

Shining the Star

A Campaign for Our Spirit's Home

A Feasibility Study

Testing a Capital Campaign for \$5 Million

“We have been heavily dependent on hosting conferences only for religious purposes. Now we have a shrinking demographic that mirrors what is happening in churches with membership and attendance. We need to develop the other two legs of the stool.”

Victoria Hardy, CEO

Who Were Interviewed?

- ✓ 33 men
- ✓ 30 women
- ✓ 11 current Board members
- ✓ The current CEO
- ✓ 52 members of the Corporation
- ✓ 8 former Pels and many parents of Pels
- ✓ 1 Investment Advisor
- ✓ 1 former island manager
- ✓ 59 conferees (some attending more than one conference)

Frequently Repeated Concerns

- ✓ Case must include a viable business plan
- ✓ Move beyond the “usual suspects” to enlist the support of a broader population of Shoalers (“*Turn the pyramid upside down*”)
- ✓ Involve the next generation of Shoalers (25-45 year olds) who are a shrinking Star population
- ✓ Remain true to the mission by ensuring that any new programs are consistent with serving religious, educational, and kindred purposes
- ✓ Reach out to specific populations who will appreciate the unique nature of Star Island

Terms of Endearment

Talk. Sleep. Read. Rock

Club Med for the Amish.

An antidote to pop-culture.

A Model-T with a Ferrari engine.

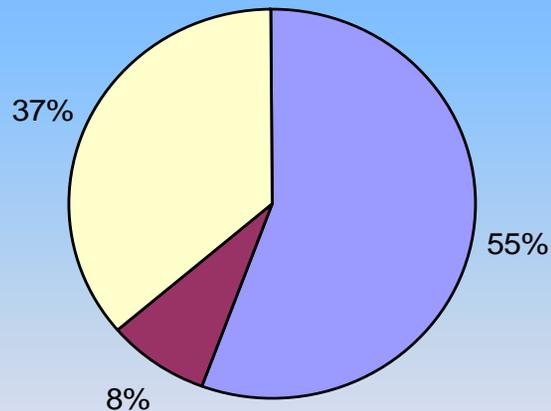
If your family likes board games they'll love Star.

We spend 51 weeks a year planning to go to Star for one week.

Perceptions of Star Island Corporation

(Caution: Some Red Flags here)

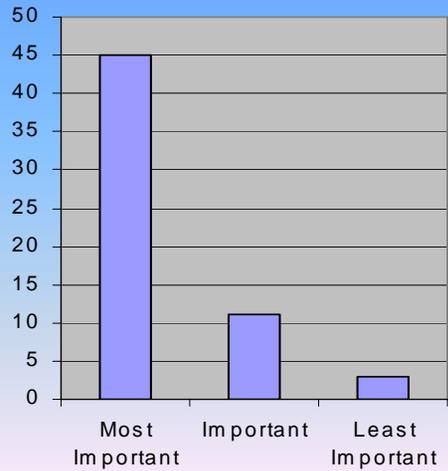
What is your overall perception of Star Island Corporation?



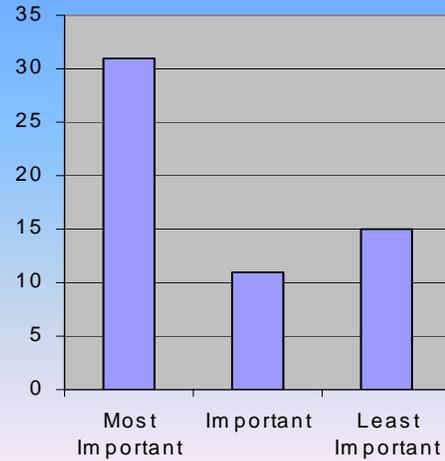
■ Favorable ■ Unfavorable ■ Mixed

- ✓ Financial viability, particularly in the current economy
- ✓ Playing catch-up after many years of deferred maintenance
- ✓ Late opening in 2007 left its scars and may still need to be addressed at some level
- ✓ Becoming more expensive for families
- ✓ Dedicated Shoalers are an aging demographic for Star
- ✓ Repeated delays in kicking off a capital campaign
- ✓ The lack of a collective vision
- ✓ Transitioning from a closed to an open organization in welcoming new conferences and personal retreats
- ✓ A can-do culture of volunteers that can conflict with the evolving business model
- ✓ Start fixing for the future rather than duct taping for the moment
- ✓ Size and cost of FT staff
- ✓ New programs must integrate with the existing mission
- ✓ Never lose the terror of 2007

