

Orthodox Parish Development



Nativity Of Christ Greek Orthodox Church Planning Study

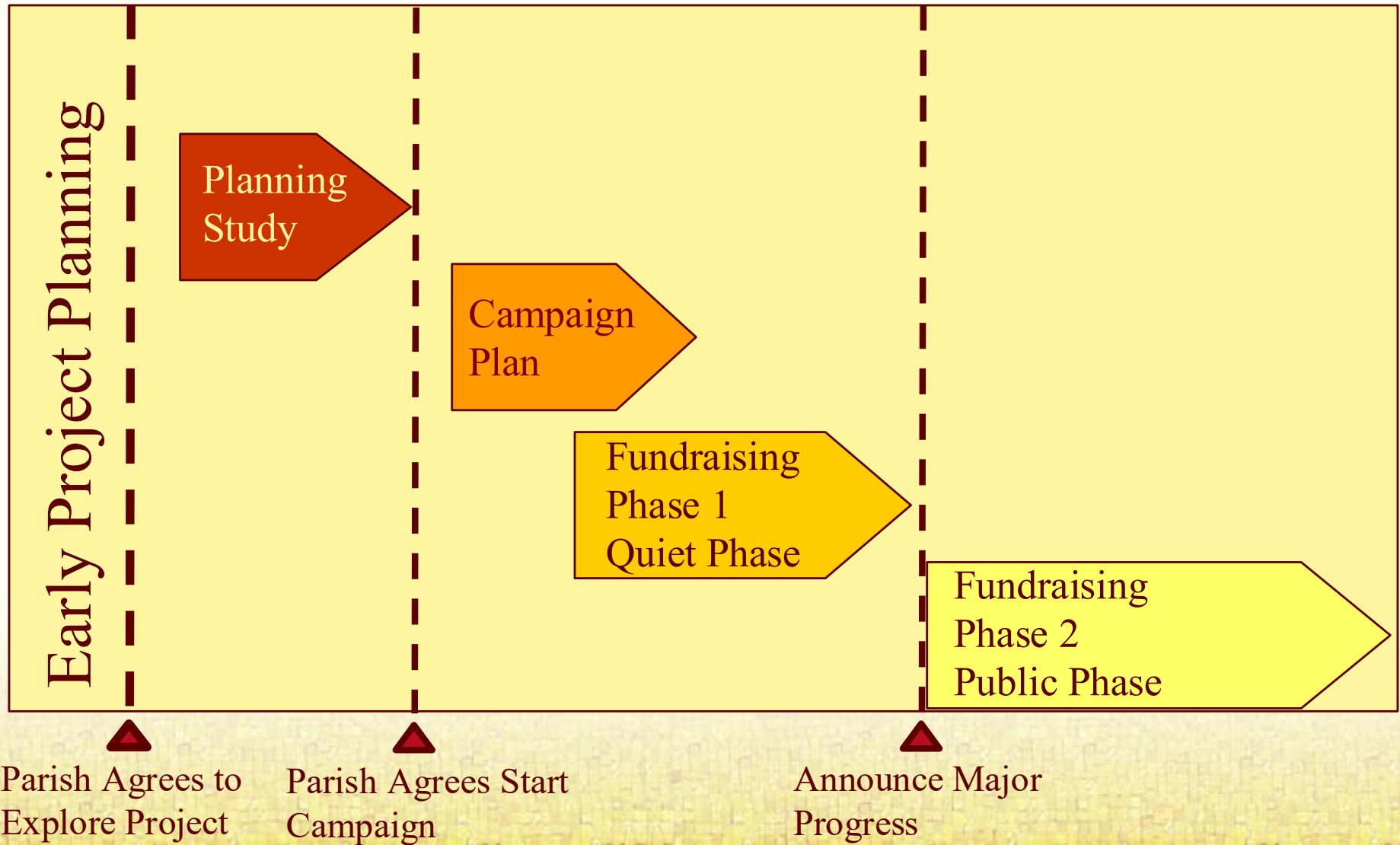
April, 2026



Christos Anesti! Christ Is Risen!

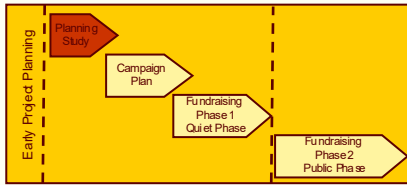
I want to thank you for welcoming me into your community and allowing me the honor of meeting with your parishioners!

