cost to put a gym on the first two floors of the Jefferson bldg. and classrooms on the two top floors
- Sounds great. Can't wait
- I love the idea and hope that as this (hopefully) moves forward and that there will be continued opportunities to give ideas and feedback
- Have you considered building it 'green'? How would it affect the summer program? Will students at all age/grade levels be involved in planning as stakeholders – in some way, or fundraising efforts for project
- I love the plans. I am just hoping we can raise the funds for this
- Parking? Indoor stage space
- Concern of distraction of the building and construction of the new building. It's impact on safety of play and PE spaces during construction
- Parking? Sinks in all classrooms. Science lab in the middle school. Could the church building-school section be built taller?
- Communication with the client is important in order to avoid enrollment dropping as this process is in progress
- It still feels very preliminary but has great potential
- Be extra sure that selling the property is the very best plan. Once property is gone, it is gone
- 4/6 • If the church building could house 160 kids prior to 2004 can't we use the money to renovate the church building to again do that
- Very concerned about parking situation as well as car pool set up
- I strongly advise against the sale of the Jefferson bldg. for several reasons. Please contact me for further elaboration
- I hate to pose this question, but "Is the school actually viable?" Selling the Jefferson bldg. and liquidating the school would put the church's finances on a sure footing for the future
- This is a scary notion for educational disruption as a parent. I worry about the in between years. Will the church/school need to be out of pocket if timing is wrong? Will this chill admissions? Will students lose outdoor space during construction
- Please organize tour of school for parishioners
- Plan does seem to have been well thought out, but I need to think about it some more
- 4/9 • Where beyond parishioners and school families who will we be going to for capital funds
- Provision of an elevator is a 'must'
- I was surprised to hear of the potential sale of the Jefferson bldg. but understand the reasons now. I will miss the green space but accept the potential changes
- The school complements the church's outreach role. The church is richer for this
- I'm a bit worried about being tied up in court by West End Citizens group. I hope that it will be possible or groups within the church to use classroom and other school space assuming significant contributions are coming from the church. Just so it's clear, I think this is basically a good idea, but I want the church to also reap the benefit of new facilities and not solely the school. Sometimes it feels like the congregation is second fiddle

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Financial implications seem vague
  - Have we done an appraisal of the Jefferson bldg.? What about the parking lot? What is the current interest rate on the mortgage
  - Clearly a sound financial case behind decision
  - Worried about parent involvement
  - The plan seems to make sense. The financials appear to put you in a much better position.
  - Something needs to be done, that's clear. Your enrollment projections seem very prudent. Unraveling the building may prove to be rather difficult. Could we accomplish the same thing with an addition to the church? Personally, I'm more concerned about the fiscal health of the church than I am of the school
- 4/11
- The improvements in the church are needed, especially the elevator. Having had no connections with the school, I don't have enough knowledge to comment
  - I like that there will be new or updated classrooms for all students
  - Slight concern about the gap between willingness and ability of school community
  - Just concerned with the school reaching the capital campaign dollar goal
  - Make sure that you keep any commitments made to donors in a timely manner and to thank them adequately.
  - When I told my kids about this and the possibility of selling the Jefferson building they all said, "ya... that's probably the best thing to do"
  - I care a lot about this place even though my girls are in college
  - A gym was not part of the reason I sent my kids here. The biggest thing for me is academics. My girls were completely prepared for Georgetown. I wanted academics and chapel
  - Caroline, you're doing an amazing job here, rebuilding trust
  - Of all the plans proposed this is the most realistic and practical while also the most visionary
  - I hope all of this can attract new members to the church
  - What comes first, selling the building or building the new one?
  - So, what are your thoughts on raising \$4.5 mm? Is that possible?
  - I love the preschool building. I call it the gingerbread building. Don't tear that one down!
  - Why has the attrition stopped? Is there any one cause that we've stabilized, or multiple reasons?
- 4/18
- I really like the Jefferson
  - Thank you for always striving to give our kids more
  - Great idea and plan
  - It is a great proposal. This seems to be a well thought out plan that looks at the future of the school
  - Pictures in presentation all are cosmetic and easily replaced cheaply
  - What happens if the Jefferson bldg. is not sold for the minimum price?
  - Would Jefferson bldg. value appreciate with revitalization of downtown Rockville?
  - I would like to see more detailed numbers, including deferred maintenance
- 4/19

**Readiness Assessment Final Report – Christ Episcopal School / Church**

4/25

- One of my concerns is buying high and selling low regarding the Jefferson bldg. On the other hand, I know that the financial burden it places on the school may not allow the school to even continue long enough to see
- Has there ever been a full structural analysis done of the building to determine all that's really wrong with it? It's an old building. Who knows what we'd find if we opened it up
- I think that a new building could really do a lot for admissions and will do a lot to create a positive buzz in the community. Personally, I don't like having school kids in the same building with tenants of businesses. I don't think that's particularly positive or even safe
- I feel like the church should be involved/invested in this as well. Any possibility of getting funds from city/county/state
- I appreciate all the efforts of Fr. John, Cindy – long hours that Vestry put in – Caroline's efforts and the campaign leader
- Concerned about parking. What if they sell parking lot and build a new building? We need to figure out parking issues prior to sale
- Quite concerned with the timing of the Jefferson Building sale. What if the sale takes years to come through, would it delay the new building project or the school could bear the financial burden of all 3 buildings?
- Thanks. Hard working making proposals. Hope more time to consider the project
- Possibly "a day late and a dollar short"
- I am very concerned about the feasibility of raising this much money given the current number of families in the school and many young families
- I tend to take a very conservative approach to financial decisions
- How long will this project take?
- We will pray
- I think you've checked this out well with real estate and city official but this is a political as well as a financial problem. Is another school still needed?
- (illegible)...for the best outcome. It's good to be looking out for the future of CEC parishioners and the generation ahead for CES (students)
- It would be nice to see the school's facilities not spread over 3 buildings. It still looks piecemeal. If a more concise logistical plan could be developed the school building would look more professional.
- Parking and traffic on S. Washington – huge issues!
- CES is a great school. I felt it after my first visit. My biggest concern is how to bring programming for the students that will spark academic curiosity and fun
- Very exciting
- Go for it! It does not appear to me to be a bridge too far at all!
- We accept as a church that we can't have ministry during the weekdays but with the school we also can't do ministries on weeknights either due to their hold on scheduling. Will this change someday if we keep the school
- The school functioned at its current enrollment before the purchase of the Jefferson bldg. Is it possible to restructure the existing facility to accomplish our goals with(out) building on the Foley property