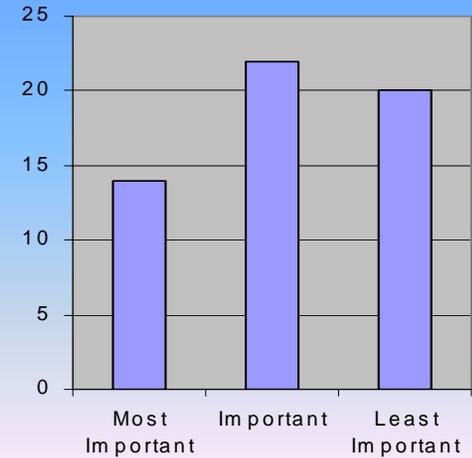
Compliance Requirements



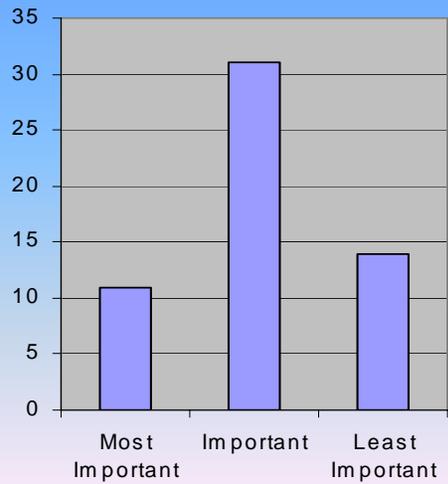
Endowment



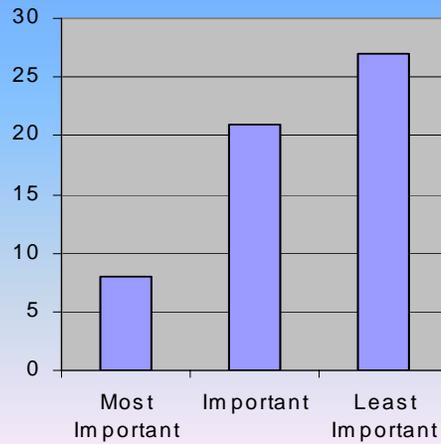
Facility Enhancements



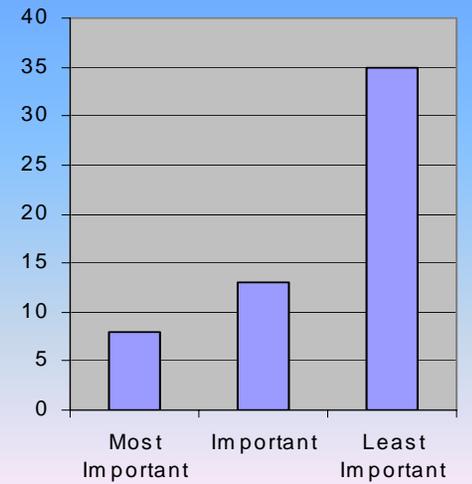
Equipment Upgrades



Environmental Sustainability



Energy Independence



Acknowledging the “Camps”

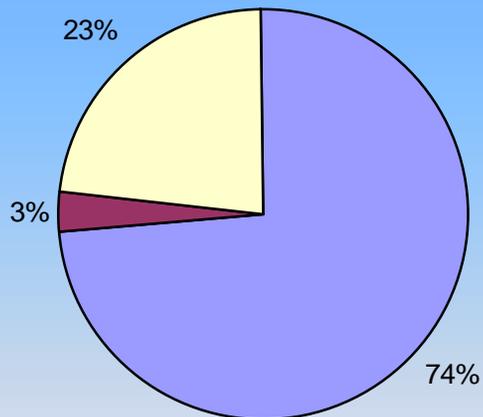
- ✓ Many do not care about amenities and regard them as frivolous
- ✓ Amenities are essential to retaining customers and attracting new ones
- ✓ Star values give high priority to environmental concerns
- ✓ Energy and sustainability require major investment for a seasonal operation
- ✓ Compliance seems more related to relationships
- ✓ Compliance is a reality of 21st century living

