

SACRED PLACES

THE MAGAZINE OF PARTNERS FOR SACRED PLACES • WINTER 2009

Responding to a Natural Disaster

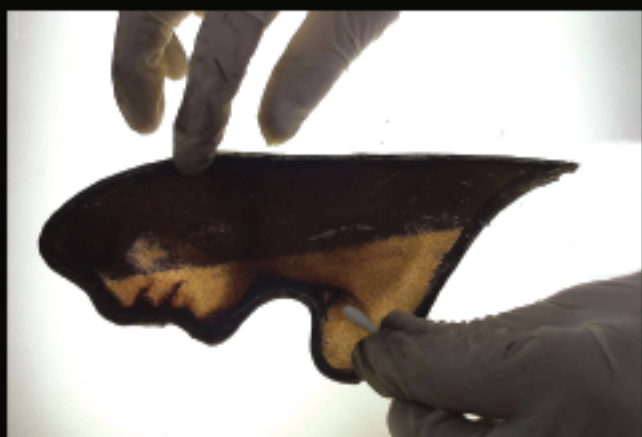
Partners Helps in the
Aftermath of Hurricane Ike

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Contents

- 4 Update on Partners
- 9 FEATURE STORY
Galveston Project
- 13 Funding Brief
How to Cope in this Economic Climate
Making the Ask
- 18 Building Brief
- 19 Professional Alliance Spotlight
- 20 Information Clearinghouse
- 21 Professional Alliance Directory

About Partners

Partners for Sacred Places is the only national, non-sectarian, nonprofit organization dedicated to the sound stewardship and active community use of America's older religious properties. Founded in 1989 by religious, historic preservation and philanthropic leaders, Partners provides assistance to the people who care for sacred places and promotes a greater understanding of how these places sustain communities.

PARTNERS' PROGRAMS AND SERVICES INCLUDE:

- ❖ **Training.** *New Dollars/New Partners for Your Sacred Place* is an intensive program that gives congregations with older buildings the skills and resources to broaden their base of support.
- ❖ **Regional Offices.** Partners' offers training, technical assistance and capital improvement grants through its Pennsylvania and Texas Regional Offices.
- ❖ **Workshops and Conferences.** Partners' staff speaks on a variety of topics at national and regional conferences.
- ❖ **Publications.** Some of Partners' books include:
 - *Your Sacred Place Is a Community Asset:*
A Tool Kit to Attract New Resources and Partners
 - *The Complete Guide to Capital Campaigns for Historic Churches and Synagogues*
- ❖ **Information Clearinghouse.** This web-based resource provides information related to the care and use of older sacred places.
(www.sacredplaces.org/information_clearinghouse.html)
- ❖ **Advocacy Initiatives.** Partners works with civic leaders, funders and policymakers, urging them to adopt policies and practices that provide new resources to older religious properties.

COVER PHOTO: THE CHURCH OF ST. EDMUND THE MARTYR IN ARCADIA, FL, TAKEN IN AUGUST 2004 A FEW DAYS AFTER HURRICANE CHARLIE STRUCK. PHOTO BY MATTHEW BEAHM, CHURCH RESTORATION GROUP



from the Executive Director

On the eve of Partners' 20th anniversary, we were very honored this fall to receive not one or two, but *three* prestigious awards that recognized Partners' innovative outreach to congregations across the nation. One award recognized our *New Dollars* training program, which has now served several hundred congregations from a wide range of faith

traditions. Another celebrated Partners' work in Pennsylvania, where we established our first regional office. And the third awarded our overall record of accomplishment since we were founded in 1989 (see p. 4). These awards go to Partners' Board and staff, of course, but also to the thousands of clergy, laypeople and community leaders that have supported and advanced our work over the years!

This recognition has given us additional energy and impetus at a time when congregations may need Partners' resources more than ever before. Given the state of the economy and demographic changes in both cities and small towns, the struggle of congregations to keep their sacred places alive and vital may be more difficult—and universal—than at any time before.

One place where the need is especially pressing and urgent is Galveston, of course, where Hurricane Ike flooded much of this historic island, forcing most congregations from their homes at a time when their communities need them more than ever. Last fall we brought together dozens of churches and synagogues—the first organization to do so after the hurricane—to hear stories of sacrifice and suffering, and to give clergy and laypeople an opportunity to learn from each other and encourage each other.

We heard from pastors who had been living in their cars for weeks, and from laypeople who had to witness the destruction of kitchens where members made hot breakfasts and lunches for the hungry, church halls that once served children and seniors, and countless pews where worshippers, concert-goers and community meeting participants once sat.

We brought together some of these congregations once again early in the new year, this time to announce a series of grants from Partners that would help each of them work with architects and engineers to plan the repairs and renovations that their buildings so desperately need (see p. 9). Once again, the response of clergy and laypeople made it clear that Partners is bringing hope and confidence to their congregations. And they, in turn, will have renewed capacity to bring hope and recovery to their neighborhoods. ✚



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Update on Partners



Preservation Pennsylvania presented Partners with the F. Otto Haas Award in September 2008. Pictured left to right are Executive Director of Preservation Pennsylvania Melinda Higgins Crawford, Partners' Board member Gordon R. Woodrow, Partners' Associate Director Tuomi Forrest, Partners' Board member Mary Werner DeNadai, FAIA, and Partners' Executive Director, A. Robert Jaeger



The National Trust for Historic Preservation (NTHP) presented Partners with a National Preservation Award in October 2008. Pictured left to right are NTHP President Richard Moe, Partners' Executive Director A. Robert Jaeger, NTHP Advisor Caroline Boyce, Partners' Board Chair the Rev. Dr. Thomas E. Frank and NTHP Trustees Chair Cliff Hudson.

