

FEASIBILITY STUDY REPORT

FOR

**THE FIRST CONGREGATIONAL CHURCH
IN STOCKBRIDGE, MA**

STOCKBRIDGE, MASSACHUSETTS

Conducted by

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PURPOSE OF THE FEASIBILITY STUDY

The purpose of the feasibility study was four-fold:

1. To determine the level of knowledge of and enthusiasm for the proposed projects and the proposed goal of \$1,000,000.
2. To identify leadership for the campaign.
3. To assess the ability of the congregation to raise the proposed goal of \$1,000,000 over a three-year pledge period.
4. To test the members' willingness to launch the public phase of a campaign in Winter/Spring of 2022.

The study was conducted from September 26 to October 3, 2021. **The study included 41 interviews of approximately 30 minutes each, with a total of 60 individuals being interviewed.**

OVERVIEW

First, I would like to thank you for the opportunity to serve as consultant for your feasibility study. Those interviewed were open, honest, and very willing to talk about church strengths, challenges, and opportunities.

This was a positive study, with members indicating strong support for both lay and pastoral leadership, a strong sense of spirit and enthusiasm within the church, marked willingness to volunteer time and effort to move a campaign forward, a general sense of hope that the pandemic is letting up, and a desire to move forward and gather together again in person.

The support for your minister, Brent Damrow, the lay-leadership, and the programs of the church were very positive. Those interviewed thoughtfully provided an abundance of suggested names for leadership of a Capital Campaign.

Two areas of concern were identified, however. One, a desire to see a more prioritized project list beginning with building needs, and two, an unwillingness to support the campaign financially at the top most levels. The details of which are included in the remainder of this report.

IMAGE OF THE CHURCH

During the interviews, people interviewed displayed a shared positive image of the church.

Of those interviewed, 91.5 percent indicated the church meets **their** needs very well or fairly well. Meeting the needs of the **church family** very well, well, or fairly well was endorsed by 86.75 percent of respondents. These ratings are high and indicate a positive image of the church.

Meeting the needs of the **people in the area** very well, well or fairly well was endorsed by 72 percent. Respondents provided positive comments about the work that the church is doing in the community, although a few indicated that more could be done, or that more was done in the past. There was a general sense that the local community does not have immediate needs (or in one person's words, "invisible needs") and that the church reacted during the pandemic by opening the Pop Up Pantry. Some comments heard were; "we tend to respond to needs for services rather than political activism," "outreach is not a primary focus [of this church]," "we try really hard," "the Mission and Action committee is active and out there in the community," and that there are many individuals in the church who are active, donate their expertise, and that there is a wide variety of interest in other non-profits at the personal level. Twelve examples of outreach activities supported by the church were identified.

Church spirit also received moderately high ratings with 76 percent of participants responding excellent, above average, or high. Nineteen people (32 percent) mentioned that they keep coming here because of the people (they have friends here or sense community here). Comments about spirit included: "[the church] is open and welcoming," "in general, people are optimistic," "the church has been a stalwart of the community for centuries," "the church has managed to grow while others have shrunk or closed," "wonderful people," "people are like family," "music program is a gem," "[it's] fulfilling to be involved," "[this church] meets people where they need to be met." A few people mentioned that "there have been some bruising conflicts lately" and "a couple of people have left recently." Many indicated that they really want to get back together again or that they didn't know how to answer this question because Covid has kept them from gathering in person. I attribute the 76 percent rating not being higher for these reasons, but I don't sense a long-term concern here. There was optimism for the future.

While I did not ask anything specific in regards to the pandemic, many respondents commented positively on how the church handled the pandemic. Comments included; "[we] came through the pandemic well," "the streaming services are inspiring," "the church was terribly important during the pandemic," "we grew during the pandemic," "there is a strong sense of gratitude at how well the church hung together this past year," and "people have recognized the value and importance of church to their lives and are so hungry to regather fully." This being said, online worship does not meet the needs of everyone. In particular, some of the elders in your community are feeling a lack of connection and want to be back together in person. These comments sum it up, "Since we can't go to church it dampens the enthusiasm," and "[Brent and the lay leaders] tried to find ways to bring people together."

