

Capital Needs Discernment Task Force Report

August 12, 2025

This report summarizes the work of the Capital Needs Discernment Task Force to date. The task force is not committed to move forward on a capital campaign. A few next steps are proposed at the end of this report, which may inform a future decision on proceeding to a capital campaign.

During the summer of 2024, the Vestry established a task force to explore and consider capital needs for St. Martin's facilities. This action initially was prompted in consideration of the ongoing stained glass window restoration project. The task force was charged with considering facility needs in relation to our mission as a parish.

A Capital Needs Discernment Task Force was formed with members of the Vestry (Beth Capell, Jim Jordan, Elise Keddle, Tony Miller, and Neil Willits), staff (Gabe Avila), and Rector (Pamela Dolan). Monthly meetings commenced in September 2024. A curriculum developed by Rooted Good (<https://www.rootedgood.org/>) guided our initial meetings in considering existing facilities, community connections, and possible projects.

The task force developed a set of questions for meetings with partner organizations using St. Martin's facilities providing information on anticipated future needs. Task force members also individually met with parish ministry, clergy, staff, and committee leads to discuss future needs in providing a welcoming community.

Initial discussions were held with:

- Short Term Emergency Aid Committee (STEAC)
- Davis Community Meals and Housing (DCMH)
- Scout troop leaders
- 12-Step groups lead
- Formation leads
- Staff
- Nursery Staff
- Buildings and Grounds Committee members
- Hospitality lead
- Social Justice and Outreach Committee members

Partner organizations expressed great appreciation for current facility use. STEAC indicated that future needs are not known at this time. Other partner organizations anticipate no changes to current use.

Parish committee leads and members expressed strong interest in having comfortable spaces for small group conversations and hospitality, both indoors and outdoors. Additional meeting room space for groups of 15-30 attendees is desired. Interest was

expressed in developing accessible outdoor worship space supporting a variety of mobility needs. Commenters also noted that at times, partner organization space use impedes parish group space needs.

Parish committee members expressed interest in eliminating natural gas use by replacing the current stove with an electric induction stove. Commenters also indicated interest in visually connecting the church, office/parish hall, and classroom wing for improved “flow” to each space.

The project areas identified from these discussions for further exploration were:

- Supporting current ministries including worship and formation
- Improving climate resiliency and sustainability
- Enhancing our welcome and hospitality, both internally and to the larger community.

We spent time discerning two other possible directions—providing affordable housing and developing a social enterprise—which we decided not to pursue at this time.

Our three identified areas of focus are clearly aligned with the mission priorities identified at our February Vestry retreat, which were to

- Provide opportunities for everyone at St. Martin’s to deepen their spiritual journeys
- Renew our commitment to carbon reduction and climate resilience
- Work to make St. Martin’s a place of real belonging, safety, and connection.

The June 15, 2025 special Vestry meeting with the Rev. Dr. Stephen Hassett was very informative and identified the need to hire an external expert to inspect the buildings and identify physical deficiencies/needs. He also stressed the importance of having a plan, the need for leadership buy-in, and that the process takes time (in his example, 4 years).

The task force has developed an initial list of capital improvements which are introduced in the following paragraphs.

Outdoor space improvements: Our outdoor space provides a first impression for many visitors. Visual design elements that connect the sanctuary, parish hall, and classroom wing could be developed to improve flow between these spaces. Outdoor shaded areas for worship and fellowship might be designed and developed.

Resiliency improvements: In this category, resiliency means preparing for changing conditions and recovering quickly from disruptions. A stationary battery energy storage system may be obtained and installed to provide emergency power needs on the campus and serve as a resiliency hub power source. Electrical upgrades to the parish hall could be identified and completed, along with installing an induction stove and eliminating natural gas use through removing the existing natural gas stove.

Indoor space improvements: The stained-glass restoration project is a remarkable achievement, but continued support is needed through project completion and continued maintenance. Comfortable and engaging indoor spaces for fellowship and formation could be designed and developed.

At this time, we recommend the following next steps, which should proceed independent of the 2026 stewardship campaign:

1. Retain a professional building inspector to inspect our physical assets and review maintenance plans;
2. Conduct a carbon neutrality evaluation using an external expert; and
3. Hire a professional to design space use options for indoor and outdoor areas.

The reports and space designs will be presented to the Vestry, followed by congregational engagement and comments.

A decision on proceeding to a capital campaign may be made at the end of this process.