Campaign Life Cycle



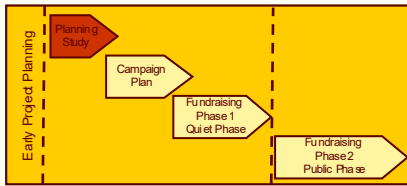


**What steps were taken to
conduct the Planning Study?**



Planning Study Steps

- ✓ Prepared a “Statement of Need” and detailed questionnaire
- ✓ 70 individuals and/or couples participated
 - A solid response rate of **29%** to project from (70 of 240 core families)
- ✓ In person, zoom/telephone contact
- ✓ Online Surveys were utilized



Basis for Planning Study

- ✓ Ascertain support level for the campaign vision
- ✓ Gather additional important information from parishioners (strengths and weaknesses, etc.)
- ✓ Test a fund raising goal of \$4 million
- ✓ Determine the best way to move forward based upon the information gathered



Feedback on the Health of the Parish

General Parish Life



- ✓ A solid number of parishioners participated and were open and honest with their feedback
- ✓ Parishioners' overall assessment of the parish is **positive** (35% "excellent", 54% "good", 7% "fair", 0% "poor", 4% "unsure/no opinion")
- ✓ **Parish ministries** (30% "excellent", 53% "good", 10% "fair", 0% "poor", 7% "unsure/no opinion")
- ✓ **Stewardship** 19% "excellent", 38% "good", 27% "fair", 3% "poor", 13% "unsure/no opinion")
- ✓ **Perception of Clergy's ministry to parish** (70% "excellent", 29% "good", 0% "fair", 1% "poor", 0% "unsure/no opinion")

Five Most Frequently Mentioned Strengths of the Parish

<i>Strength</i>	<i>Additional Comments</i>	<i>#</i>
Fr. John	He is there for us, cares for our souls Dedicated Young and energetic;	45
Parishioners	Dedicated parishioners/volunteers Good core group Family oriented, talented We come together when we need to;	32
Welcoming	Welcoming to everyone We go the extra mile Fr John is welcoming new people;	21
Worship	Our Orthodox Faith Divine Liturgy Having services in both Greek and English;	18
Ministries and Outreach	We offer a great deal in the ministries that we have Active ministries for both children and adults Ministry Director and Church Staff do a good job Youthful, forward - thinking programs and outreach	17

The number in the right-hand column indicates how many people mentioned each parish strength.

Five Most Frequently Mentioned Challenges of the Parish

<i>Challenge</i>	<i>Additional Comments</i>	<i>#</i>
Grounds and Campus	Hard to get around Not easy for seniors Restrooms far away, lack of restrooms in the Narthex Entering the Narthex is like entering through a side door Visitors don't always know where the church is	34
Participation (lack of)	80/20 Rule Not easy to get assistance/volunteers at times You will usually see the same volunteers We need more people to volunteer	27
Communication between age groups	Could be better Some strong personalities at times Cliques Change - sometimes seniors feel left out	23
Worship	Attendance could be better Continuous services but not always well attended Some are more ethic focused rather than spiritually focused	18
Stewardship	Average is low, especially for Marin Subtle communication, but not emphasized More education needed	14

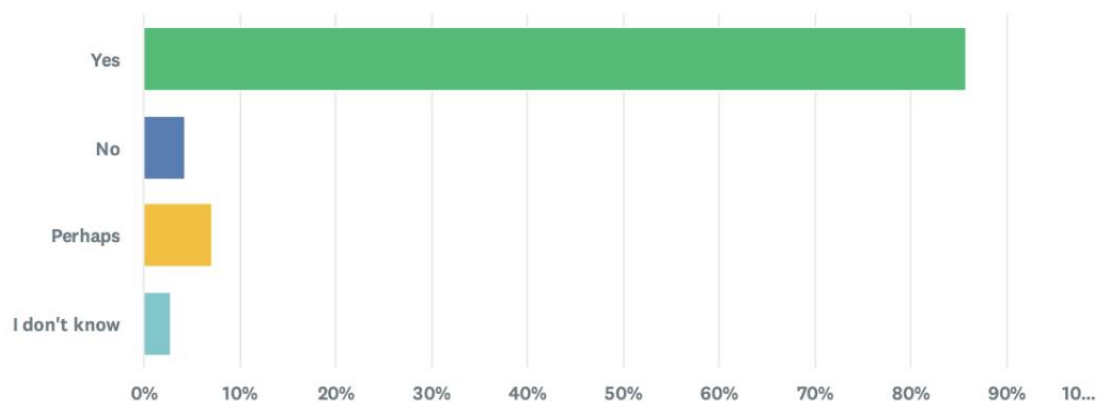
The number in the right-hand column indicates how many people mentioned each parish challenge.