People were supportive of church leadership, with **lay leaders'** effectiveness realizing an 73 percent effective to very effective rating, with an additional 10 percent saying they are sometimes or mostly effective, and another 6 percent responding with other positive answers. There were comments that the leadership; are "incredibly bright and accomplished people," "strong people," "very committed," "very

talented,” and “heartfelt.” Some felt that the lay leaders could “step up a little bit more,” and that they are “not as strong in being visionary” as they could be. However, there were many comments about how the lay leadership “stepped up” during the pandemic and “made it happen.” Some commented on the vast amount of time that the leadership puts in and the amount of work that is accomplished by lay leadership. I would say there is tremendous respect for the leadership at your church.

Brent’s effectiveness as your Minister was rated by 93 percent of participants as effective or very effective. He is respected and appreciated by the church. Comments include that he; “works very hard, is “A+,” is “extraordinary,” has “grown the church,” is “exactly what we wanted,” “makes boards and committees consider what they are doing,” gives “fabulous sermons,” is a real “5-tool player,” “cares deeply about the congregation,” “gets the idea of how religion should be acted out,” is “likeable,” “charismatic” and “dynamic, and “far exceeds my expectations!” Some felt that he could “step back and let the committee heads lead” or “empower the committees to come up with their own ideas.” There was concern for Brent’s time and the church not wanting him to burn out. I heard, “he’s, almost to a fault, a do-er. [He] gets a lot done...” A few commented that this sabbatical came at a good time and that they hope he can recharge (especially given the stress of the pandemic). It was noted that “Brent has been the life of the church through the pandemic.”

Leaders’ ability to motivate people to give substantially received a rating of 93 percent in the “definitely/probably/possibly” ranges. One person (2 percent) thought between “possibly and doubtfully,” but no one said “doubtfully.” Five percent did not know. These are very high percentages which indicates confidence in the leadership’s ability to raise money for this campaign.

I also heard many positive comments about the leadership’s ability to raise money. “There is a proven track record here” and “well respected and well known leadership here” were among the comments. One person described the past stewardship campaign as “magical” and another as “creative.” There were a number of comments about this being a generous congregation and one person even counseled, “don’t undershoot!”

PROPOSED CAPITAL PROJECTS

Study participants were well **informed about the projects** included in the proposed campaign list. A solid 93.3 percent said they were informed, and 3.3 percent said they were somewhat informed. These are excellent responses, and slightly higher than what I have seen at other churches. I attribute this positive result to the thorough effort made to gather “needs and dreams” feedback from the congregation and the offering of two informational sessions before the feasibility study.

Enthusiasm for the projects, or a strong support of the need for the projects, was indicated by 73 % of the respondents. Seventeen percent had some mixed feelings, and 10 percent felt the list of projects was ambitious, overwhelming, or something other. Forty-seven percent felt the projects were all “necessary,” “realistic,” and that the list was “impressive,” “well thought out,” or “comprehensive.”

Sometimes, people confuse the question about how they feel about the projects with the capability of the church to raise the funds, and comments in the “mixed feelings” category often come from those who focus on the total dollar goal.

The list of projects was large, and I believe that the mixed feelings can be attributed to the quantity of projects on the list and the \$1 million goal. However, prioritization of the list and a little more education of the congregation for the reasons behind some of the projects could help many feel better about the project list.

While ten (10) other projects were raised as potential additional needs, there was little repetitiveness to the responses. This indicates that the feasibility study committee didn't miss anything of significance. A list of suggested additional projects can be found in the data report.

In the question about **strong positive or negative feelings about any particular projects on the list**, the **highest rated positive items** (by approximately 42 percent of respondents) **were the Entrance Ramp, the JE Room renovation, and all the projects at the Manse (as a whole). Any/all of the deferred maintenance issues, front steps, furnace, and organ** all came in as the next tier of priorities with 32-37 percent of respondents mentioning these projects as high priorities.

One of the reasons that it is recommended to propose a diverse list of projects during a capital campaign is so there is something on the list for everyone to connect with. There was acknowledgement that the project list was comprehensive and "a mix of maintenance and vision for the future." Thirty-one percent felt that all of the deferred maintenance projects were high priorities, i.e. the "Stewarding the Past" part of the list.