Amenities Mentioned with Greatest Frequency

- ✓ Improvements to showers or better yet a new bath house
- ✓ The need for a visitor center to effectively deal with day visitors (*“Founders could be converted with visitor center on one side and new bath house on the other.”*)
- ✓ Towels and linens
- ✓ Reading lamps for guest rooms
- ✓ Better mattresses and pillows (*“When you go to a hotel you expect to get a good nights sleep. People won’t come back if they don’t get that.”*)

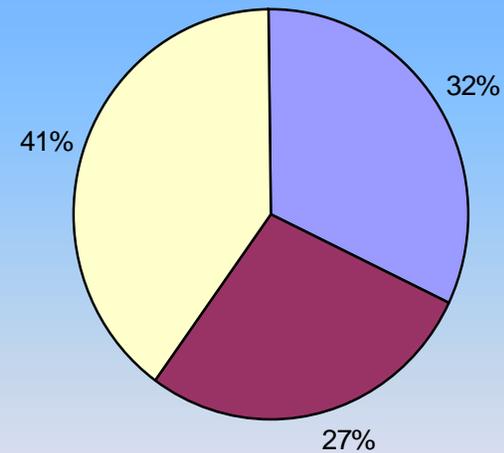
Will Shoalers Support a Campaign?

Would SIC Community support needs?



■ Yes ■ No ■ Unsure

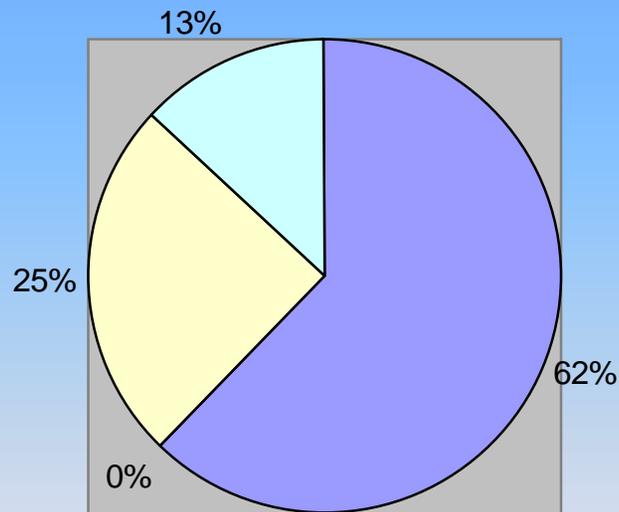
Is a \$5 million goal realistic?



■ Yes ■ No ■ Unsure

Yes we can...

Will the campaign be successful?