4/29

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- I think more access of green space will be needed, so collaboration with nearby schools for gym or track would really be helpful
- The average contribution required to raise \$4.5 million seems exceptionally optimistic. If you have between 300 and 450 pledging units contributing to the campaign you are hoping for an average contribution between \$10,000 and \$15,000 per pledging unit
- A strong case was made for selling the Jefferson bldg, but the proposal is not the only option. As painful as it might be, selling the building and eliminating the upper grades is a possibility
- The case for raising \$4.5 million is predicated on the \$150,000/year shared expense. However if you had \$4.5 million, invested it, and withdrew 4% per year (I chose 4% which is less than the 5% used by the Endowment Fund because I assume you would need this every year) you would have \$180,000 a year. My point is that a capital campaign with the school utilizing a smaller footprint (and would still pay some shared expenses) should be part of your thinking if this goes forward
- This is a lot of money to ask for from the school and church communities
- If the school is currently able to pay mortgage, why do this now
- Pledges are down yet we are planning to ask for capital campaign donations? Especially after making painful staff cuts to the music program?
- If the campaign fails to raise the full amount, how will decisions be made about church improvements vs. new school building
- Has any consideration been given to possible effect of school vouchers? Would we then need all the Jefferson bldg? Would it then be better to raise funds and keep the Jefferson building
- If we can't rent out the Jefferson building space why do we think we can sell the whole building
- I am concerned about the timing of the sale of the Jefferson bldg. considering current status of the real estate market
- I think we should not sell the Jefferson building but rather focus on rehabilitating it via a capital campaign. If the current enrollment is stable then we should not worry about the risk of losing the \$155K income

**Public Focus Group Meeting  
Questions and Comments (Appendix F)**

3/26

- What is the asking price for the Jefferson building
- Will we keep the parking lot?
- The parking lot needs to be a major consideration
- Are there restrictions on Foley Park?
- Is the entire site impervious in its design?
- Are there any runoff issues with this plan?
- Can the lot the Jefferson building is on be subdivided
- What about an addition to the church instead of a separate building
- Will the playground stay
- Is the house next door to the parish house still listed? Should we roll that into the campaign as well
- Any thought to extending the landing at the front door? It's not very accessible
- Are there any incentives from the city of Rockville for runoff?
- Any sketches of the outside of the building yet
- What kind of operable wall in the Murdock room? Mechanical? Manual?
- So, our plan is to stay at one class per grade
- What is the timeline of the building
- How much debt would we have after this is all over
- How does the capital campaign work?
- Is another site possible for the school?
- Are there contingencies in place in case this doesn't all work out for fall of 2019?
- What is the commercial real estate market like right now
- Does the tile floor in the church have asbestos?
- How much would the Jefferson building sell for
- What is the income from the Jefferson building
- What is the most critical part, in your opinion, and what can be delayed
- Seems to me like the priority is the school space. The church improvements seen secondary, but wonderful if possible
- Are we in the historic district?
- Does the HVAC need updating?
- Aren't there some restrictions on Foley Park
- Should we call it the Foley Building
- How many school families are church families
- How much debt would we take on
- What if we can't sell the Jefferson building
- How much deferred maintenance? Could it be torn down?
- What about the parking
- How much is needed to get the Jefferson building ready to sell
- Is the school viable or should we consolidate?
- Have we consulted with others in a similar position?

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- What about the house next door? Is it still for sale? Do we need that property as well?
- What size campaign do we need again to be debt free totally
- What about sports facilities, specifically a gymnasium
- What constitutes “state of the art”
- Is this plan scalable if we go back to elementary school only (grades PK to 5)?
- Congratulations. This is really forward thinking
- 3/30 • How much do we anticipate selling the Jefferson bldg. for?
- What happens to the parking lot. The parking is VERY important
- Does this help with the movement of kids from building to playground, dismissal, pickup, etc.
- Any zoning issues anticipated
- How many members of the church do we have who will help pay the bill
- Is there still room to grow modestly
- Are we selling the Jefferson Bldg before we build the new one? Then where do the kids go
- What is the status of the small parking area to the west of the Jefferson bldg., next to the yellow house? No one ever seems to be in it
- The plans look very nice, but I’m concerned about our ability to give enough
- Is there state funding available or grants
- Where would the elevator go in the church
- The funneling of people in the narthex is not all bad. It keeps people in control and observable for ushers. It could be wider maybe, but not completely open
- As a former school parent, I really like the plans. I know it needs renovation and the quality of the education is something that you do not want to lose. I like a lot of the things I see. Seems much more consolidated
- What are the next steps
- Do we have to do an elevator in the church for ADA?
- Anything that can be done for the front steps to help with accessibility
- Any drop off in class size after grade 5, or is it more stable now
- My son went through CES and the first year of high school seemed almost easy because his education was so good
- Any change with the playgrounds or do they all stay the same
- 4/2 • What are the prospects for selling the Jefferson building
- Does the enrollment include the preschool and pre-K?
- Do we need a contingency for worship during the renovations in the church?
- Why not have the pre-K in the new building and sell the house
- If our enrollment is back to where it was before the Jefferson building, why can’t we move everything back into the church building
- I’m sad about losing the green space
- Retain the parking lot or use of the parking lot! This is VERY important
- Seems to make sense long term. Are there other options
- Any way to add on to the pre-K building

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- Have you considered expanded programs in the new space, like daycare for use by the community
- What are the long-term plans for the parsonage? Could it be used for administration
- What's the best use for the new building
- Can we break up the project into phases?
- What's the timeline on the sale of the Jefferson building and when we would start construction
- Are we doing our own leasing? Would it pay to hire a manager?
- What about selling the building with a long-term lease back
- Has there been an environmental impact study?
- What about using the church endowment for some of these projects
- The Jefferson building is just going to get worse not better. It's not a functional space
- So, if we followed this plan we would end up debt free?
- I think that all of the church projects needs to be done.
- We don't know what we're missing (in terms of the school especially) by not fixing up the buildings and making them appealing
- If we don't do it it's hard to keep up the attractiveness of the school and keep it viable
- Consider an AV system in the Murdock Room
- Do we need to sell the Jefferson bldg. before starting?
- Will we retain the parking lot with a consistent and legal agreement?
- Is school growth anticipated
- How would we handle having school during a construction project?
- Is there a possibility of financial gain by waiting to sell the building later? I think real estate in Rockville is only going to increase in value
- Do we have to invest anything in the building in order to sell it?
- Did we get feedback by more than one realtor?
- Any anticipated zoning or approval issues from the city
- Is this the proposal of the board?
- Do we need any approvals from the county?
- Any architectural requirements for the outside of the building
- Anticipated issues with the neighborhood or neighbors
- The changes seem very attractive to me
- What are the contingency plans
- Any possibility of dual use spaces in the new building or the church renovation
- What if the Jefferson building doesn't sell
- I'm opposed to selling the building
- What is the market for the building
- Have we received any guidance or input from the Diocese?
- In my relatively short time here at CEC, I have already met several school parents, a school board member and several students in my neighborhood. They are all very fine individuals and great ambassadors for the school