The EV charging station came in with the most negative responses. Fourteen respondents (20%) mentioned that they felt this project could be excluded. Not because they felt supporting green initiatives wasn't important, but because they felt congregants are local and have no need for a charging station.

Addressing the partial funding of an Associate Pastor/CE Assistant for the short term, about 20 percent of the respondents felt this position should be a high priority, but many of those folks wondered if this belongs in a campaign. Typically, an ongoing program position like this does not belong in a capital campaign. Any costs involved with creating an office space or purchasing materials for this person's work could be included in a campaign. Overall, it landed solidly in the third tier of high priorities.

There was broad support for prioritization and there were still many questions asked to clarify the case behind some of the projects (see the data report for these questions). More specificity and clarity is needed around the organ project to help justify the cost, and a compelling case for the solar panels would need to be made if this project is to be included in the campaign. People want to know where their money is going when they support a campaign like this and they are looking for concrete projects with a strong case for support.

One of the things that I found interesting is that you didn't end up recommending a specific mission component for your campaign. Many churches look at a mission project as a continuation of the work of the church within the local community. A few people did mention the lack of a mission project (3). This is only 5 percent, so while I typically advocate for a mission component, I don't think you need one to be successful. However, if you added a small mission component (e.g. \$10,000), you may 1) make a statement about the church's commitment to the community and 2) attract support from those who believe in supporting mission as part of their spiritual practice.

Overall, there was a lot of trust and faith in the leadership to make the decisions about the work that needs to get done. Comments heard include, “most things are absolutely necessary,” “everything has a place,” “the committee was good about getting suggestions,” “move forward with the building needs,” “it’s all stuff that every responsible homeowner needs to do,” “some projects are important and long overdue,” and “[the list/the work done on this list] shows that management cares, “[I] have confidence in the people who put the list together.” This leads me to believe that were the committee to segment the list into things that really need to be done to ensure the buildings meet code, are safe, and will be preserved for the future, there will be overwhelming support.

FUNDRAISING POTENTIAL

Folks interviewed identified 39 potential leadership donors (twelve of those named were not interviewed). **98 percent of everyone interviewed indicated their own willingness to participate financially.** Of those interviewed, only one indicated gifts in the top three giving ranges of the “Chart of Gifts Needed.”

This indicates that the dollar goal is out of alignment. As discussed during the feasibility study interviews, church giving (both annual and capital) follows the good-old 80/20 rule. In your church, annual giving follows this rule with 32 percent of the donors giving 68 percent of the dollars. In order to achieve a goal of \$1,000,000, leadership gifts of \$75,000 and higher would be required. None were identified in this study.

Generally, churches doubt their ability to raise capital funds and your results are in alignment with what I typically see. Of those interviewed, 53 percent thought a \$1,000,000 goal was possibly, likely or very likely attainable, 14 percent said not likely, 4 percent were hopeful, and the remaining 29 percent did not know. In addition, 43 percent of those interviewed thought there were sources in the church with the ability to make the necessary gifts, 18 percent were hopeful but not sure, 3 percent did not feel it was likely, and the remaining 36 percent did not know. It is very typical to see high percentages of people who answer "I don't know" to these questions.

One question I typically ask in a feasibility study does not impact your ability to move forward with a campaign, but it does give me a sense of financial commitment and willingness to discuss money – and that is the question about planned giving. Seven families indicated they have already put the church in their estate plans, and three additional respondents have considered making a planned gift or bequest to the church. An additional eighteen families would be open to learning about planned giving. This response is extremely strong and I would recommend including a planned giving component to a campaign should you decide to move forward. Unfortunately, gifts through estates may not be used to fund capital projects in the “here and now.” However, a separate but parallel planned giving goal may broaden your reach and help you build your endowment to ensure the future in ways you have not considered.

LEADERSHIP POTENTIAL

Folks interviewed identified 40 people who should be included in leadership positions, and 7 additional people who should be involved in one way or another. Sixteen respondents **volunteered to serve in a key leadership capacity**, and an additional eighteen people indicated they will be involved in one way or another. These are strong numbers and indicate a willingness to get involved and put hands to the work that needs to be done.

