



## **Feasibility Study Executive Summary**

Eastern Shore Chapel contracted the Episcopal Church Foundation to conduct a feasibility study to support a proposed capital campaign. This feasibility study follows a four-year discernment process, “Build it and God will be glorified.” This study is the distillation of the information, opinions, and ideas gathered through the survey. It represents our combined evaluation and appraisal of major factors related to the proposed campaign.

### **Methodology**

A total of 257 units participated in the survey; 31 personal interviews were conducted, 121 responded to the mail questionnaires and 105 responded to the online survey. This represents a healthy total response rate of 43% among the members of the church community that were contacted.

### **Context**

An announcement was made prior to the feasibility study that the Rector was nominated for election to the office of Suffragan Bishop of Federal Ministries. All participants in the feasibility study were made aware of this nomination prior to completing the questionnaire. However, the feasibility study preceded the election and participants were not aware of the election’s results. The survey responses reflect this contextual understanding. However, this feasibility report takes into account the results of the Rector’s retirement announcement and the election as reflected in the recommendations.

### **Interest in and Support for a Drive**

There is significant indication of support for the proposed campaign. Positive signs from respondents include:

- Seventy-four percent are in favor of the campaign, although many have questions and some have reservations.
2. Sixty-one percent of respondents would give to the campaign.

### **Campaign Timing**

Initially, there was a proposed plan for the advanced gifts phase of the capital campaign to begin in late spring of 2010. However, respondents generally did not endorse the proposed campaign timing of a spring 2010 campaign. Given the clergy transition in the near term, consideration should be given to revising the campaign timing, assuming a campaign moves forward.

A solicitation phase commencing in the fall of 2010 would allow time to share the results of the feasibility study with the parish, undertake project revisions, communicate them to the parish, and set a goal for the campaign.

### **Influential Leadership**

Participants indicated strong support for whom they would like to see on a capital campaign committee. Influential non-ordained leadership is necessary for a successful campaign. Participants indicated strong confidence in a campaign if they saw this leadership in place.

### **Recommendation #1**

The information revealed in this feasibility study suggests that a capital campaign for a Primary Goal of \$2,100,000 is realistic and appropriate. Recognizing that immediate needs are greater than what is revealed in the Study, leadership may wish to consider \$2,100,000 as the “primary” goal and establish a larger “challenge” goal, from \$2, 300,000 to \$2,500,000.

If the “challenge” was not reached, the congregation would still experience success by achieving the “primary” objective, but hopes would be high that the challenge, at least in part, could be accomplished.

### **Recommendation #2**

Planned giving activities should be pursued during the campaign in an effort to encourage major gifts to underwrite the future of the church.

### **Recommendation #3**

Review the Tentative Case Statement and make final decisions based on the financial feasibility revealed in the Study. Consider also the prioritization as suggested by respondents. The leadership needs to tell the parish that we are looking at the results carefully and will examine all the options.

### **Recommendation #4**

Share as soon as possible the revised plans with the congregation and seek increased consensus. Before summer, this executive summary and/or the feasibility study report can be put on website and copies made available in the office or parish hall for parishioners to come and read it. One or two parishioners should serve as point person(s) for answering questions.

### **Recommendation #5**

Once the leadership has had an opportunity to review the Study recommendations and revise the proposed plan, a timetable should be considered to maximize success. We suggest that you use the time from now until summer to communicate results of study, determine the priorities, and create materials. The campaign could begin in September or the advanced gifts phase could begin in the fall and the rest of campaign to take place in the winter.

### **Recommendation #6**

Select professional management to guide and direct the campaign to insure efficiency and the implementation of a proven, successful fundraising methodology.