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- The school is as strong as I've seen it in quite a while. The faculty is terrific. The administrators are terrific. No one goes through the cracks in that school
- Do we have to keep the school?
- To me the school is a mission. It's not just a business. It's part of our mission as CEC
- What's the timeline?
- What is the viability of a rent back to a new potential owner of the Jefferson bldg.
- How many students did we have before we bought the building? Couldn't we just move everybody back into the church building like before
- I think this new plan with a new building will be a much easier sell than moving everyone back into the church
- How long will the construction take?
- Will the school still be able to use the Murdock room
- What is the market for selling the Jefferson bldg.
- When would we start
- How would we get all the money?
- Would there still be 'hangout' or multi-purpose space for the middle school
- Would this help enrollment
- Does anything change with pickup and drop off?
- What about the garden by the Jefferson bldg.
- How long have you been working on this?
- That enrollment blip really was an aberration wasn't it
- What are the long-term plans for the parsonage
- Will upgraded technology be included
- Once you sell you'll never get it back
- What are the prospects for selling
- Is this all contingent on selling the building?
- When do we start
- I think it makes sense given the cost
- I think we have to ask ourselves, regarding the Jefferson bldg., do we really need it at that cost? Probably not
- Sounds like the biggest issue is if you can sell the building
- The Jefferson bldg. is a good piece of property. It makes me nervous and the parking lot is so very important
- The Jefferson bldg. does have some exposure on Jefferson street but I don't think it's that effective
- Any connection within the CEC or CES community in the building trades to help with this
- Can we sell only part of the lot?
- Is leasing the entire building an option
- Any issues with traffic flow or pick up and drop off lines
- I'm not sure that everyone in the church is even aware of the school
- I hope enough people show an interest
- Any zoning law issues

4/4

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Has anyone approach use regarding the Jefferson bldg. (to buy)
- How much green space is left on Foley park after the building goes up
- Does this solve any PE issues?
- Have we fully explored the option of a gym?
- Can we divide the lot when we sell it?
- I have a concern if the administrator's office is not in the middle school building
- Have we explored the parking lot as a revenue maker?
- Could we move to another location?
- What is the market for the Jefferson bldg.
- Are we in the historic district?
- What is the timeline for the construction work
- How does the capital fund drive work?
- Where does the parking go? With the Jefferson bldg.?
- Will we have to shift activities to the evening due to parking restrictions
- Is a building on that location really possible given zoning regulations and the West End?
- Is the city the only government unit we need to satisfy, or is the county involved too
- What is the plan for the parsonage building
- What kind of rental opportunities exist for the Jefferson bldg.
- What is the timeline? Where do the kids go during construction?
- What is the likelihood of a buyer wanting to do the deferred maintenance or the renovations? Wouldn't they want it already done
- What is the estimate on the sales price
- Who retains the parking lot?
- What is the likelihood of obtaining the proper approvals from Rockville
- What is the campaign/fundraising like for a project like this?
- How is there so little equity in the Jefferson bldg.
- What is the confidence level for the renovation estimates?
- Would a school rent back option be attractive to a buyer?
- What about a K-12 ministry option
- Are there other properties available?
- Have you thought of daycare as an option for remaining space in the Jefferson bldg.
- What is the potential for an expansion in enrollment
- Is it possible to keep the Jefferson bldg. but then rent out the entire space?
- What about a long-term lease back option for the school
- I would be sad to see Foley Park go away and the loss of green space
- What is the expected range for the selling price of the Jefferson bldg.
- What is the timeline for this project
- Do we know if there is interest in purchasing the Jefferson bldg.
- What about the parking? Who gets it
- Have we done an independent appraisal of the Jefferson bldg.

4/6

4/9

**Readiness Assessment Final Report – Christ Episcopal School / Church**

- Any safety issues with traffic flow once the building is sold, or with potential new tenants
- I am concerned about the loss of green space in this plan
- What about selling the other two houses and moving the preschool into an even larger classroom building
- How many years are still left on the mortgage
- What about permitting requirements from Rockville
- Have you talked to the West End Citizens Association yet? Do you plan to
- Being frank about the numbers/financials is important. Transparency
- Can you show the phases that this project could take?
- Is it possible to subdivide the Jefferson bldg. parcel when it is sold to retain some of the lot as our property?
- Does the church have an endowment? Would it be used for this project?
- What is the interest rate on the current loan?
- I think it will be important to tease out the role of both church and school as shared ministries as we go through this process. An opportunity to re-evaluate perhaps
- Why do parents send their kids to CES? Or not send them? What are the driving factors?
- There are other private schools that have little to no green space in our general area. We're in an urban area. We aren't the only one
- Do you have a rendering of what the building might look like? I think that would be important for fundraising
- How much is the estimated sale price of the Jefferson bldg.
- 4/11 • Who gets the parking lot? Can it be carved out or split? This is critical
- I see that the garden is included in the sale of the building. Any way to retain that piece? Keeping a garden and green space is important
- Is the church family as invested in this as the school?
- When and how does this all happen? Timeline
- What is the timeline
- 4/18 • Where do the kids go during construction?
- What happens to the parking lot
- Do we have enough classrooms in this plan that everyone has a space?
- I like that altogether it is less cost than the status quo
- What are the selling prospects for the Jefferson bldg.
- What happens with a new owner and new tenants? Any concerns?
- Will there be a gathering place for middle school? (an egg?)
- Are the single-family residences of the church off the table?
- Will this plan work no matter what happens with student distribution among all grade levels?
- Is everyone happy with the preschool space
- What are the enrollment distributions ratios?
- I have some construction disruption concerns. Does the school year change?
- What happens to the rooms we already remodeled

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- What's the plan for raising the money
  - Is the enrollment stable
  - I really like the idea of an elevator in the church building
  - Any concerns so far at the city of Rockville
  - What happens to the garden next to the Jefferson bldg.
  - What's the highest number of students we could have in this plan
  - I love the current preschool space. I love having it in a house
  - Any feedback from alumni yet
  - What's the preschool portion of the story? Seems to me there should be a piece there, maybe windows or a kitchen or something. It's a neighborhood centric story that could add some power to the story
  - What about the parking
  - What is the level of optimism for selling the Jefferson bldg.
  - What if a developer wants to buy the building, tear it down, and then build something different/bigger
  - What will traffic control look like with a new owner? Problems?
  - Have you talked to a developer about the property as opposed to a realtor?
  - Is this a done deal?
  - What happens if the school enrollment drops
  - Why not a capital campaign to save the Jefferson bldg.
  - Would this plan have an indoor gymnasium?
  - What about a space for performances
  - What about the two properties next door? What about selling those off to help finance and retain the Jefferson bldg.
  - What is the deferred maintenance on the building – what does it consist of
  - Any deed should include agreements on egress and parking
  - In your opinion, Caroline, has the Jefferson bldg. outlived its usefulness as a school?
  - The space in the Jefferson bldg. is much more than we need and it is not quality space
  - I'm very much against selling the building. We can do so much more with it and I'm concerned that we'll sell the school short and make it far less than it could be
  - I appreciate the comments about keeping the building and a new and more grander vision for the school, but I feel strongly that the debt is something we bump into all the time. The upkeep and financial constraints affect almost everything we do or try to do. My fear is that by keeping the building we'll do exactly what we did in 2004. We had a bigger and grander vision then, and even had the numbers to support it, but it just never happened. We tried that. It didn't work. Now we don't even have the data to support a grander vision. I can't see it succeeding
- 4/19
- What about the parking lot
  - What is the expected sale price of the Jefferson bldg.
  - What is the timeline
  - Where do the kids go during construction?