Launching into a capital campaign is an exciting time of renewal and growth, a time to engage emerging new leaders in a "leadership development program" by adopting a co-chair model for the campaign. I look for an overall participation factor of at least 50 percent of the church family in a capital campaign. This "stepping up to leadership" will have a long-lasting effect on the future viability of the church, as well as a guaranteed spiritual impact on those who do step up and participate. It can truly be a personal growth experience for all of those involved.

TIMING, CHURCH AND COMMUNITY READINESS

When asked about other campaigns in the area that might impact giving to this one, nothing was mentioned with any notable repetitiveness. Those who mentioned organizations seemed to be speculating, as opposed to having firm knowledge of major fundraising campaigns.

The question about the **economic situation** in the area showed that 43 percent of the respondents were optimistic or hopeful about the economy, 32 percent had mixed feelings, and 16 percent had uncertainty or pessimism about the economy. Given the pandemic and the ups and downs of the market over the last few years, this mixed result is understandable. I don't believe we can factor this question into the decision making in the same way we did prior to the pandemic.

The question regarding **launching the public phase of a campaign in the new year** was answered with a 60 percent positive response. Nineteen percent weren't sure or didn't think it mattered (or to follow the advice of the consultant), and 21 percent expressed concerns about the pandemic and suggested that a little more time is allowed to be sure that the pandemic is, indeed, receding.

This question speaks to confidence in the economy and willingness of participants to give confidently and generously. It is natural for there to be skepticism about raising money in a pandemic. Organizations across the nonprofit sector have seen noted success and I do not believe the receding pandemic should be the one thing that stops you from moving forward.

CONSULTANT COMMENTS

As a consultant, I look for the following as key indicators for a successful capital campaign:

- ❖ Confidence in leadership
- ❖ Support of the campaign objectives
- ❖ Willingness to give generously/sacrificially
- ❖ Willingness to volunteer time in the campaign process
- ❖ Timing of the campaign
- ❖ Community economics
- ❖ Church spirit

Responses to six out of seven these indicators were very positive in this study. Confidence in the leadership, willingness to volunteer and give generously, and a positive church spirit all indicate that you can move forward and expect a successful campaign. I would not be too concerned about the mixed response about the economy and the pandemic in terms of campaign timing. I have seen most non-profits achieve great fundraising success over the last two years.

However, to be successful, the project list needs reprioritization, a strong case for support for a couple of the projects needs to be designed (during the campaign) and the dollar goal needs to be adjusted down.

You are a generous church. Many of those who indicated a potential gift range for their gift demonstrates that this church can raise a significant amount of money from individuals connected to the church.

After aligning the projects accordingly and right-sizing the goal, I believe a campaign will grow the church in exciting and impactful ways. Following are my recommendations for moving forward:

RECOMMENDATIONS

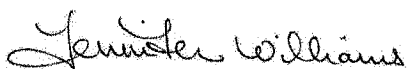
1. In determining the feasibility of the financial goal of the campaign, I considered the following: the confidence in leadership, the support of the campaign objectives, the willingness to give generously/sacrificially, the willingness to volunteer time in the campaign process, church spirit, and timing. I also considered the indicated giving ranges, and the potential for giving from other regular donors. Given these factors, **I recommend a goal of \$850,000** over a three-year pledge period. (Individuals can determine the length of pledge periods to best meet their particular situations.)
2. In light of the feedback and questions raised during the study regarding the projects themselves and the lowered goal of \$850,000, I recommend that you adopt a phased approach to address the building needs first (Church - front steps, organ, painting, furnaces, JE ramp, JE Room, and any other building code or safety issues. Manse - roof, shingles, windows, painting (interior and

exterior), bathroom, and kitchen. Using the feedback in the study, the rest of the projects should be divided into phase two and possibly three to be accomplished when additional fundraising milestones are reached or additional foundation grant dollars are awarded.