Awards

Partners is honored to have received three prestigious awards this fall—an Award of Merit from the American Association of State and Local History (AASLH), a National Preservation Award from the National Trust for Historic Preservation, and the F. Otto Haas Award from Preservation Pennsylvania.

The AASLH Award of Merit recognizes the innovation and wide impact of Partners' *New Dollars/New Partners* training program, which uniquely helps clusters of congregations engage with the larger community and raise funds for capital projects.

At its annual conference in Tulsa, OK, the National Trust for Historic Preservation presented Partners with a National Preservation Award for its "unwavering commitment and innovative services...dedicated to the

preservation and effective use of historic religious buildings." National Trust President Richard Moe noted that "this dedicated organization has created a new movement within the preservation field with far reaching impact in government, academia and community development."

In September, Partners was presented with Preservation Pennsylvania's F. Otto Haas Award, Pennsylvania's highest honor in historic preservation, which is given in recognition of "outstanding contributions and consistent achievement above the standards of the profession." Partners' Philadelphia Regional Fund for Sacred Places and *New Dollars/New Partners* training program were noted for the financial and technical assistance provided to countless congregations. Additionally, Partners' public outreach and work engaging local public officials were both cited. ✚

New Staff

Partners is pleased to welcome new directors to the Chicago and Texas Regional Offices.

Gianfranco Grande has joined us as the Director of the Chicago Regional Office. Mr. Grande has over eight years of experience in management and fundraising for non-profit organizations such as Philantropia and the First Step Foundation. He has also worked at Notre Dame High School in Niles, IL, where he served as the Vice-President of Institutional Advancement. He has a Ph.D. in Comparative Literature and Philosophy from the University of Rome, Italy, and speaks fluent Italian, French and Spanish.

Froswa Booker-Drew will serve as the Director of the Texas Regional Office. Ms Booker-Drew comes to us with a wealth of experience from the non-profit management world. She has worked with groups such as the Breakthrough Collaborative and St. Philip's School & Community Center, and established her own business, Soulstice, which provides public relations, capacity building, fundraising, program development assistance and assessments for government and non-profit organizations. She earned a B.A. from the University of Texas, and Master of Liberal Arts from Oklahoma City (OK) University.

Partners is happy to welcome back **Molly Lester** to the Philadelphia Office full-time after interning here over two summers while in college. She is now the Grants and Program Manager for the Philadelphia Regional Fund. Molly recently received her B.A. from the University of Virginia, where she minored in architecture. Before joining Partners, she worked at the Nantucket Preservation Trust, contributing research and documentation to a survey of historic houses on the island. ❀

In Memory

Partners lost two great friends and supporters of the cause in 2008: **Mrs. Sigrid Berwind** and **Mrs. Mary Jo Kirk**. Sigi became a Partners' champion in 1998 when *Sacred Places at Risk* was first released. She was drawn to Partners because of her commitment to the welfare and education of children. She supported Partners' work in the Philadelphia region, particularly the innovative programming that many congregations provide for children and families in their neighborhoods. Mary Jo was a dedicated volunteer, serving on Partners' Board of Directors. She embraced Partners' mission with passion after an initial introduction by a fellow board member. The community value of sacred places drew her in, as did her involvement with her own parish church and the Washington National Cathedral. We miss them. ❀

THANK YOU

Many thanks to
**Cynthia Wheelock, Barba Architecture & Preservation and
Anne Sullivan, AIA of Thornton Tomasetti, Inc.**
who have donated their time to
New Dollars/New Partners for Your Sacred Place Module I
training in the past three months.

Get Involved with Partners!

Together, we can ensure that our communities continue to be enriched by our nation's historic sacred places. Your support will bring invaluable programs, technical resources and grants to thousands of congregations.

Let's keep their doors open! Open for all to see the beauty and magnificence of these architectural treasures. Open for all generations to partake in the numerous social activities and programs. Open for all the community to appreciate.

Over the last five years, Partners for Sacred Places has:

- ❖ Trained over a thousand clergy and lay leaders to broaden and diversify their community partners and funding for the care and good use of their property.
- ❖ Partnered with 35 denominational offices, ecumenical councils, historic preservation and planning organizations.
- ❖ Awarded nearly \$2 million in grants for sacred places, enabling congregations to leverage additional support from the community.
- ❖ Built new national partnerships that will add innovative resources and technical assistance.

How can I help?

- ❖ Make a donation to Partners for Sacred Places. Your support broadens and strengthens Partners' programs.
- ❖ Tell us about a historic sacred place in your community that needs help.
- ❖ Tell local religious and historic preservation leaders about the *New Dollars/New Partners* training program so they can gain new resources and skills to broaden their base of support and community partnerships.
- ❖ Direct congregations to our Professional Alliance directory and Information Center so they may gain invaluable contacts and information about restoring their properties.
- ❖ Purchase a congregational membership for a church, synagogue, meetinghouse or mosque so they can receive *Sacred Places* magazine and discounts on other publications.

Inspired to be a part of this mission? Join Partners for Sacred Places now by using the attached reply envelope in the magazine or by visiting our website at www.sacredplaces.org/our_members.htm and using the on-line pay option with Network for Good.

Your support is critical to our success. Thank you for your interest in our work and for your support of Partners for Sacred Places. ❀



Left to right:
Chicago Regional
Office Director
Gianfranco Grande,
Texas Regional
Office Director
Froswa Booker-Drew,
Grants and Program
Manager Molly Lester.