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- Has there been a consideration of building on top of the parking lot and keeping the parking underneath
- Are there prospects for the building?
- What do we need in terms of dollars in order to start
- Will the capital campaign be with the church and the school?
- Anything in the plan for the preschool building
- What does the traffic flow look like during construction?
- I think it would be great. I think the presence and newer façade will be really great in helping to bring new families in
- No one knows the school is here. This will be great for visibility
- Have you considered professionals to manage the leasing and tenants for the Jefferson bldg.
- Do we have to sell the Jefferson bldg. first before we start anything?
- Will the upgraded rooms also include upgraded components like new IT, etc....?
- What about the parking situation
- What is the projected timeline
- Any issues with City of Rockville requirements
- Is there a gym in this plan? So, the P.E. program remains as it is now? I think the current program is awesome
- What if the Jefferson building is raised and the new owner builds something different
- What is the current rental income on the property
- What are the prospects for selling the Jefferson bldg.
- Your enrollment projections seem very conservative
- Any issues with the city of Rockville
- Where does the parking lot go?
- Given the previous campaign, is \$4.5 million too optimistic
- Hard for me to even believe that the school and church are getting along well now. That's great!
- Given the handicap of too little space to begin with (no fields, or gym for example) what is the picture that this plan presents – an even smaller footprint
- For our sons, the size was never a problem. We liked the smaller size
- I think you have to go for the new building. It would be awesome!
- How much has to be fixed in order to sell the Jefferson bldg. How do we pay for those costs?
- Any updates to the preschool planned
- I think all the church projects impact the school. It makes the entire thing look better
- What happens if enrollment dips? Still sustainable under this plan
- How long would it take to sell the Jefferson bldg.
- How long would it take to build the new building?
- When I was here, my kids loved riding the busses to off campus activities
- What happens to the parking
- We need written and legal agreements for the parking and for egress

4/25

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

- What is the realistic possibility of selling the Jefferson bldg.
- Any issues with zoning requirements or approvals from Rockville
- Do the renovation costs on the Jefferson bldg. estimate assume not losing tenants during a renovation
- What could the Jefferson bldg. become with a new owner
- What is the timeline of construction
- What would a capital campaign look like?
- Do we have to sell the Jefferson bldg. first before constructing the new building?
- What will the traffic circulation look like during construction?
- What about a green roof on the new building
- Will the lack of a gym be a problem for enrollment?
- This would have been a perfect solution back in 2004. We should have thought of it then
- That multi-purpose space in the new building would be really nice to have, to take the pressure off the Murdock room and to allow for multiple activities at the same time
- Is the annual fund for the school steady?
- I contributed to the capital campaign back in 2004 when we were buying the Jefferson bldg., but I'm also all in on this project too. It was the right thing then, but this is the right thing to do now. This is who we are and I'm all for it
- What say does the church have in this project
- The school ministry allows the church to educate and pass on the faith. It's been a deep ministry for us and allows us to reach out
- What is the liability of having a new building if the school doesn't survive
- Don't underestimate the value of a niche market for the school. It's why we're here and I think there will always be that demand for what CES is
- Any plans to remodel the preschool building
- What about the Brault house next door? Any possibility of using that for anything
- I don't even know what to fill out on the rest of the questionnaire because, "this is a no brainer and we really have no other options moving forward - everything presented seems like the right thing to do"
- Have you thought about closing the school entirely
- Will you be reporting back to us on the results of this study
- When would this project start and end
- Does the capital campaign involve the school and the church
- Any interest in the Jefferson building yet
- I have a concern over parking and what happens. Do we have to re-plat the lot

4/29

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**Response Grouping Q and A**

	<b>Q and A responses:</b> 1. Market potential for JB; 2. Parking lot 3. Zoning/Building restrictions 4. Green concerns 5. Other building options; 6. Other purchase options; 7. Enrollment; 8. Timelines; 9. Financial/campaign; 10. Contingencies; 11. Programmatic/Logistics; 12. Miscellaneous; 13. Site plan comments/questions	
1	What is the asking price for the Jefferson building	
1	• What is the commercial real estate market like right now	
1	• How much would the Jefferson building sell for	
1	• What is the income from the Jefferson building	
1	• What if we can't sell the Jefferson building	
1	• How much is needed to get the Jefferson building ready to sell	
1	• How much do we anticipate selling the Jefferson Bldg for	
1	• What are the prospects for selling the Jefferson building	
1	• The Jefferson building is just going to get worse not better. It's not a functional space	
1	• Is there a possibility of financial gain by waiting to sell the building later? I think real estate in Rockville is only going to increase in value	
1	• Do we have to invest anything in the building in order to sell it	
1	• Did we get feedback by more than one realtor	
1	• What if the Jefferson building doesn't sell	
1	• I'm opposed to selling the building	
1	• What is the market for the building	
1	• What is the market for selling the Jefferson bldg.	
1	• Once you sell you'll never get it back	
1	• What are the prospects for selling	
1	• Sounds like the biggest issue is if you can sell the building	
1	• Has anyone approach use regarding the Jefferson bldg. (to buy)	
1	What is the market for the Jefferson bldg.	
1	• What kind of rental opportunities exist for the Jefferson bldg.	
1	• What is the likelihood of a buyer wanting to do the deferred maintenance or the renovations? Wouldn't they want it already done	
1	• What is the estimate on the sales price	
1	• How is there so little equity in the Jefferson bldg.	
1	• What is the expected range for the selling price of the Jefferson bldg.	
1	• Do we know if there is interest in purchasing the Jefferson bldg.	
1	• Have we done an independent appraisal of the Jefferson bldg.	
1	How much is the estimated sale price of the Jefferson bldg.	
1	• What are the selling prospects for the Jefferson bldg	
1	• What is the level of optimism for selling the Jefferson bldg	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

1	• Have you talked to a developer about the property as opposed to a realtor	
1	• What is the expected sale price of the Jefferson bldg	
1	• Are there prospects for the building	
1	• What are the prospects for selling the Jefferson bldg	
1	• How much has to be fixed in order to sell the Jefferson bldg. How do we pay for those costs	
1	• How long would it take to sell the Jefferson bldg	
1	• What is the realistic possibility of selling the Jefferson bldg	
1	Has there been any interest in the Jefferson bldg. yet	
2	• Will we keep the parking lot	
2	• The parking lot needs to be a major consideration	
2	• What about the parking	
2	• What happens to the parking lot. The parking is VERY important	
2	• Retain the parking lot or use of the parking lot! This is VERY important	
2	• Will we retain the parking lot with a consistent and legal agreement	
2	• The Jefferson bldg. is a good piece of property. It makes me nervous and the parking lot is so very important	
2	• Have we explored the parking lot as a revenue maker	
2	• Where does the parking go? With the Jefferson bldg. ?	
2	• Will we have to shift activities to the evening due to parking restrictions	
2	• Who retains the parking lot	
2	• What about the parking? Who gets it	
2	• Who gets the parking lot? Can it be carved out or split? This is critical	
2	• What happens to the parking lot	
2	• What about the parking	
2	• Any deed should include agreements on egress and parking	
2	• What about the parking lot	
2	• What about the parking situation	
2	• Where does the parking lot go	
2	• What happens to the parking	
2	• We need written and legal agreements for the parking and for egress	
2	I have a concern over parking. What happens with the parking? Do we need to re plat the lot in order to keep it	
3	• Are there restrictions on Foley Park	
3	• Can the lot the Jefferson building is on be subdivided	
3	• Aren't there some restrictions on Foley Park	
3	• Any zoning issues anticipated	
3	• Any anticipated zoning or approval issues from the city	
3	• Do we need any approvals from the county	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