We asked questions about priority going forward...



Regarding the last phase of the BEYOND 50 plan that focuses on capital improvements: Do you believe that an installation of an elevator is needed? Many parishioners face significant difficulty navigating the elevation differences on our campus between the church and the Large Hall.

Answered: 70 Skipped: 0

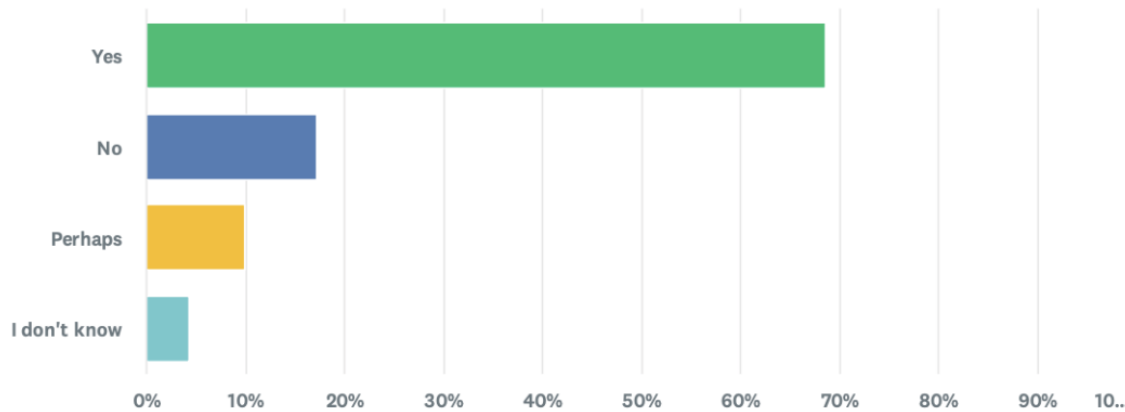


Answer Choices	Percentage	Responses
● Yes	85.71%	60
● No	4.29%	3
● Perhaps	7.14%	5
● I don't know	2.86%	2
Show comments		
Total		70

Do you believe that an enhanced and extended Narthex gateway is needed? Enhancing and extending the Narthex will strengthen the long-term utility and beauty of our church.



Answered: 70 Skipped: 0

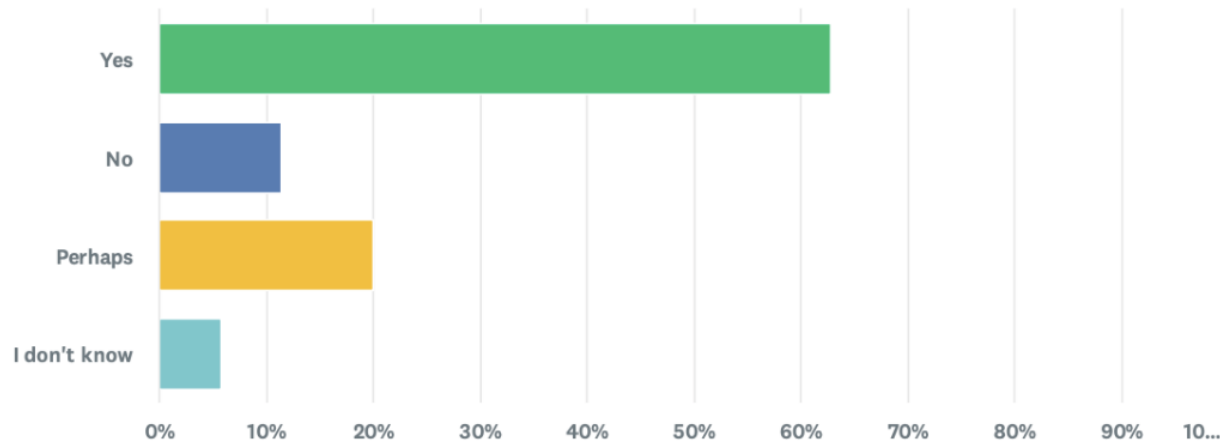


Answer Choices	Percentage	Responses
● Yes	68.57%	48
● No	17.14%	12
● Perhaps	10.00%	7
● I don't know	4.29%	3
Show comments		
Total		70

Do you believe that a new small hall is needed? A smaller gathering space has been envisioned to support intimate events, meetings, and ministries)?