Andrew Edwards Reception

In October 2008, Partners hosted a reception for Andrew Edwards, Chief Executive of the National Churches Trust, which is based in London, England. It works to preserve historic places of worship across the United Kingdom, primarily through grant giving and technical assistance.

Mr. Edwards spoke about the work of his organization, providing numerous comparisons between the National Churches Trust (NCT) and Partners for Sacred Places. Most striking was the fact that both nations face very similar issues.

NCT “focuses on the need to address the growing repair bills, how to channel support to those ‘vulnerable’ churches which lack the social capacity to fundraise and find new uses, and the benefits of mixed and enhanced uses to keep churches going.” NCT’s work recognizes the immense role that churches play in their communities, and that they “are often the crucial epicenter of their community...reaching out to all ages, races and faiths—or no faiths.” Additionally, they “add essential value to communities through their contribution to history, architecture and music as well as to local identity.”

Partners has worked for the past 20 years to address these same issues across the United States. Like NCT, we have expanded our grant giving and technical-assistance capability in order to better help the communities relying on their houses of worship. We continue to seek new ways to reach out to those who need it, and to assess the effectiveness of our programs. Hearing about NCT’s work and learning from their models can only help improve Partners’ work.

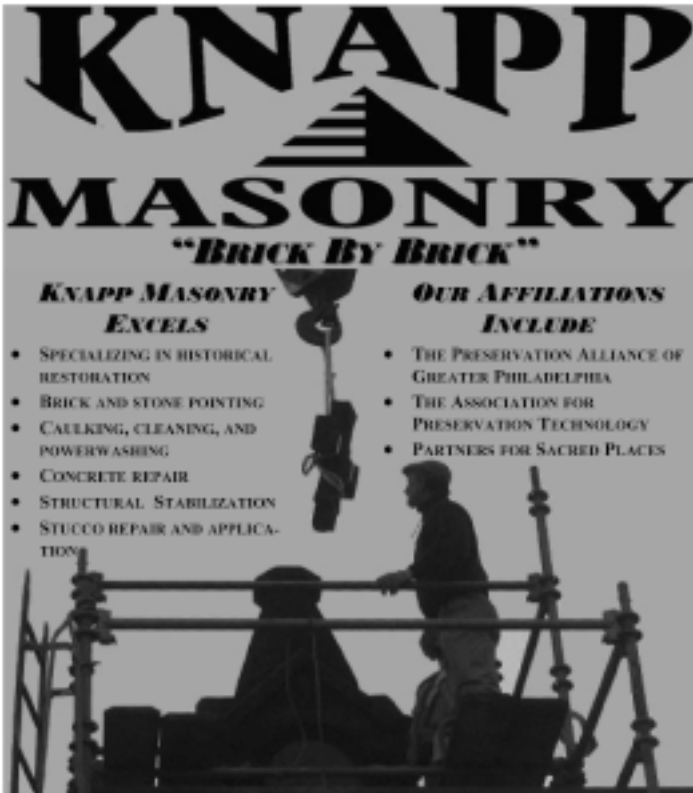
NCT and Partners have continued the discussion begun during Mr. Edwards’ visit, and are excited about sharing best practices and collaborating in the months to come. ✚

Funding News

Partners has new funding in hand from:

- The Lynde and Harry Bradley Foundation
- The Dunspaugh-Dalton Foundation
- John S. and James L. Knight Donor-Advised Fund at the Dade Community Foundation
- Lilly Endowment Inc.
- David and Julia Uihlein Charitable Foundation

With the exception of the Lilly Endowment, all funders named above are new to Partners. At the end of its multi-year grant, the Lilly Endowment will have supported Partners continuously for 22 years! Grants from the Bradley and Uihlein Foundations are supporting a more intensive *New Dollars/New Partners* training for Milwaukee congregations that will begin in 2009. Support from The Dunspaugh-Dalton Foundation and the Knight Donor-Advised Fund is bringing *New Dollars* training to Miami congregations. ✚



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Philadelphia Regional Fund Update

Society Hill Synagogue



PHOTO COURTESY OF TOM CRANE

In its third year of making grants, the Philadelphia Regional Fund for Sacred Places (PRFSP) received some of the strongest applications to date, reflecting the effectiveness of the *New Dollars/New Partners* training program. Since grants are awarded on a 2:1 matching basis, the \$360,000 given in this round will support \$1,080,000 of preservation projects for five of Philadelphia's historic congregations. As anchors of their neighborhoods, these churches together provide a subsidy worth \$2.4 million each year to services they house. This year's grantees represent a broad range of religious backgrounds, including the first PRFSP grant to a synagogue.

Society Hill Synagogue

Society Hill Synagogue received \$80,000 for critical repairs to the envelope of the sanctuary and annex. Society Hill Synagogue's historic building on Spruce Street was designed as a Baptist church in 1829 by Thomas Ustick Walter, who went on to design the dome of the U.S. Capitol Building in the 1850s. Today, the building and its congregation host a quintet of

Philadelphia Orchestra members for regular concerts, a rotating art gallery for local artists, a partnership tutoring program for George Washington School and several other programs.

The Church of St. Luke and the Epiphany

The Church of St. Luke and the Epiphany was given \$80,000 for a roof replacement and electrical wiring project. Housed in a 170-year-old Greek Revival building in the Washington Square West neighborhood of Philadelphia, St. Luke and the Epiphany is a regular venue for orchestral and choral concerts, and has long been involved in outreach to those living with HIV/AIDS and other life threats. Its programming ranges from a hospitality center to a lecture series to financial support for school programs and disaster relief.