3	• Any architectural requirements for the outside of the building	
3	• Anticipated issues with the neighborhood or neighbors	
3	• Any zoning law issues	
3	• Is a building on that location really possible given zoning regulations and the West End	
3	• Is the city the only government unit we need to satisfy, or is the county involved too	
3	• What is the likelihood of obtaining the proper approvals from Rockville	
3	• What about permitting requirements from Rockville	
3	• Have you talked to the West End Citizens Association yet? Do you plan to	
3	• Any concerns so far at the city of Rockville	
3	• Any issues with City of Rockville requirements	
3	• Any issues with the city of Rockville	
3	• Any issues with zoning requirements or approvals from Rockville	
4	• Is the entire site impervious in its design	
4	• Are there any runoff issues with this plan	
4	• Are there any incentives from the city of Rockville for runoff	
4	• I'm sad about losing the green space	
4	• Has there been an environmental impact study	
4	• What about the garden by the Jefferson bldg.	
4	• How much green space is left on Foley park after the building goes up	
4	• I would be sad to see Foley Park go away and the loss of green space	
4	• I am concerned about the loss of green space in this plan	
4	• There are other private schools that have little to no green space in our general area. We're in an urban area. We aren't the only one	
4	• What happens to the garden next to the Jefferson bldg	
4	• I see that the garden is included in the sale of the building. Any way to retain that piece? Keeping a garden and green space is important	
5	• What about an addition to the church instead of a separate building	
5	• How much deferred maintenance? Could it be torn down?	
5	• Why not have the pre-K in the new building and sell the house	
5	• If our enrollment is back to where it was before the Jefferson building, why can't we move everything back into the church building	
5	• Seems to make sense long term. Are there other options	
5	• Any way to add on to the pre-K building	
5	• What are the long term plans for the parsonage? Could it be used for administration	
5	• How many students did we have before we bought the building? Couldn't we just move everybody back into the church building like before	
5	• What are the long term plans for the parsonage	
5	• Can we divide the lot when we sell it	
5	• What is the plan for the parsonage building	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

5	• What about selling the other two houses and moving the preschool into an even larger classroom building	
5	• Are the single family residences of the church off the table	
5	• Is everyone happy with the preschool space	
5	• I love the current preschool space. I love having it in a house	
5	• Would this plan have an indoor gymnasium	
5	• What about a space for performances	
5	• What about the two properties next door? What about selling those off to help finance and retain the Jefferson bldg	
5	• I appreciate the comments about keeping the building and a new and more grander vision for the school, but I feel strongly that the debt is something we bump into all the time. The upkeep and financial constraints affect almost everything we do or try to do. My fear is that by keeping the building we'll do exactly what we did in 2004. We had a bigger and grander vision then, and even had the numbers to support it, but it just never happened. We tried that. It didn't work. Now we don't even have the data to support a grander vision. I can't see it succeeding	
5	• What is the viability of a rent back to a new potential owner of the Jefferson bldg.	
5	• What about sports facilities, specifically a gymnasium	
5	• Have we fully explored the option of a gym	
5	• Has there been a consideration of building on top of the parking lot and keeping the parking underneath	
5	• Anything in the plan for the preschool building	
5	• Is there a gym in this plan? So, the P.E. program remains as it is now? I think the current program is awesome	
5	• Any updates to the preschool planned	
5	• What about a green roof on the new building	
5	• Will the lack of a gym be a problem for enrollment	
5	• Any plans to remodel the preschool building	
6	• Is the house next door to the parish house still listed? Should we roll that into the campaign as well	
6	• Is another site possible for the school	
6	• What about the house next door? Is it still for sale? Do we need that property as well	
6	• Can we sell only part of the lot	
6	• Is leasing the entire building an option	
6	• Could we move to another location	
6	• Would a school rent back option be attractive to a buyer	
6	• Are there other properties available	
6	• Is it possible to keep the Jefferson bldg. but then rent out the entire space	
6	• What about a long term lease back option for the school	
6	• Is it possible to subdivide the Jefferson bldg. parcel when it is sold to retain some of the lot as our property	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

6	• I'm very much against selling the building. We can do so much more with it and I'm concerned that we'll sell the school short and make it far less than it could be	
6	• What about selling the building with a long term lease back	
6	• What about the Brault house next door? Any possibility of using that for anything	
7	• So our plan is to stay at one class per grade	
7	• How many school families are church families	
7	• Is the school viable or should we consolidate	
7	• Is there still room to grow modestly	
7	• Any drop off in class size after grade 5, or is it more stable now	
7	• Does the enrollment include the preschool and pre-K	
7	• If we don't do it it's hard to keep up the attractiveness of the school and keep it viable	
7	• Is school growth anticipated	
7	• Would this help enrollment	
7	• That enrollment blip really was an aberration wasn't it	
7	• What is the potential for an expansion in enrollment	
7	• Why do parents send their kids to CES? Or not send them? What are the driving factors	
7	• Will this plan work no matter what happens with student distribution among all grade levels	
7	• What are the enrollment distributions ratios	
7	• Is the enrollment stable	
7	• What's the highest number of students we could have in this plan	
7	• What happens if the school enrollment drops	
7	• Your enrollment projections seem very conservative	
7	• What happens if enrollment dips? Still sustainable under this plan	
7	Have you thought about closing the school entirely	
8	• What is the timeline of the building	
8	• Are we selling the Jefferson Bldg before we build the new one? Then where do the kids go	
8	• What are the next steps	
8	• What's the timeline on the sale of the Jefferson building and when we would start construction	
8	• Do we need to sell the Jefferson bldg. before starting	
8	• What's the timeline	
8	• How long will the construction take	
8	• When would we start	
8	• When do we start	
8	• What is the timeline for the construction work	
8	• What is the timeline? Where do the kids go during construction	
8	• What is the timeline for this project	
8	• When and how does this all happen? Timeline	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

8	What is the timeline	
8	• Where do the kids go during construction	
8	• What is the timeline	
8	• Do we have to sell the Jefferson bldg first before we start anything	
8	• What is the projected timeline	
8	• How long would it take to build the new building	
8	• What is the timeline of construction	
8	• Do we have to sell the Jefferson bldg first before constructing the new building	
8	When would the project start and end	
9	• How much debt would we have after this is all over	
9	• How does the capital campaign work	
9	• How much debt would we take on	
9	• What size campaign do we need again to be debt free totally	
9	• How many members of the church do we have who will help pay the bill	
9	• The plans look very nice, but I'm concerned about our ability to give enough	
9	• Is there state funding available or grants	
9	• What about using the church endowment for some of these projects	
9	• So if we followed this plan we would end up debt free?	
9	• How would we get all the money	
9	• I think we have to ask ourselves, regarding the Jefferson bldg., do we really need it at that cost? Probably not	
9	• How does the capital fund drive work	
9	• What is the campaign/fundraising like for a project like this	
9	• How many years are still left on the mortgage	
9	• Being frank about the numbers/financials is important. Transparency	
9	• Does the church have an endowment? Would it be used for this project	
9	• What is the interest rate on the current loan	
9	• I like that altogether it is less cost than the status quo	
9	• What's the plan for raising the money	
9	• Why not a capital campaign to save the Jefferson bldg	
9	• What do we need in terms of dollars in order to start	
9	• Will the capital campaign be with the church and the school	
9	• Have you considered professionals to manage the leasing and tenants for the Jefferson bldg	
9	• What is the current rental income on the property	
9	• Given the previous campaign, is \$4.5 million too optimistic	
9	• Do the renovation costs on the Jefferson bldg estimate assume not losing tenants during a renovation	
9	• What would a capital campaign look like	
9	• Is the annual fund for the school steady?	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