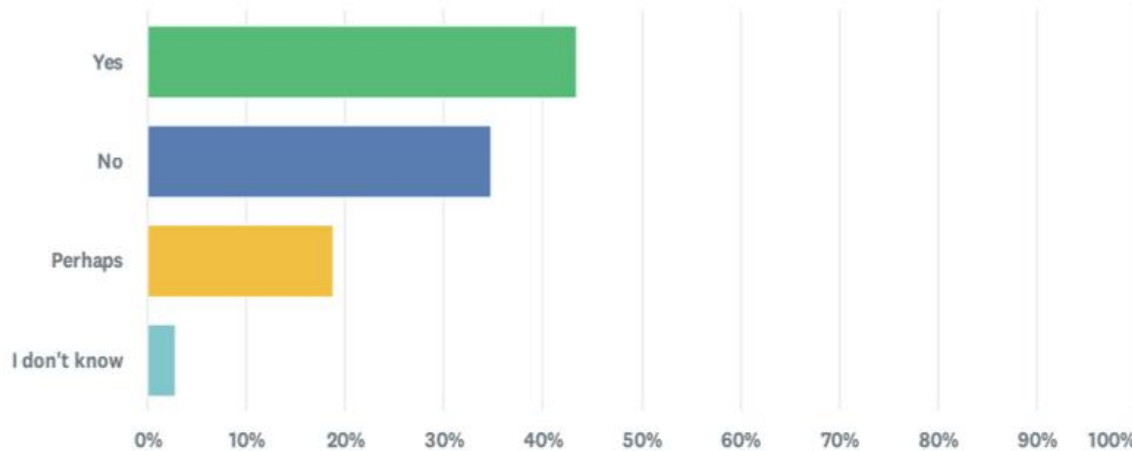
Answered: 70 Skipped: 0



Answer Choices	Percentage	Responses
● Yes	62.86%	44
● No	11.43%	8
● Perhaps	20.00%	14
● I don't know	5.71%	4
Show comments		
Total		70

Do you believe an enlarged dome is needed? Replacing the existing cupola with an enlarged dome will allow the proper installation of the Pantokrator icon and help open the interior worship space.

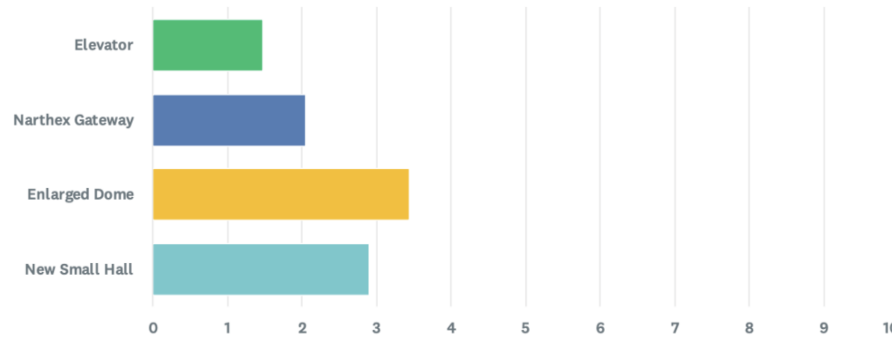
Answered: 69 Skipped: 1



Answer Choices	Percentage	Responses
● Yes	43.48%	30
● No	34.78%	24
● Perhaps	18.84%	13
● I don't know	2.90%	2
Show comments		
Total		69

How would you prioritize the previously described focus points (first, second, etc.)?

Answered: 69 Skipped: 1



	1	2	3	4	Total	Weighted ...
Elevator	68.18%	18.18%	12.12%	1.52%		
	45	12	8	1	66	1.47
Narthex Gateway	29.23%	40.00%	26.15%	4.62%		
	19	26	17	3	65	2.06
Enlarged Dome	0%	15.38%	24.62%	60.00%		
	0	10	16	39	65	3.45
New Small Hall	7.46%	26.87%	34.33%	31.34%		
	5	18	23	21	67	2.90
					263	2.47

Note: The lower the weighted total score, the higher the priority.





