

Minutes of the Vestry Meeting April 20, 2009
Minutes of the Special Meeting of the Vestry
Report of Feasibility Study for Capital Campaign
Emmanuel Episcopal Church
April 20, 2009

Present: Father Robert Salamone, John Becker, Anne Brightwell, Phillip Cofer, Joe Clements, Curt Collier, Dee Forester, Chuck Galis, Erwin Greene, Matthew Hicks, Vince Howard, Matt Humphrey, Marty Kemp, Nancy McDuff, Naomi Norman, Lisa Yarn

Guests: Katherine Byrne (former junior warden), Robert Townes

The meeting was called to order by senior warden Naomi Norman at 7:03 pm.

Naomi announced that as of April 20, 2009, the cottage on Pope Street was gifted by Emmanuel to CASA (Court Appointed Special Advocates) with a 99-year ground lease.

Naomi then turned the meeting over to Rob Townes of Sinclair Townes & Company, to report on the feasibility study for the capital campaign. Rob used a power point presentation to review the results of the information gathered from both In Person interviews (38) and the Mail/Web questionnaire (112 responses, or a 29% response rate – considered healthy for surveys).

The purpose of the study was to acquire a donor-driven response to Emmanuel's \$9M preliminary case for a capital campaign. Respondents were asked to prioritize the three stated needs for funding. The areas were ranked:

1. Campus improvement.
2. Renovation of the Potter's House property for church use.
3. New building construction.

The statistics from the study were reviewed question by question, explained, and discussed.

Rob noted that his recommendations are based on the quantitative analysis of the responses and his qualitative sense from his experience in fund raising, especially in Episcopal churches and non-profit institutions. In comparison with other Episcopal churches that Rob has worked with, the responses from Emmanuel were consistently right on a par with those other churches and frequently Emmanuelites had a more positive response than parishioners at those other churches. Because of the economic climate, however, Emmanuel was under the average in a few areas, namely on the timing of the campaign and the proposed amount of the campaign. After

examining the responses and comparing them to those from other churches, Rob determined that Emmanuel could raise \$2.5M with a five-year pledge period.

Highlights of the recommendations include:

The Vestry needs to quickly evaluate the options and identify the next steps based on a \$2.5M capital campaign. If more funds are necessary to complete the critical goals identified by the Vestry, a loan should be secured.

Volunteers should be trained in the “triple ask” for giving – to the annual pledge, the capital campaign (over a 5-year period), and legacy gifts.

A well-defined communications program is needed to define the campaign.

Every age group should be incorporated to promote the fund-raising effort and the tenets of Christian stewardship (even small children in an age-appropriate way).

There should be 100% support (generous, if not sacrificial) of the Vestry, staff, and campaign committee.

The rector and wardens would appoint the chair (or co-chairs) of the campaign who would then recruit the volunteers. The kick-off would be in the last quarter of 2009.

Named gift and recognition opportunities should be offered.

The support of the Bishop should be sought and secured.

Lead gifts will be secured before going to the rest of the parish. Then the goal, and (based on the responses in the quiet phase of the campaign) possibly a “stretch” goal, will be announced.

The Vestry must make a list of desired campus improvements quickly and prepare the detailed case statement if it decides to move forward with the campaign. Detailed plans and a budget would be needed for the campaign. Based on the plans and budget, the Vestry would need to decide about a loan. If the Vestry decides to take out a loan to have a greater impact on the life of the parish with this campaign, then it should have a pro forma done to gauge the impact of a loan on the operating budget and overall financial health of the parish and to stay within the Canons that specify how much debt a healthy parish can assume.

Rob commented that this may not be the best time for a fund-raiser, but much good can be done with the amount raised. The hope is that the groundwork will be set for the parish to grow in the spirit of giving and will continue to contribute as financial times improve. He also suggested that a certain amount of forward momentum may be lost if the Vestry decides not to launch a capital campaign.

It is important to take this first step in the campaign to get the parish moving and growing. The Vestry must create a sense that we have a vision and are moving forward.

Rob then outlined the steps in the next phase beyond the feasibility study by month from May 2009 to February 2010. The timetable is tight, but Rob has taken that into account in his planning.

The campaign will emphasize planned giving (tax wise when possible). There will be a brochure to explain the different ways of giving to the campaign.

Rob presented the estimated expenses of the campaign including the costs of the consulting firm, communications materials, cultivation of the givers, travel, recognitions, contingencies, etc. Under this plan, the campaign will spend \$.045 to raise \$1.00.

The results of the feasibility study are positive, especially in comparison to similar studies in other Episcopal churches. Rob called the comments and the response of the parish “ebullient.”

Emmanuel’s Mission and Vision will be central in all communications of the campaign.

The Vestry will have access to the archival copies of his report, but the detailed information, especially the names offered during the study, should remain confidential.

Naomi thanked Rob for his presentation and asked the Vestry to carefully consider the information for further discussion at the regular Vestry meeting on April 22.

The meeting was closed with a special prayer from Naomi and adjourned at 8:45 pm.

Submitted by Lee Albright, Clerk of the Vestry

Approved by: John Becker, Anne Brightwell, Phillip Cofer, Joe Clements, Curt Collier, Dee Forester, Chuck Galis, Erwin Greene, Matthew Hicks, Vince Howard, Matt Humphrey, Marty Kemp, Nancy McDuff, Naomi Norman, Lisa Yarn