3. I recommend that the church **include a planned giving component for this campaign**. Gifts raised through planned gifts cannot be used for current projects because these are future dollars available only once the donors have passed away. Therefore, I would suggest **a separate and additive goal to raise \$500,000 through estate gifts** to grow the endowment.
4. I recommend that this feasibility study report be made available to the entire congregation, and especially to those who participated in the study.
5. I recommend that the behind-the-scenes campaign work begin immediately and that you **launch the public phase in January/February 2022**. This timing will capitalize on the enthusiasm generated by the feasibility study and Brent's return.
6. I recommend beginning some of the project work immediately after the campaign solicitation process is complete, as this will result in stronger and more regular giving.
7. I recommend that the church members hold a special meeting of the church on October 24, 2021 for the purpose of approving a concrete financial goal and time frame for the Capital Campaign. To ensure congregational confidence, the vote should pass by a margin in the area of at least 80 percent of those present and voting.
8. I recommend that the warrant to the special meeting to vote include a revised listing of the projects and costs as best they can be determined by that point in time.
9. I recommend that the Campaign Consultant and the Moderator recruit the Campaign Co-Chairs using the feasibility study information before the Special Church Meeting is held.
10. I recommend that the Campaign Chair(s) recruit the Advance Gifts Chair(s) before the Special Meeting. Other Task Group chair names, as available by the time of the Special Meeting, should be listed during that meeting for informational and motivational purposes.
11. I recommend that the hiring of the proposed Campaign Consultant be approved by the church membership at the special meeting.
12. All people connected with church must be invited to pledge to this campaign, whether or not they are members.

Respectfully submitted,

Jennifer D. Williams on October 14, 2021.



41

Interviews were completed

60

People were surveyed

CONFIDENCE QUESTIONS:

Question 1 - "When and how did you have your first contact with this church, and why did you stay?"

CONFIDENTIAL DATA

Question 4 - "How well does the church meet the needs of the church family?"

Very Well/Quite Well	33	56%
Between Very well and Fairly well	6	10%
Other: Meets where people need to	1	1.75%
Fairly well	11	19%
Between Fairly well and Not too w	1	1.75%
Other: Highly Variable	1	1.75%
Other: It depends. Not all ages as well as others	1	1.75%
Don't know	5	8%
<i>Didn't Answer</i>	<i>1</i>	

Question 2 - "How familiar are you with the work of the church?"

Highly Informed	32	53%
Between Highly - Somewhat Informed	5	8.5%
Well/Reasonably Well Informed	3	5%
Somewhat Informed	18	30%
Poorly Informed	2	3.5%

Question 5 - "How well does the church meet the needs of the people in the area?"

Very Well/Extra Very Well	19	32%
Between Very Well - Fairly Well or	6	10%
Fairly Well	18	30%
Not Too Well	4	6%
Other: Could be better	1	2%
Other: Gives back to the communit	1	2%
Other: Not a primary focus [of the	1	2%
Other: Trying very hard	1	2%
Other	1	2%
Don't Know	7	12%
<i>Didn't Answer</i>	<i>1</i>	

Question 3 - "How well does the church meet your needs?"

Very Well/Exceeds	33	57%
Very Well-Fairly Well or Well/Fine	6	10.5%
Fairly Well	14	24%
Not too well	2	3.5%
Other: I don't need anything	3	5%
<i>Didn't Answer</i>	<i>2</i>	

Questions 5 - Examples of Outreach noted:

Food Pantry	13
12-step groups/AA/Al Anon	6
Building/Facilities available	4
Pop Up Pantry	4
Construct Walk	3
Meals on Wheels/Meal Train	3
Mission Trips	2
Waldorf School	2
Bible Study	1
Giving tree	1
Hosted a jewish congregation	1
Small grants	1

CONFIDENCE QUESTIONS, Continued:

Question 6 - "How would you describe the effectiveness of church lay leaders in leading the church?"

Very Effective	26	46%
Between Very Effective and Effective or Quite/Pretty Effective	6	11%
Effective	9	16%
Between Effective and Sometimes/Mostly/Somewhat Effective	2	3%
Sometimes/Mostly Effective	4	7%
Other: Accessible	1	2%
Other: Growing	1	2%
Other: It depends	1	2%
Other: Variable	1	2%
Other: We'll see	1	2%
Don't know	4	7%
<i>Didn't Answer</i>	4	

Question 7 - "How would you describe Brent's effectiveness in meeting the church's needs?"

Very Effective/Extremely Effective	39	67%
Effective	12	21%
Between Very Effective and Effective	3	5%
Other: Always there for you	1	2%
Other: Inspirational Leader	1	2%
Other: Mixed	2	3%
<i>Didn't Answer</i>	2	

Question 8 - "Does the present church leadership have the ability to motivate people to give substantial amounts of money?"