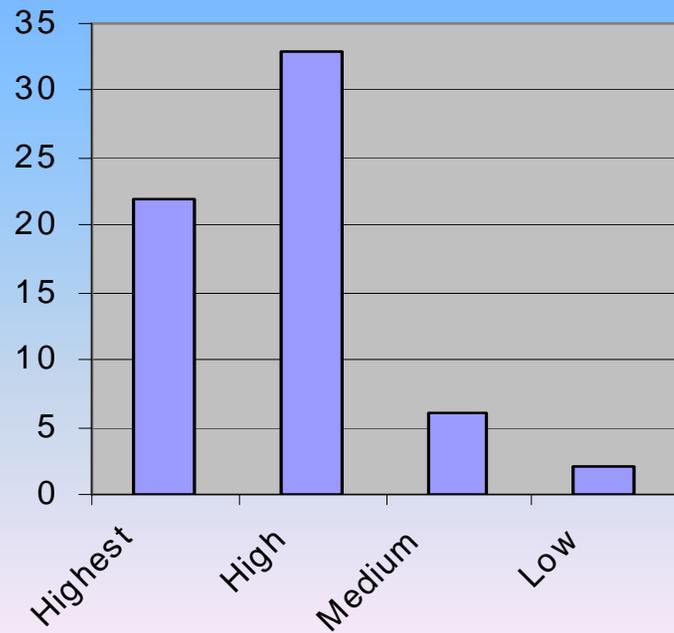


■ Yes ■ No ■ Possibly ■ Unsure

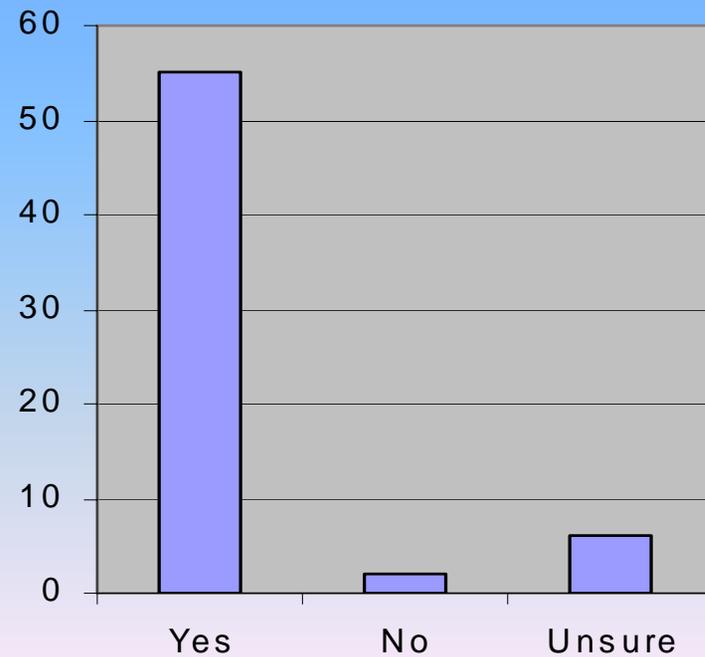
No one interviewed believes a campaign will fail and 62 percent believe it will succeed. 13 percent did not feel they had sufficient information to respond knowledgeably to the question and 25 percent felt that success depends upon the goal that is to be set.

Priorities and Promise

How does SIC rank in your philanthropic priorities?



Would you give to the campaign?



Philanthropy Is Relationship AND Values-Based

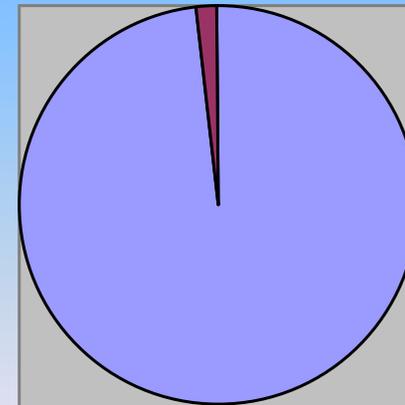
- ✓ Star is High or Highest with over 50 out of 63
- ✓ The UUA and one's church or synagogue were the other organizations mentioned most frequently and occasionally an alma mater
- ✓ Talked about Star *“being central to my life,”* *“getting me through the year,”* *“at the core of my family's strength”*

Good to go...

There was a 98 percent favorable response to the question of whether to proceed with a capital campaign. The small number of negative responses was expressed again as concern over timing in the current economy coupled with concern for the needs versus the capacity.

**Should Star Island
proceed with a
campaign?**

2%



98%

■ Yes ■ No

Where do we go from here?

- ✓ Develop campaign discipline so that all boats are rowing in the same direction
- ✓ Exercise patience with process and avoid rushing to pre-mature solicitations
- ✓ Present a debrief of the Study for each conference this season
- ✓ Conduct peer screening with Fund Development Committee
- ✓ Conduct Board and volunteer training
- ✓ Organize and schedule a series of events in homes of interviewees in geographically desirable areas
- ✓ Integrate the findings of the wealth screening with peer screening and Study findings to develop a plan

Campaign Phases:

Timeline = Size and Scope of Organization

- Phase I: Planning Phase (6 to 12 months)
Work from the inside out and top down
 - Plan
 - Prepare the case
 - Conduct the Feasibility Study
 - Prepare report with recommendations
 - Report to the SIC community during summer conferences and through regional receptions hosted by SIC members or friends
 - Identify prospective members to Campaign Cabinet
 - Board and Trustees Pledge
 - Solicit and Appoint Campaign Chair (or Co-Chairs)
 - Meet with and solicit identified lead donors
 - Develop individual donor stewardship plans

Continued

- **Phase II**: Quiet Phase (18 to 30 months)

Quiet not *secret*. All will know about process but not the goal which is not announced until the public phase. Continue to work from the inside out and top down

- **Phase III**: Public Phase (18 months)

- Organize affinity group fundraising teams
- Kickoff with public announcement and appropriate event, a special-focus One more Sunset for example

- **Phase IV**: Closing and Celebration (3 to 6 months)

- Plan a closing celebration
- Make public announcements
- Thank – Thank – Thank
- Recognize – Recognize – Recognize