First Baptist Church of Paschall

First Baptist Church of Paschall was awarded \$40,000 to replace the boiler, radiators and rear roof of the Administration Building. Since its purchase of the 1920s-vintage St. Clement's Complex in 2006, First Baptist Church of Paschall



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First Baptist Church of Paschall



has been able to greatly expand its community programming in the Paschall neighborhood of Philadelphia. With former Philadelphia mayor Rev. Dr. W. Wilson Goode, Sr., on staff, the church has established four community-serving programs within the last two years. Serving as a crucial anchor in a neglected area of the city, First Baptist's leadership academy, boys' home, E-3 Center (for out-of-school youths) and community space maintain a vital presence in Paschall. The many buildings of the historic St. Clement's Complex have become a sprawling community service center.

Friends Center Corporation

Friends Center Corporation was given \$80,000 for window conservation and life-safety projects. Designated as a National Historic Landmark in 1993, the Race Street Meetinghouse (now part of Friends Center Corporation) has existed since 1856 as a host for a wide array of Quaker and Quaker-related groups. The north meeting room of the meetinghouse has been used continuously for worship for over 150 years, while the surrounding rooms and buildings have increasingly fostered organizations that work for peace and social justice locally, nationally and globally. With grants from the Save America's Treasures program and Partners' Philadelphia Regional Fund, Friends Center will be able to maintain its historic site.

St. John the Evangelist

St. John the Evangelist received \$80,000 for the exterior restoration of the Church and Friary, life-safety improvements, and restrooms. Before St. John the Evangelist was built in 1830, Philadelphia lacked the resources to serve the city's growing number of Catholic households. Today, the city as a whole benefits from St. John's own resources of time and effort. Its most prominent new partner is Project H.O.M.E., which will be building and maintaining a major new facility on St. John's property to provide transitional housing to formerly homeless individuals. Yet this is merely the latest in a long line of community partnerships that St. John's has established over the years, including ongoing work with St. John's Hospice, Liberty Court (a nursing center and assisted-living facility), Jefferson Hospital and the University of the Arts. ✚

St. John the Evangelist



PHOTO COURTESY OF ERIN CORVELL

Galveston Project

The eye of Hurricane Ike, a monstrous storm with winds of at least 110 mph, landed on Galveston, TX, at about 2 a.m. on September 13, 2008, with waves crashing over the 17-foot-high sea wall. Residents of Galveston were among the one million coastal residents ordered to flee. The storm flooded homes and other buildings, and left the island without electricity, gas, water pressure and basic communications. Though much of the water receded on the following day, sewage and sludge coated the streets.

Galveston Bible Church



PHOTO COURTESY OF STEPHANIE JORDAN

There are more than 50 churches and two synagogues representing almost every major religious denomination on the island. They have always served as the cornerstone of the Galveston community by providing an array of services ranging from feeding programs to athletic organizations for youth. In November 2008, staff from Partners visited the island, toured several historical facilities and met with congregations to hear their stories. One pastor shared that she had been living in her car for two months. Another member cried as she began to talk about the changes in her church since the storm. Sixty-five individuals representing more than 27 congregations attended a

meeting to learn about the many ways in which we will support their work to repair their buildings and make them active again.

The Texas Regional Office of Partners for Sacred Places has dedicated its 2009 funding and resources to assist hurricane-affected congregations in Galveston. At a recent public meeting hosted by the Galveston Historical Foundation, Partners announced planning grants for 10 congregations to help them work with architects and contractors. The congregations include Congregation Beth Jacob, First Baptist Church of Galveston, First Presbyterian Church, First Union Baptist Church of Galveston, Grace Episcopal Church, Primera Iglesia Bautista,

Reedy Chapel AME Church, St. Augustine of Hippo, Saint Luke Missionary Baptist Church and West Point Baptist Church. Recipients were selected based on a number of criteria including the historical significance of their building as well as their work in providing human and social service programming in the community. In addition to these planning grants, Partners is also retaining the Church Restoration Group, a national leader in disaster recovery services, to perform initial building assessments.

At the grants presentation, Partners' Executive Director A. Robert Jaeger expressed to the audience the critical role that congregations play in stabilizing communities, and made clear that Partners will serve as collaborators in the congregations' rebuilding process. "We are excited that Partners' initiative is bringing hope and new resources to congregations. The planning grants we are providing will renew the capacity of churches and synagogues to help Galveston recover from the hurricane. For us, it's not just about sacred places, but about the vitality and resilience of one of America's great historic communities."

Galveston's sacred places are assets to the community and without support, they are unable to be effective and continue their legacy of making an impact. As Froswa Booker-Drew, Director of the Texas Regional Offices says, "After visiting with these congregations and

touring several facilities, I feel even more compelled to make sure that we work diligently on behalf of these congregations and the City of Galveston. These congregations provide a rich history and their legacies of making a difference must be continued." ✚



PHOTO COURTESY OF STEPHANIE JORDAN



PHOTO COURTESY OF JAMES NADER



PHOTO COURTESY OF STEPHANIE JORDAN

Page 10 top photo: Interior of Galveston Bible Church. Bottom left photo: St. Mary's Cathedral Basilica. Bottom right photo: Partners presents a check to First Union Baptist Church. Flanking members of the congregation are, far left, Dwayne Jones, Executive Director of Galveston Historical Foundation, standing next to A. Robert Jaeger, Executive Director of Partners for Sacred Places, and on the far right, James Nader, Chair of the Advisory Board of the Texas Regional Office of Partners for Sacred Places.