Definitely/Yes/Effectively	21	37%
Probably/Assume so	24	42%
Between Probably and Possibly	1	2%
Possibly/Maybe	7	12%
Between Possibly and Doubtfully	1	2%
Don't Know	3	5%
<i>Didn't Answer</i>	3	

PROJECT QUESTIONS:

Question 9 - "Are you familiar with the church's proposed campaign components?"

Yes	56	93.3%
Somewhat	2	3.3%
No	2	3.3%

Question 10 - "What is your reaction to the list of projects?"

Enthusiastic	14	24%
Enthusiastic, with some mixed feelings	3	5%
Other: Absolutely Necessary	7	12%
Other: Painfully realistic/Realistic/Resigned	5	8%
Other: Thorough/Comprehensive	4	7%
Other: Feels good about the list/It's a good/impressive list	3	5%
Other: Hopeful/Optimistic	3	5%
Other: Well thought out and makes sense	2	3%
Other: Ambitious	2	3%
Other: Very supportive	1	2%
Other: Great exercise (to put the list together)	1	2%
Other: Overwhelmed	1	2%
Other: Mixed feelings	10	17%
Other	3	5%
<i>Didn't Answer</i>	<i>1</i>	

PROJECT QUESTIONS Continued:

Question 11 - Positive/Negative feedback about projects:

POSITIVE	#	NEGATIVE	#
All	3	EV Charging	14
Deferred Maint/Stewarding the past	19	Baptismal Font	9
Entrance Ramp	30	Tree Care	9
Manse Roof	28	Solar Panels	8
JE Renovation	27	Church Kitchen	5
Manse Exterior Painting	27	Communion Table/Pulpit	5
Manse Interior Painting	27	Outdoor Space	3
Manse Windows	27	Associate Pastor/CE Assistant	2
Manse Bathroom	25	Climate Control	2
Manse Kitchen	25	Manse Bathroom	2
Front Steps	22	Organ Repair	2
Furnace	22	Classrooms	1
Organ Repair	22	Endowment	1
Classrooms	16	Entrance Ramp	1
Electrical Upgrades	14	Front Steps	1
Associate Pastor/CE Assistant	13	Furnace	1
Church Kitchen	13	Manse In Painting	1
Sanctuary Accessibility	11	Manse Kitchen	1
Climate Control	9	Manse Roof	1
Church Painting	8	Risers (choral)	1
Steeple	8	Sanctuary Accessibility	1
Audio/Visual	7	Signage	1
Outdoor Space	6		
Solar Panels	6		
Endowment	5		
Communion Table/Pulpit	4		
Signage	4		
Tree Care	4		
Sanctuary Sound	2		
Baptismal Font	1		
Energy & Efficiencies	1		
Greening items	1		
Shepherding the present	1		

PROJECT QUESTIONS Continued:

Question 11, cont. - Questions about projects:

Why change the baptismal font? (3)
 Can the ramp be done for less? Does the ramp need to be so fancy? (2)

Does the Manse need a new bathroom? (2)
 Can we look at the organ needs again? Is the organ work needed? (2)

How will the Associate position be funded in the future?
 There is a strong need for an assoc. pastor, but should it be in the campaign?

Two positions?
 Why Associate Pastor?

Can we put the program staff in the annual budget?
 Can some things be turned over to Will?/Streamline Brent's responsibilities?

Weren't solar panels already ruled out as an option?
 Solar Panels - share more info please?
 Is solar the right choice?

Can we tie into off-site solar?
 What will the JE Room look like?

Can we have carpet still in JE Room (safer for kids and older folks)?

Do we have endowment money we can use?
 How much money will/or needs to go to the Endowment?

Are we up to all building codes?

Manse - needs more info about what and why.
 How much more - environmentally - can we do?

What does signage mean?
 What is the climate control and why does it cost \$25K?

What is the outdoor space work?
 What needs painting on the outside of the church?

What work in the classrooms?
 What's involved with enhancing the music program?
 What is the most important?/How are we prioritizing this?