9	• What is the liability of having a new building if the school doesn't survive	
9	Is this a capital campaign for both the church and the school	
10	• Are there contingencies in place in case this doesn't all work out for fall of 2019	
10	• Is this plan scalable if we go back to elementary school only (grades PK to 5)	
10	• Do we need a contingency for worship during the renovations in the church	
10	• Can we break up the project into phases	
10	• How would we handle having school during a construction project	
10	• What are the contingency plans	
10	• Is this all contingent on selling the building	
10	• Can you show the phases that this project could take	
10	• I have some construction disruption concerns. Does the school year change	
10	• Where do the kids go during construction	
10	• What if the Jefferson building is raised and the new owner builds something different	
11	• Does this solve any PE issues	
11	• Does this help with the movement of kids from building to playground, dismissal, pickup, etc.	
11	• Have you considered expanded programs in the new space, like daycare for use by the community	
11	• What's the best use for the new building	
11	• Are we doing our own leasing? Would it pay to hire a manager	
11	• Any possibility of dual use spaces in the new building or the church renovation	
11	• Do we have to keep the school	
11	• Will the school still be able to use the Murdock room	
11	• Would there still be 'hangout' or multi purpose space for the middle school	
11	• Does anything change with pickup and drop off	
11	• Any issues with traffic flow or pick up and drop off lines	
11	• What about a K-12 ministry option	
11	• Have you thought of daycare as an option for remaining space in the Jefferson bldg.	
11	• Do we have enough classrooms in this play that everyone has a space	
11	• Will there be a gathering place for middle school? (an egg?)	
11	• What happens to the rooms we already remodeled	
11	• What will traffic control look like with a new owner? Problems?	
11	• The space in the Jefferson bldg is much more than we need and it is not quality space	
11	• Any change with the playgrounds or do they all stay the same	
11	• What does the traffic flow look like during construction	
11	• Will the upgraded rooms also include upgraded components like new IT, etc...	
11	• Given the handicap of too little space to begin with (no fields, or gym for example) what is the picture that this plan presents – an even smaller footprint	
11	• For our sons, the size was never a problem. We liked the smaller size	
11	• What will the traffic circulation look like during construction	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

11	• What say does the church have in this project	
11	• The school ministry allows the church to educate and pass on the faith. It's been a deep ministry for us and allows us to reach out	
11	• Don't underestimate the value of a niche market for the school. It's why we're here and I think there will always be that demand for what CES is	
12	• What kind of operable wall in the Murdock room? Mechanical? Manual?	
12	• Does the tile floor in the church have asbestos	
12	• What is the most critical part, in your opinion, and what can be delayed	
12	• Seems to me like the priority is the school space. The church improvements seen secondary, but wonderful if possible	
12	• Does the HVAC need updating	
12	• Should we call it the Foley Building	
12	• Have we consulted with others in a similar position	
12	• What constitutes "state of the art"	
12	• Congratulations. This is really forward thinking	
12	• As a former school parent I really like the plans. I know it needs renovation and the quality of the education is something that you do not want to lose. I like a lot of the things I see. Seems much more consolidated	
12	• My son went through CES and the first year of high school seemed almost easy because his education was so good	
12	• I think that all of the church projects needs to be done.	
12	• Consider an AV system in the Murdock Room	
12	• Is this the proposal of the board	
12	• The changes seem very attractive to me	
12	• Have we received any guidance or input from the Diocese	
12	• In my relatively short time here at CEC, I have already met several school parents, a school board member and several students in my neighborhood. They are all very fine individuals and great ambassadors for the school	
12	• The school is as strong as I've seen it in quite a while. The faculty is terrific. The administrators are terrific. No one goes through the cracks in that school	
12	• To me the school is a mission. It's not just a business. It's part of our mission as CEC	
12	• How long have you been working on this	
12	• Will upgraded technology be included	
12	• I think it makes sense given the cost	
12	• The Jefferson bldg. does have some exposure on Jefferson street but I don't think it's that effective	
12	• Any connection within the CEC or CES community in the building trades to help with this	
12	• I'm not sure that everyone in the church is even aware of the school	
12	• I hope enough people show an interest	
12	• What is the confidence level for the renovation estimates	
12	• Any safety issues with traffic flow once the building is sold, or with potential new tenants	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

12	• I think it will be important to tease out the role of both church and school as shared ministries as we go through this process. An opportunity to re-evaluate perhaps	
12	• What happens with a new owner and new tenants? Any concerns?	
12	• I really like the idea of an elevator in the church building	
12	• Any feedback from alumni yet	
12	• What's the preschool portion of the story? Seems to me there should be a piece there, maybe windows or a kitchen or something. It's a neighborhood centric story that could add some power to the story	
12	• Is this a done deal	
12	• What is the deferred maintenance on the building – what does it consist of	
12	• In your opinion, Caroline, has the Jefferson bldg outlived its usefulness as a school?	
12	• Is the church family as invested in this as the school	
12	• I think it would be great. I think the presence and newer façade will be really great in helping to bring new families in	
12	• No one knows the school is here. This will be great for visibility	
12	• Hard for me to even believe that the school and church are getting along well now. That's great!	
12	• When I was here, my kids loved riding the busses to off campus activities	
12	• I contributed to the capital campaign back in 2004 when we were buying the Jefferson bldg, but I'm also all in on this project too. It was the right thing then, but this is the right thing to do now. This is who we are and I'm all for it	
12	Will there be reporting back to us on the results of this survey	
13	• Will the playground stay	
13	• Any thought to extending the landing at the front door? It's not very accessible	
13	• Any sketches of the outside of the building yet	
13	• Are we in the historic district	
13	• What is the status of the small parking area to the west of the Jefferson bldg., next to the yellow house? No one ever seems to be in it	
13	• Where would the elevator go in the church	
13	• The funneling of people in the narthex is not all bad. It keeps people in control and observable for ushers. It could be wider maybe, but not completely open	
13	• Do we have to do an elevator in the church for ADA	
13	• Anything that can be done for the front steps to help with accessibility	
13	• We don't know what we're missing (in terms of the school especially) by not fixing up the buildings and making them appealing	
13	• I think this new plan with a new building will be a much easier sell than moving everyone back into the church	
13	• I have a concern if the administrator's office is not in the middle school building	
13	• Are we in the historic district	
13	• Do you have a rendering of what the building might look like? I think that would be important for fundraising	