Page 11: St. Mary's Cathedral Basilica.

Feature



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How to Cope in This Economic Climate

During unpredictable financial times, how can community-serving congregations raise funds for buildings while everyone is trying to cope with such uncertainty?

Partners recommends adopting the asset-based philosophy that underpins our New Dollars training program. Take a look at the last issue of *Sacred Places* (Summer 2008) and the asset-based community development story (“Asset-Based Community Development: How Shifting a Mindset Can Shift a Congregation’s Future”). If you’ll put on your asset-based hat the cup will always be half full. Use this time to make new friends and broaden your base.

In practical terms, here is some food for thought as your congregation forges ahead with your campaign.

- ❖ The number one reason that people give is that “someone asked them.” Don’t assume how others will answer—continue to reach out, make your case and ask them to support you. No matter what—ask.
- ❖ Nurture your relationships. Increase opportunities to talk one-on-one. Personally visit members and neighbors to keep them engaged.
- ❖ Communicate with your members more frequently. Keep everyone involved with updates on the work that has been completed and what is next. Use email, if available, handwritten cards, or simple newsletters—many word processing packages offer templates that are attractive and simple to use.
- ❖ Reach out to all members. Don’t forget those whose participation has lapsed. You may not realize the fond memories they still hold for your congregation. One congregation told us that an individual made a special campaign gift to memorialize his parent, who grew up in the church.
- ❖ Return to your current major donors and ask them for a “special gift.” Explain that during this economic climate, your usual steady support has decreased and ask if they would consider an additional gift to help you.

- ❖ As we teach in *New Dollars/New Partners*, reach out to your community partners, such as:
 - Civic associations—Rotary, Lions, community development organizations and neighborhood associations.
 - Residential neighbors—even those who are not members of your congregations want to know about your efforts. You and your sacred place symbolize stability.
 - Local businesses and other commercial neighbors—they may underwrite a specific part of your plans, for example, upgraded lighting, landscaping, or signage, etc.
- ❖ Ask your architect to attend a coffee hour with members and partners to provide an update on your progress.
- ❖ Ask your architect or the artisans involved (such as firms working on the stained glass or bells) to speak to members and neighbors about the architectural and historical significance of your building.
- ❖ Reach out to all individuals who utilize your space for life events, even if they did not become members. These events include wedding parties, christenings, bar and bat mitzvahs, and funerals.
- ❖ Consider finding a partner for a special event. If you host a food festival for example, would one of the organizations sharing your building want to collaborate? Share the expense of the event and then share the proceeds. Both of you may identify new friends.
- ❖ If your community or locality has art galleries, libraries, or preservation organizations, consider a list exchange of names and addresses for a one-time special mailing. One congregation told us that they are holding an event called “Tea with Tiffany” that will feature a talk about their stained glass windows. Ask the local art gallery or preservation group if they would allow you to invite contacts on their mailing list.
- ❖ Consider extending your pledge period for your members as needed. For example, instead of paying over five years, allow them to pay over six years.
- ❖ Remember to thank everyone.

Building partnerships, recognizing your assets and connecting with others are time-tested approaches that Partners believes will help all congregations in this economic climate. ❖

Making the Ask: *Tips for Face-to-Face Solicitation*

**By: George C. Ruotolo, Jr., CFRE,
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"All right! All right! If \$100 is too much, how about \$10?"

Why Do We Have to Make Personal Visits?

Experience tells us that the largest gifts typically come when there is a personal connection and a personal solicitation. By making an effort to meet with an individual, it conveys to them that they are important to the congregation and to the success of the campaign. The face-to-face meeting also provides an opportunity for the prospect to get their questions asked and answered. Your (the volunteer's) commitment to the effort can be inspirational to the donor and when done on a peer-to-peer basis, can help elevate their feeling of being part of the community.

What Should a Solicitor Keep in Mind?

- ❖ Has he/she made his/her own pledge/gift to the congregation?
- ❖ Share your own reasons why the congregation is important to you: Why are you passionate about this particular project or mission?
- ❖ Be comfortable with the case materials, and be ready to refer to them when questions arise.
- ❖ Know as much about the prospective donor as possible, including what size gift they are being asked to consider.
- ❖ Listen. The prospect will share a lot of information about themselves during an open conversation—don't do all of the talking.
- ❖ When you are able, be trained by a professional and create an individualized strategy for each prospective donor. The entire case may not appeal to everyone but pieces of it will—find what will motivate your donor.
- ❖ Practice the conversation. Role play with someone if possible, otherwise write down and rehearse your part of the conversation.

When a No Is Not a No

When a person is hesitant or gives a negative response—it is important that the solicitor engage in additional conversation to understand the reasons, concerns, and questions that may be addressed in a subsequent meeting.

How Do You Get an Appointment with an Individual when Everyone Is So Busy Today?

It is recommended that a letter be sent from the clergy and/or the chairperson of the campaign to let the potential donor know that you will be calling and that you are doing so on behalf of the congregation. The volunteer should know when the letter is sent and call within a day or two of arrival. Be prepared to get an answering machine or to call back at different times of the day. When setting the actual meeting, always consider a time and place that is convenient for the prospect and include the spouse/partner as appropriate. Remember you are asking for a brief amount of time—30 minutes or so. Stress how important it is to share the visual materials and review their questions in person.

If there is a close personal relationship with the potential donor, they may make the appointment without an introductory letter.