Question 12 - "Are there other projects you think the church needs to fund that aren't

Mission component - 10%	3
Mildew in the basement / Dank old church basement	2
Playground/Playground on the grass between the parking lots	2
Space for growth - sunday school, teens, families with younger children. / More stuff for kids	2
A covered outdoor space - pavillion?	1
Exterior lighting for safety	1
Firewalls	1
Pew Painting	1
Freshen up carpets in sanctuary	1
Sanctuary Painting	1
The front entry-way still not level	1

TESTING THE GOAL QUESTIONS:

Question 13 - "Do you feel that a goal of \$1M is realistic and attainable with a three-year pledge period?"

Very likely	9	15%
Between Very likely and Likely	1	2%
Likely	21	36%
Other: Hope So	1	2%
Other: A stretch without outside help	1	2%
Unlikely	8	14%
Don't know	17	29%
<i>Didn't answer</i>	2	

Question 14 - "In your opinion, are there sources in the church with the ability to make these kinds of gifts?"

Definitely/Yes	15	26%
Probably/Likely	10	17%
Possibly/Maybe	9	16%
Doubtfully/Not Likely	2	3%
Other: I hope so	1	2%
Do Not Know	21	36%
<i>Didn't Answer</i>	2	

Question 15 - "Can you foresee your own gift falling in any of these areas (on gift chart)?" (Out

Yes	40	98%
No	1	2%

Question 16 - "Would you support the campaign financially at some level?" (Only asked if answered "No" to Q15)

No	1	100%
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Question 17 - "Can you foresee your own gift being one of the leadership gifts of \$100,000+, over three years?" (Out of 40)

No	40	100%
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Question 18 - "In what range or ranges do you see your gift being, over three years?"

CONFIDENTIAL INFORMATION

Question 19 - "Who do you think is capable of giving the top three to five gifts?"

CONFIDENTIAL INFORMATION

Question 20 - "Have you considered making a planned gift or a bequest to the church?"

CONFIDENTIAL INFORMATION

Question 21 - "Is there anything else you'd like to say about your gift?"

CONFIDENTIAL INFORMATION

LEADERSHIP QUESTIONS

Question 22 - "Who do you feel would be the best person to serve as key leader of the campaign?"

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Question 23 - "Who else will have to be involved if the campaign is to be successful?"

CONFIDENTIAL INFORMATION

Question 24 - "Would you be willing to serve in a leadership capacity?"

Yes	16	30%
In a limited way/Maybe	18	33%
No	20	37%
<i>Didn't Answer</i>	6	

Question 25 - "In what role would you be willing to serve?"

CONFIDENTIAL INFORMATION

TIMING QUESTIONS

Question 26 - "Do you think this would be a good time for the church to kick off its campaign?"

Yes	31	60%
Maybe	1	2%
Don't know	1	2%
It doesn't matter	7	13%
No	11	21%
Other: Go with the consultant's advice	1	2%
<i>Didn't Answer</i>	8	

Question 29 - "How would you describe the economic situation in the area?"

Very good times/Optimistic/Confid	15	34%
Somewhat hopeful	4	9%
Mixed	14	32%
Uncertainty/pessimism/anxiety/nervousness	7	16%
Don't know	4	9%
<i>Didn't Answer</i>	16	

Question 27 - "If No, would you like to suggest a time?" (Asked only if answer to Q26 = No)

200th anniversary in 2024	1
Longer period of time. Time to show people what needs to be done. Be more specific.	1
Start in Feb or Sept. Align with Spring.	2
Start in the Spring when weather better. Covid attendance is down right now. Connecting is difficult.	2
Until the church is up and running and people are going back. A year off	1
Tough because of the pandemic. Out of touch with members. Needs to be vibrant.	2
When Brent is back (April)	1
In the new year	1

Question 30 - "How would you describe the church spirit?"

Excellent	16	30%
Between Excellent and Above Average	5	9%
Above Average	20	37%
Average	3	5%
Below Average	1	2%
Other: Disjointed	2	4%
Other: Among older group, very unhappy. Want to come back.	1	2%
Don't know	6	11%
<i>Didn't answer</i>	6	

Question 28 - "Do you know of any major campaigns that have been conducted in the area lately or are in the planning stages that may affect the giving to this campaign?"

Golf Club?	2
Rockwell Museum?	2
Berkshire Botanical?	1
Stockbridge Bowl?	1
Tanglewood?	1
Waldorf School?	1
The Mount?	1

? indicates the respondent was speculating