

MODELS OF FEASIBILITY STUDIES AND OUTCOMES

The following are actual cases reflecting feasibility studies conducted over the past few years.

Case I - Major Community Capital Campaign

A Feasibility Study to test the acceptance of the concept of a consortium community capital campaign of thirteen partner agencies with stated project needs in excess of \$45 million dollars produced the following results.

The community wholeheartedly endorsed the concept of the joint Community Capital Campaign, but an analysis of the responses to financial capacity indicated that a campaign of \$25 - \$30 million dollars was more realistic. Several months were spent honing the various projects to fit into this range of projected campaign achievement. The campaign was launched, and with the addition of unanticipated foundation grants, raised \$36 million.

Case II - Synagogue Capital Campaign for Renovations and Endowment

A feasibility study to test the financial capacity, leadership potential, and support for a project of major renovation and endowment development was conducted at a suburban synagogue. The stated goal was \$2,500,000 for a major renovation of the sanctuary and the launch of an endowment effort.

The study proved that the capacity to raise this amount was clearly in evidence. One of the interviews uncovered a \$1 million bequest to endowment from an elderly founder of the Temple. It was further demonstrated that there would be appropriate and sufficient leadership to conduct the campaign.

However, the congregants did not support the details of the project itself. The projected renovations of the sanctuary were seen as too grandiose. A desperately needed renovation of youth facilities was deemed to be an equal priority, and a face lift to the social hall was seen to be a strategic move toward enhancing revenue from functions.

As a result of the study, the planners went back to the drawing boards, selected a new architect and re-ordered the priorities. A year later, the congregation conducted a very successful campaign that achieved all of the re-cast goals.

Case III - National Youth Organization

A major national youth organization conducted a feasibility study to test the viability of an endowment campaign. The study proved that there was no appetite for the campaign, no predictable leadership, and great criticism of the organization's performance in recent years. The project was scrapped.

Case IV - Local Social Organization

A membership organization had a valuable piece of property that they were going to sell to move to larger quarters. They had already identified the new space. They felt they had the support of the organization.

They were advised that they did not need to spend resources on conducting a feasibility study since they had already determined their course of action. Notwithstanding this advice, they were uncomfortable having no documented expression of support. As a compromise, a brief information campaign was conducted targeted to a few of the people that would have been interviewed in a feasibility study. That proved to be a successful alternative strategy saving both time and resources.