Also be ready for objections for meeting face to face. Explain that it is important to review the details of the case with each individual in person and to answer his/her questions. Recognize that they know what is coming—your purpose is to make it as easy as possible for them to say yes to your request!

Who Should Be at the Meeting?

Besides the prospect(s), put thought into what the solicitation team might look like. In many cases, it may be important for a member of the clergy to be there, in others, it may be one of the co-chairs. When there is a team approach, it is important that the role of each team member is discussed ahead of time and the person who will make the actual ask is decided upon. Having the right person solicit a donor can be as important as the cause itself.

Now That I Have the Appointment, What Should I Bring with Me?

Bring the case materials with you as well as a letter that confirms the ask amount for the prospect. If there are opportunities for a commemorative gift, be prepared with that information. This is a great example of how someone might be willing to make a sacrificial gift in order to remember a loved one or a particularly inspirational spiritual leader. Don't forget the pledge card!

Every prospect meeting is an important one and will lead to the overall success of your campaign. Remember to dress accordingly and smile. Smiling shows confidence and sets a positive tone to the meeting. Be aware of your body language but also that of the prospect. Listen attentively; you may have to make a decision not to solicit at that time—the ask amount may be too low given the information that is shared with you, or there is personal information shared that tells you they are not ready to be solicited. By giving the prospective donor your concentrated attention, you will be able to further the conversation by asking questions that define the issues that may be brought up and get at the heart of any hesitation they may have.

How Do I Actually Make the "Ask?"

Making the ask verbally is the recommended method, something like "We are asking you to consider a pledge of \$100,000 to be paid over the next 3 years." However, it may not be the most comfortable for the volunteer or even the prospective donor. There are methods to use that allow a solicitor to show a pyramid of gifts that will be necessary to reach the goal of the campaign and indicate to the prospect where on the pyramid they might consider a multi-year pledge. Or use a 3-year pledge chart that was created for the campaign with the range of gifts you would like the individual to consider. This will provide helpful information to the donor in terms of what a payment schedule may look like for that size gift. Remember that once you have made the ask, no matter the method, remain silent. Give the donor time to think about the gift. If you need to jumpstart the conversation, ask them what they are thinking. The purpose is to get *them* talking about their gift/pledge, not you.

Next steps.

If the person agrees to a specific gift, and it is deemed appropriate relative to the ask, thank them and ask them if they would complete the pledge card/sheet. Then report this information to the office so the donor can receive a "thank you" letter. If the person says "no," it is important to determine what they are saying no to: the amount, the project, or other issues? In many cases, a no is not final; the passage of time and the sharing of additional information can turn that negative response into a pledge. If a person says, "I need to think about it," it is important that the solicitor establishes a mutually agreeable date and time to follow up and learn of the decision. ✚



Bios

George Ruotolo, Jr., CFRE, Chairman and CEO of Ruotolo Associates Inc. Mr. Ruotolo serves as immediate past Chair of Giving Institute: Leading Consultants to Non-Profits, and on the board of Giving USA Foundation and AFP International Foundation.

Pamela DeLuca, CFRE, Director, Church Division of Ruotolo Associates Inc. Ms. DeLuca has conducted training sessions for Partners for Sacred Places' *New Dollars/New Partners* training program throughout the Mid-Atlantic and Midwest areas. Specifically she leads a one-day workshop on the planning for and implementation of capital campaigns for churches.

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DRAFTING A LEASE:

Establishing a Clear Lease Agreements for Shared Space

By Amy Radbill, reprinted with permission from *Common Bond*, a New York Landmarks Conservancy publication
www.nylandmarks.org/Publications.php

Drafting a lease is not a mere formality. The more building owners have considered the issues specific to their space, their needs, and the needs of their potential tenants, the more helpful an attorney can be in putting together a lease that clearly spells out the agreement between landlord and tenant.

Karen Sherman, a principal of the Law Offices of Karen Sherman, acknowledges that in New York City, where space is at a premium, it is easy to sell off real estate or development rights. But she encourages congregations seeking extra income to first try to retain their buildings as assets for themselves and their communities. Once a group had decided to rent some of its space, she says, it is important to think carefully about which parts of its property it wants to release for that purpose. Long-term leases that grant exclusive rights to sections of a property are better income producers, but that may or may not be an appropriate arrangement for all groups.

Before a congregation actually finds a tenant, members should evaluate their property. First, Sherman says, any environmental issues in the building must be determined and dealt with. She specifically cites the presence of lead paint as an example common to older houses of worship. Other issues of liability and insurance should also be considered; Sherman mentions that in some cases, congregations may have loans that restrict the use of their space in certain ways.

It is important to understand some key administrative, operational, and financial issues before a lease is put together. Religious organizations may need to determine who is able to approve such legal documents. In New York State, older congregations may be organized under the “religious corporation law” rather than the more familiar and modern “nonprofit organization.” That’s an important distinction, because the sale, mortgage, or lease of property by religious corporations is, in many cases, overseen by the court system. In a nonprofit organization, control stays within the organization.

From a financial standpoint, Sherman says that prior to drafting a lease, it is necessary to understand and budget for any additional costs that may come with renting a space. For instance, there may be safety issues that will need to be corrected before a tenant moves in, a congregation may need to pay a staff member to manage the space, or an outside cleaning service may need to be engaged.

Sherman advises potential landlords to formulate a conflict-of-interest policy early in the process. That way, everyone knows from the beginning how entwined the landlord’s constituents and the tenant’s constituents are permitted to be. Says Sherman, “Do you want to be able to provide additional services (the tenant might need) or just lease the space?”