Fund Raising Capacity

Fundraising Capacity



- ✓ Will you be in favor of the parish moving forward with capital campaign efforts over the next three years? (72% “yes”, 13% “perhaps; need more information”, 10% “no”, 5% “unsure/no opinion”)

- ✓ “Can we raise \$4 million over 3 years?”
(15% “yes”, 37% “perhaps; need more information”, 21% “no”, 27% “unsure/no opinion”)

- ✓ Will you be willing to pledge over the next three years? (72% “yes”, 9% “perhaps; need more information”, 7% “no”, 12% “unsure/I don’t know”)

Every level except for the top level was achieved



Nativity of Christ Campaign Gift Chart

FUNDS TO BE RAISED: \$4,000,000



Number	Amount	Prospects	Ratio	Subtotal	Cumulative
2	500,000	10	5:1	1,000,000	1,000,000
2	250,000	8	4:1	500,000	1,500,000
5	100,000	20	4:1	500,000	2,000,000
10	50,000	30	3:1	500,000	2,500,000
20	25,000	60	3:1	500,000	3,000,000
40	15,000	80	2:1	600,000	3,600,000
Many	15,000 & less	Many	1:1	400,000	4,000,000

Levels achieved noted in red...NOC is Type B parish.

Fundraising Capacity



- ✓ **\$1,453,000 - \$1,976,000** over three to five years
These indications were unrestricted and based on consensus
- ✓ From 48 individuals/families (69% of the 70)
- ✓ The numbers indicate an average pledge of \$30k

Highest priorities – Elevator and Narthex (\$2.8M)



Our pathway based on the numbers:

- ✓ **\$1,453,000** - over three years
- ✓ **\$523,000** – 36 indicated stretching to years 4 and 5 if all went well.
- ✓ **\$400,000** - additional 20 donors to pledge at \$20K average (some of these are already in the study data as supportive but with unknown guestimates).
- ✓ **\$145,000** - 10% over guestimates
- ✓ **\$250,000** - existing monies on NOC balance sheet

\$2,771,000!

Fundraising Capacity



- ✓ There is still approximately \$1M to \$1.2M to complete the entire project
- ✓ The community does have individuals and families that are capable of first tier gifts. They will be approached with results of study findings
- ✓ These potential donors are more likely to participate once they see that the "boat has left the dock"
- ✓ Recognition opportunities will also open up once the shovels hit the ground

Recommendations

Based on an analysis of the data available, there is very strong support for Nativity of Christ to launch a Capital Campaign. This exciting initiative however must be done thoughtfully, and Orthodox Parish Development makes the following recommendations:

- 1) **Move forward quickly and set a financial scope for the project. A large number of parishioners support the project but do not want to overstretch. With a fund-raising pathway identified to complete their first two priorities (elevator and narthex), consider phasing the project with these to be completed as Phase 1.** The small hall and dome can be considered as Phase 2, and completed as a next step when the funds are secured. The capacity for pledges can increase dramatically with even one or two additional major gifts in addition to those that are projected, and we will seek to identify and secure those as we move forward.
- 2) **If possible, consider reevaluating the costs related to the elevator and narthex to see if they can be brought down a bit.** Based upon that and the results of the study, Nativity of Christ will need to set the final financial scope to be raised for Phase 1.
- 3) **Begin seeking pledges** with individual, personal meetings to raise initial funds. During the initial phase of fund raising, it will be important to maintain a low profile about the amounts pledged; the goal during this “quiet phase” of the Capital Campaign is to wait until there is an amount that will generate considerable excitement and motivate the remainder of potential donors to give.

- 4) **Develop a “Frequently-Asked Questions” document** similar to the “round table discussion summary” from September 2025, that will be a working document, available to everyone, to be kept at a central place where parishioners can pick up a copy. Keep up two-way communication with ministry leaders and interested parishioners as the plans are revised, taking input to shape the project and sharing key information on what, if anything has changed, or what will be finished in the upcoming weeks. *Orthodox Parish Development will provide an FAQ template and examples from other parishes that have embarked on similar efforts*
- 5) **Identify, recruit and train a small group of committed advocates** (Capital Campaign team) for each phase of the project. When one starts a new choir, one looks for those that have been given a ministry and talent in this area. The same applies when forming a Capital Campaign team. Orthodox Parish Development can provide some suggestions as to the key skills and attributes of successful team members and can also identify a few parishioners who would seem to be good team members.
- 6) **Formulate policies to govern the campaign**, thinking through how people will be recognized or thanked for their gift, whether naming opportunities will be provided to donors or whether there are alternative means that Nativity of Christ will employ to thank donors privately and appropriately. Plan for both three- and five-year pledges from the start, and determine how donors will be kept up to date on their pledges over time (ideally, with a quarterly statement).
- 7) **Ask God’s guidance, and then trust Him!** Work steadfastly, knowing that the right plans and the right sources of funding will come in His time.