**Readiness Assessment Final Report – Christ Episcopal School / Church**

13	• What if a developer wants to buy the building, tear it down, and then build something different/bigger	
13	• I think you have to go for the new building. It would be awesome!	
13	• I think all the church projects impact the school. It makes the entire thing look better	
13	• What could the Jefferson bldg become with a new owner	
13	• This would have been a perfect solution back in 2004. We should have thought of it then	
13	• That multi-purpose space in the new building would be really nice to have, to take the pressure off the Murdock room and to allow for multiple activities at the same time	
13	• I don't even know what to fill out on the rest of the questionnaire because, "this is a no brainer and we really have no other options moving forward - everything presented seems like the right thing to do."	
43	Miscellaneous	14%
39	Market potential for JB	13%
29	Other building options	9%
30	Financial/Campaign	10%
27	Programmatic/Logistics	9%
22	Parking lot	7%
22	Timeline	7%
21	Site plan comments/questions	7%
20	Enrollment	6%
18	Zoning/Building restrictions	6%
14	Other purchase options	5%
12	Green concerns	4%
11	Contingencies	4%
308	Total	

## **Email or Letter Feedback Received (Appendix G)**

**From:** [REDACTED]  
**Sent:** Sunday, March 26, 2017 10:46 PM  
**To:** [REDACTED]  
**Subject:** Fwd: Capital improvements

To the Vestry of CEC,

Thank you for the presentation about the capital planning for CES and CEC. I have some thoughts about the proposals that I would like to share.

First, I think it is admirable that the vestry is taking a look at the financial future of both CES and CEC before financial difficulties become pressing, as well as devising a plan and seeking comments from parishioners.

From the information provided, it is clear to me that selling the Jefferson Building and finding a more suitable and affordable home for CES is a priority. While the presentation discussed property improvements for both the church and the school, I think it is important to more strictly separate the expenses needed for each so potential financial contributors can more clearly identify the needs and make decisions accordingly.

My way of thinking of the situation is as follows.

As we have had trouble this year meeting even our annual expenses, I think we need to be careful in what we can expect to raise. In my opinion, we are not likely to raise \$4.5M in a capital campaign, especially with the entanglement of the school and church priorities.

The goal of the planning should be to ensure a financially healthy future for the church primarily and the school secondarily since the school cannot exist without the church.

The Jefferson Building has proven itself to be an unacceptable financial risk to the church. Not only is the mortgage a burden, but the upkeep of an older building with deferred maintenance poses future risks. We must therefore sell it.

I believe we can, for the sake of planning, conservatively estimate that the sale of the Jefferson building will at least cover the mortgage and any minor improvements needed to prepare the building for sale. Any profits can contribute to the rebuilding of the reserve funding for the school. Any profits in excess of the ~\$500K targeted for the reserves can be used by the church as needed.

With the sale (or planned sale) of the Jefferson Building, we now can address the classroom needs of the school. The rooms in the church building are old and need to be upgraded, but not necessarily immediately. We must first provide the additional classroom space to replace the rooms lost in the Jefferson Building.

The plans for a new building on the lot next to the church are reasonable. The cost for the new building is estimated at \$1.9M. If we only consider this building, then contingency funding of ~\$300K should be more

## **Readiness Assessment Final Report – Christ Episcopal School / Church**

than sufficient. Therefore, for a \$2.2M mortgage (relative to the current \$3.8M balance) we will have the required classroom space.

For an additional \$600K (+\$100K) contingency we can upgrade the classrooms in the main building. That brings the mortgage to \$2.9M. Still less than the current mortgage, plus we have newer construction with lower maintenance costs. The school now has great facilities and is projected to have the enrollment to support this (lower) mortgage. A capital campaign to make any mortgage burden lower is something that can be considered but it is not a financial necessity.

The improvements to the church building are, in my opinion, an entirely separate matter. The elevator would be my priority. We have many parishioners who would benefit from having this new feature. This is worthy of a capital campaign.

The floor of the nave, while old can be spot repaired for much less than an entire replacement. The narthex improvements are wonderful but not critical. The painting of the interior would be most welcome (especially if a warmer color and not white is chosen) but not imperative. Ceiling tiles can be replaced without replacing the entire ceiling system. The expense to remedy these cosmetic changes will not snowball if they are deferred, unlike, for instance a structural degradation problem. A capital campaign to parishioners for the church should be clear as to the priorities of the improvements being considered. The success of the campaign will depend on the particular improvements targeted and the preferences of the congregation. All but the narthex work is, in my opinion, maintenance and should be paid for out of our annual operating expenses, with set asides every year to accumulate funds for particular project. We need to focus on increasing the tithing rates so we can better maintain our beautiful facilities.

I have some additional concerns about the sale of the Jefferson building and construction of the new building. The parking lot is a hugely valuable asset. Without use of this parking lot, I fear that our membership numbers could be at risk. My brother-in-law is (was) a member of Ascension in Gaithersburg, but is much less active because the church lot was lost during the reconstruction of the nearby school. CEC has many members such as my family that drive to church, and the adjacent and reliable parking is a huge convenience if not a necessity. I want to make sure that whatever transaction we agree to in the sale of the Jefferson Building guarantees our use of the parking lot in perpetuity, even with successive owners. I fear that some new owner will want to build on that lot, removing the spaces from our use for good. Is it reasonable to retain ownership of the parking lot and lease use of the lot on our own terms to the new owner of the Jefferson Building? Can retain ownership of part of the lot?

My second concern is the design of the new school building. While I pray that the school will exist for another 50 years and beyond, if unforeseen trends in private school popularity force the closure of the school, will the design of the building be of productive use to CEC, a new tenant or a new owner? In a pragmatic world, the new school building would be easily converted to use for a wide variety of businesses, for example, a law firm, so it could be sold without problem. There will not be much of a market for a 4-5 room school house

I again thank you for requesting input from the congregation and for providing us with your thoughts and plans at such an early date that the best plans can be solidified for a strong future for CEC.

Sincerely

**Readiness Assessment Final Report – Christ Episcopal School / Church**

From: [REDACTED]  
Date: 2017/04/07 10:08 AM (GMT-05:00)  
To: Christie Carrico <[christie.carrico@verizon.net](mailto:christie.carrico@verizon.net)>, John McDuffie <[jmcduffie@cecrockville.org](mailto:jmcduffie@cecrockville.org)>  
Cc: "[REDACTED]"  
Subject: focus group follow up

John and Christie,

Thank you very much for hosting the series of focus groups to talk about the plans under consideration for the church and school. In thinking about the issues raised at the meeting afterwards, I wanted to ask whether you had considered putting the new school addition where the pre-school is now. That option would involve tearing down the current house on that property and replacing it with something similar to what you outlined for the building on Foley Park and integrating the pre-school in the new building. This option would save the park and there could be some cost-savings associated with having the pre-school integrated with the rest of the school. I understand that there could also be some justification for keeping the pre-school separate of which I am unaware. A second alternative would be to put the addition where the house between the pre-school and the church is, so that the addition would be closer to the rest of the school, move the pre-school into the new addition, and use the current pre-school building for housing.

I also was curious if you have figures on how many school children come from parish families, and how many parish families have used the school for their children's education. I ask this to see how integrated the two communities are.