Sherman says that it is a good idea to try to get a feel for the stability of the potential tenant organization. “You need to meet the executive director, and you should also meet with members of the board.” The goal, says Sherman, is to find out how long those people have been with the organization, what the organization’s turnover rate is like, and who their constituents are. “You want to be very clear that you are sharing space with this finite group, and not with affiliated groups—or if you are, you need to communicate that. This will all be documented in your lease or license agreement.” ❖

Issues to Consider in Drafting a Lease

- Which services or accommodation will be provided for a tenant. (Will janitorial services be provided? Will the space be modified for the tenant?)
- How much noise is permissible in the building, and at what times.
- How shared spaces will be cared for. (Who cleans the kitchen? Does everyone pitch in, or is an outside service hired to do it?)
- How lines of communication will work between landlord and tenant, especially in regard to emergencies.
- Access the landlord will have to the rental space.
- A clear description of the space so that anyone can understand what it looks like and how large it is.
- Specific questions regarding daily use of the space:
 - ◆ What hours will the tenants be in the space?
 - ◆ How is the use of shared space determined? Is it on a first-come, first-served basis, or are congregation members given priority?
 - ◆ When do groups need to be out of the building?
 - ◆ Who will lock the building at the end of the day?
 - ◆ Will there be a sign-in and sign-out chart to record people’s movement in and out of the building?

Patrick J. Murphy & Associates Organ Builders

Patrick J. Murphy remembers clearly the day his father had a record by renowned organist Virgil Fox playing on the home stereo: “My mom wasn’t home, so the stereo was really loud and the whole house was reverberating. The big bass notes of the instrument were making the house shake and I thought ‘What’s that?’ I was just really knocked out by it.” He was fifteen, and soon thereafter he decided he wanted to be an organist. In order to really know the instrument, he began learning how to tune organs as an apprentice to a local organ builder. After a few years, his employer told Murphy that he already knew more than his mentor, and that in order to become a master organ builder, Murphy had to go study elsewhere. Murphy went on to get a Bachelor of Music degree in organ performance from Ohio Wesleyan University. He quickly realized, though, that he no longer wanted to be an organist, that his interests lay more in the instrument and its complexities. As early as high school, he was doodling designs for pipe organs because he had “developed a good sense of what worked musically.” These days, the scope of his pipe organ work is greatly expanded, ranging from design, construction, rehabilitation, and maintenance in cities and towns across the country.

The first thing one notices upon entering the Patrick J. Murphy & Associates Organ Builders studio in Stowe, PA, is the smell of wood being cut and sanded. Craftsmen in the light-filled woodshop are busy making consoles for new organs and refurbishing large wooden pipes the height and diameter of a small tree. There are pipe organs everywhere, in various states of construction and deconstruction—open crates filled with metal pipes as small as a pencil, rescued orphans awaiting a new home, the skeletal beginnings of a new organ—and tools of the trade unique to the industry.

As Murphy says, “No two pipe organs are alike: whether the room [it’s placed in] has good acoustics or bad acoustics, whether the organ is placed in a chamber or is freestanding, if it’s in a case or out of the way where the sound doesn’t get out.” All of these variables are taken into account in order to create a successful installation.

Most jobs begin with a day-long site visit, during which Murphy tries to get a feel for the organ and its space by “looking into the room, judging what kind of ‘canvas’ I have to work with. Then I have to figure out what [the client’s] needs are.” This is followed up by a meeting to determine how the two parties can best achieve the desired results. Murphy adds, “I go in [to the meeting] with some preconceived notions of [what I would do, but] I don’t reveal these ideas until I talk further with the client. If we’re diametrically opposed [in our goals for the organ] I have to decide if we can come closer. We all have to work together towards a common musical goal and concepts.”

Patrick J. Murphy & Associates Organ Builders is one of the oldest members of Partners’ Professional Alliance, having joined in 2000. Its studio and offices are located at 300 Old Reading Pike in Stowe, PA. For more information about the company and its work, call 610-970-9817, or go to www.PJMorgans.com.



Patrick J. Murphy, center, flanked by the staff of Patrick J. Murphy & Associates Organ Builders, stand in front of a newly-built organ console.

A written proposal follows, which outlines the scope of work that Murphy recommends, and could involve something basic, like a simple upgrade, to more extensive work like recasting or even replacement. Murphy has developed a reputation for his preservation work, especially in the Philadelphia, PA, area. He is clear, though, that just because a pipe organ is old doesn't make it a wonderful instrument. He is careful to suggest enhancements along historic lines as appropriate. There are times when an organ is not doing its job, which, according to Murphy, is to "excite and

soothe." In situations like this, when a replacement organ is warranted, Murphy's team is able to handle that challenge as well.

In fact, Patrick J. Murphy & Associates Organ Builders may be the only full service company of its kind in the Delaware Valley of southeastern Pennsylvania. The firm is affiliated with the American Institute of Organ Builders (AIO), and is one of only 30 companies nationwide qualified to belong to the Associated Pipe Organ Builders of America (APOBA).

Murphy is well aware how labor-intensive pipe organ work is. While the

requirements for each project are unique, most jobs average between two and four months in duration. Larger projects will require more time. Installation alone takes two weeks of working almost twelve-hour days. Murphy's expertise and experience enables him to design an instrument in his head, but once it's installed by his trained staff, reality begins. He must then spend time fine tuning, tweaking and polishing the sound, or "fit and finish," so that the pipe organ delivers maximum effect when played—that the music excites and soothes those who are fortunate to hear it played. ❖

Murphy's Top Ten

General Rules of Thumb for the Care and Maintenance of Pipe Organs

Excerpted from an article written by Shen Shellenberger, originally written for Partners for Sacred Places

- Get yourself a good organ technician/tuner. Word-of-mouth recommendations can be very useful, so contact other churches and get the names of technicians that work in your area. Be sure that the person is a qualified full-time technician for pipe organs, not electronic organs.
- Unless you are dissatisfied with the service you are receiving, do not bring in a new tuner or technician when you change organists. It is more constructive to maintain a long lasting relationship with a technician that is familiar with your instrument than it is to attempt to satisfy the wishes of a new organist.
- Most pipe organs do not need to be tuned more than twice a year. The optimum time to tune is with the change of seasons. Tuning more than four times a year is not recommended. Be sure that the working area where the organ mechanism is located is well lit in order for the tuner to properly service the instrument. Also, set the heat or air conditioning in the room to the temperature used when the organ is most often played.
- Pay attention to the condition of the organ chamber and condition of the organ's pipes. Dramatic changes in temperature, falling plaster and un-insulated outside walls will all have an adverse effect on the organ's sound. Though not necessary to keep the chamber heated when the organ is not being played, it is important to allow the room to come up to the normal temperature setting slowly and before the organ is used.
- Proper humidity is key, and should range between 35–40%. Excess dampness can cause a host of problems, and overly dry conditions allow the wood and other components to dry out.
- Do not use the organ chamber as a storage space. It will make it difficult for a tuner to work on the instrument, and increases the chance of an accident occurring, resulting in damage to the organ.
- Be sure to have adequate and up-to-date insurance on your organ. **Do not** lump the coverage for the instrument under the "contents" section of your policy. Instead, attach a separate rider to cover the organ. Have the instrument regularly appraised by a knowledgeable organ builder to ascertain that the cost for "replacement in like, kind, and materials" is up to date.
- Avoid the temptation to hang anything on the façade pipes. Though they may appear sturdy, what is behind them is probably more delicate.
- The blower, which supplies air into the organ's bellows and windchests causing the pipes to sound, should ideally be located in the same room as the organ itself. This room should be kept clean and dry as excessive dust and dirt are damaging elements that will be sucked into the instrument. Blowers need very little in the way of routine maintenance: oiling once a year and occasional cleaning of motor armatures, plus checking on the blower bellows is adequate. An electrical technician that specializes in servicing large motors, not an organ technician, must perform any electrical work required for motor repairs.
- When considering any major work on your building—construction, remodeling, roofing, painting, HVA/C work, installation of sprinkler systems, etc.—consult your organ technician **before** any work commences. Dust and dirt are an organ's worst enemies.



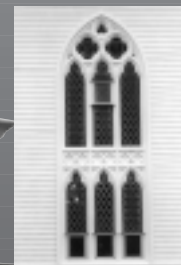
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Holy Places

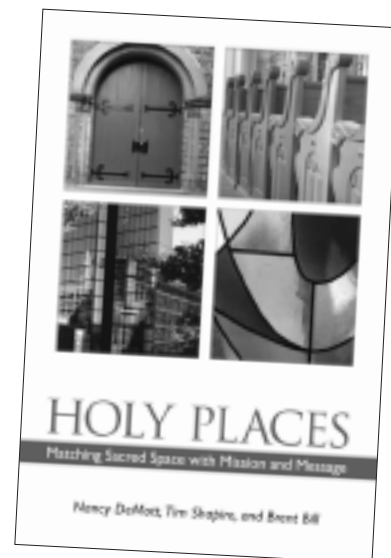
Holy Places: Matching Sacred Space with Mission and Message is a guide for congregations who are involved with, or are planning, work on their facilities. While the book is not geared specifically to renovation and rehabilitation of historic places, there is information that all congregations can use and learn from.

Drawing on their experience with the Indianapolis Center for Congregations, authors Nancy DeMott, Tim Shapiro and Brent Bill recommend three key steps to determining how best to synchronize the spiritual goals of a congregation with the concrete spaces they occupy: *Discern, Decide* and *Do*.

Discern focuses on helping congregations determine who they are, who their demographics are, and how to define their mission. Part 2, *Decide*, helps readers figure out the "what," including critical points like "What Service Providers Will We Use?" and "What Sources of Funding Will We Use?" The final section of the book, *Do*, offers advice for when the work has been undertaken, such as how to communicate effectively with the community, and how best to ensure the work is getting done properly.

The authors provide myriad real-life examples to help illustrate the process they outline. There are also seven appendices that provide helpful supplementary information on topics such as facilities assessments and working with architects and contractors, as well as a glossary of key terms and a resources section that refers readers to Partners for Sacred Places. In sum, this book is a very helpful reference for any congregation undertaking a major construction project.

For additional information, and to purchase the book, please call Alban Publishing at (800) 486-1318 or go to www.alban.org. ✚



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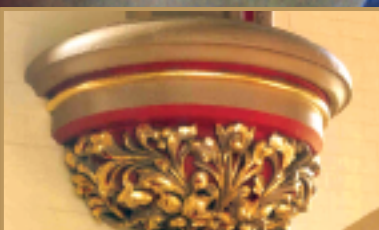
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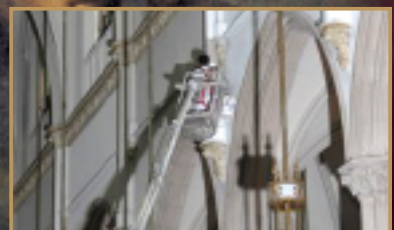
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