Thanks again for your presentation and also for all your hard work in looking into the financial well-being of the church and school.

[REDACTED]

From: [REDACTED]  
Subject: Re: focus group follow up  
Date: April 7, 2017 at 3:05:07 PM EDT  
To: Christie Carrico <[christie.carrico@verizon.net](mailto:christie.carrico@verizon.net)>, [REDACTED]  
[REDACTED] 'John McDuffie' <[jmcduffie@cecrockville.org](mailto:jmcduffie@cecrockville.org)>  
Cc: 'Steve Siegel' <[stevesiegel@wdrincorp.com](mailto:stevesiegel@wdrincorp.com)>  
Reply-To: [REDACTED]

To: Property reorganization committee

It was quite a surprise to me to hear about the proposed property plan. I had no idea any of this was afoot. Was there consultation with the congregation over the last three years that I missed?

At the focus group Thursday night, we were presented with a plan for the reorganization of the church's real estate configuration, principally regarding the school. All sorts of good reasons were put forth as to why this plan is good, and at first glance, it does seem to resolve a few issues.

As it all sinks in, more questions arise.

If a building were to be built on the site of the current Foley Park, then the church would own (unless I am wrong) five lots along North Washington Street. It would also present five disparate and varied fronts to N Washington St:

**Readiness Assessment Final Report – Christ Episcopal School / Church**

From lower to higher:

The preschool building, a former dwelling house  
The Hillstrom house, a dwelling house  
The main part of the school, on former parkland  
The church, unique  
The parish house, a former dwelling house.

I am assuming that the church and the parish house are “classified,” in some way, such that construction or changes are restricted. They will be left out of the ensuing discussion, as immutable.

I was wondering,

“Why destroy an open space (Foley Park) when we own two other buildable plots?”

Christie has said that the Hillstrom House lot is narrower than Foley Park, hence ruling it out as a potential building site.

But how about consolidating the whole school in a single building (including walk-out possibilities for the preschoolers to their playground) by building on both the Hillstrom House lot and the preschool building lot, while preserving one of Rockville’s few remaining green spaces?

If we are looking at a fifty-year time span, then surely the entirety of the church’s real estate holdings should be examined as a unit. Why split the school between three buildings (i.e., in the new plan, the preschool building, the new school building, and the back of the church)? Why not come up with a state-of-the-art preschool-through-eighth-grade building, good for however many years these things are planned for? Why not plan to construct that building on both the Hillstrom House and preschool building lots, allowing for freer design and perhaps better landscaping? And such a better frontage to North Washington Street!

Is there any reason to plan to keep elements of the school inside the church building? Is there any reason to keep elements of the school inside the church building, other than the fact that the space exists? Why not open up the planning, and start over? What would an ideal Christ Episcopal School look like, if it is decided to retain the school? Don’t even worry about what the abandoned rooms in the church building would be used for. Or put the administration and music/art rooms in the church building, and fill the new building with proper classrooms and an audiovisual auditorium. I am not an architect, so I don’t want to get into the weeds of the planning, but I wonder what the aim of this exercise is. It seems to me that the opportunity exists to plan for what the school wants, rather than simply to solve the problem of financing the Jefferson Building.

I don’t know if any thought has been put into the kind of arrangement I have sketched above, because I am unaware what options have been brought forth, considered and rejected.

In closing, I think the aspect presented to the outside world of three disparate buildings in a row on North Washington Street, and a park having been lost, would be a sad reflection of the church and its mission, and a lost opportunity, when something united, integral and beautiful could be created.



**Readiness Assessment Final Report – Christ Episcopal School / Church**

From: [REDACTED]  
Subject: Re: CES focus group  
Date: April 10, 2017 at 7:30:54 PM EDT  
To: Steve Siegel <stevesiegel@wdrincorp.com>

Steve,

Thanks for the follow up. Here are the reasons why I strongly advise against selling the Jefferson building.

- 1) If you cannot afford to pay the mortgage on a \$4 million Jefferson building, you cannot afford a new building and renovations that cost \$4 million.
- 2) The Jefferson building has several realistic options to increase revenue, while the new building/renovations do not have even one. Two floors of the Jefferson can be adapted for Child Day Care or Adult Day Care, two options which are experiencing explosive growth especially among schools and churches. These are but two examples. I find it hard to believe that there is nobody in Rockville that knows how to financially break even on two floors of gently used Office Space within walking distance of the Metro and Town Square. Contrariwise, the new building/renovations cost \$4 million without any projections of increasing the tuition or student body size to recoup the \$4 million cost.
- 3) The new proposed building and classroom renovations are a Cadillac plan. The school/church is a Chevy. Such plans do not fit the character of the school/church. The school/church cannot afford a Cadillac.
- 4) A parking easement on the Jefferson parking lot will be insufficient and an ongoing legal problem. You can't control school parents or church members who arrive for an event and park in the wrong spots. If this is an ongoing problem, and it most likely will be, the new owner of the Jefferson parking lot will likely sue the school/church, and win, to get exclusive parking privileges and extinguish the parking easement. Any new Jefferson landlord could also boot the school for not complying with lease terms that limit parking spots. In other words, renting the bottom two floors back to the school will be problematic. As an example, I point to the recent purchase of the property at 107 West Jefferson Street, in which the new owner evicted the New Day Preschool playground in 2016.
- 5) The new building will devour one of the last large open green spaces on the property and, along with the sale of the Jefferson, will effectively fully build out the campus with no option for further growth. Once this green space is gone, it will never come back. Eliminating this green space will also be costly and legally uncertain. West End Citizens have railed against development like this. In 2012, Pumphrey Funeral Home, on W Montgomery Ave, tried to put in a parking lot in the adjacent grass lot. The Citizens and City rejected this plan. Pumphrey spent over two years in courts fighting this and ultimately lost. In 2016, Chestnut Lodge, also on W Montgomery Ave, tried to put in townhouses on green space where the former Chestnut Lodge was located. Again, the Citizens and City rejected this plan.

Please do not sell the Jefferson building. Also, do not hesitate to contact me for whatever reason.

Best,

[REDACTED]

**Readiness Assessment Final Report – Christ Episcopal School / Church**

**From:** [REDACTED]  
**Subject:** the Jefferson Building  
**Date:** April 24, 2017 at 4:16:08 PM EDT  
**To:** [ckcarrico@comcast.net](mailto:ckcarrico@comcast.net)

Hi, Christie:

I've been stewing over this dilemma for a while and I finally decided that what disturbs me the most about selling Dave's building is the parking situation. Of course, I did say that I was opposed to selling the property because we'll have very little property, which is hard to come by right adjacent to the church, left for any future plans for expansion. I remember very well how excited we all were to finally have the building for the school and a parking lot to accommodate the problems of parking for funerals, weddings, meetings and on and on. All that we had was that little strip of land and drive alongside the church. Parking was a big problem. This was all resolved when we bought the building much to the relief of all.

Evidently, we don't need the building right now, but if the school is revitalized and needs the space, we'll be right back where we started. I just hate the idea of giving up the property.

I'm not very good at stating my case, but here it is.

Best wishes,

[REDACTED]