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PLANNING STUDY REPORT

Prepared for St. Vincent de Paul Catholic Church
Brooklyn Park, Minnesota

June 23, 2016



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Planning Study Overview

St. Vincent de Paul Catholic Church retained the services of the Steier Group to conduct a planning study for a potential capital campaign. The planning study is a development tool used to determine how much money an organization can raise for a specific purpose. It is the starting point for an organization looking to answer the following questions:

- What do our donors think of the proposed projects?
- Who will serve as campaign leaders? Who will serve as volunteers?
- Who will be the main donors to the capital campaign?
- How should we structure a capital campaign?
- How much money can we raise?

The planning study involves a review of St. Vincent de Paul's current needs as identified by parish leadership. The process of conducting personal, face-to-face interviews with St. Vincent de Paul's top donors and gathering feedback from other key individuals allows the Steier Group to gain a clear understanding as to whether the proposed projects have the financial support necessary to be accomplished through a capital campaign. Should the total cost of the proposed projects prove too large to be completed in a single fundraising campaign, the planning study can provide guidance that will help leaders to prioritize the campaign goals.

The Steier Group gauges the fundraising potential for a capital campaign by analyzing the personal interview results, the mail and online survey responses, the ability of the parish's supporters to contribute financially and the willingness of those supporters to contribute toward this particular effort. The data gathered during this process, combined with our firm's experience in providing development counsel to Catholic parishes, allow the Steier Group to provide St. Vincent de Paul with both general and specific recommendations regarding a potential capital campaign. Those recommendations include what the Steier Group feels to be a realistic campaign goal as well as a detailed plan to achieve that goal.

The Steier Group planning study team:

- John Rogers, Campaign Manager
- Rich Roberts, Executive Vice President of Client Services
- Jim Steier, Chief Executive Officer
- Susan Rosenlof, Foundation Researcher
- Becky Ludemann, Graphic Designer
- Natalie Ruch, Executive Services Administrator

Findings and Recommendations



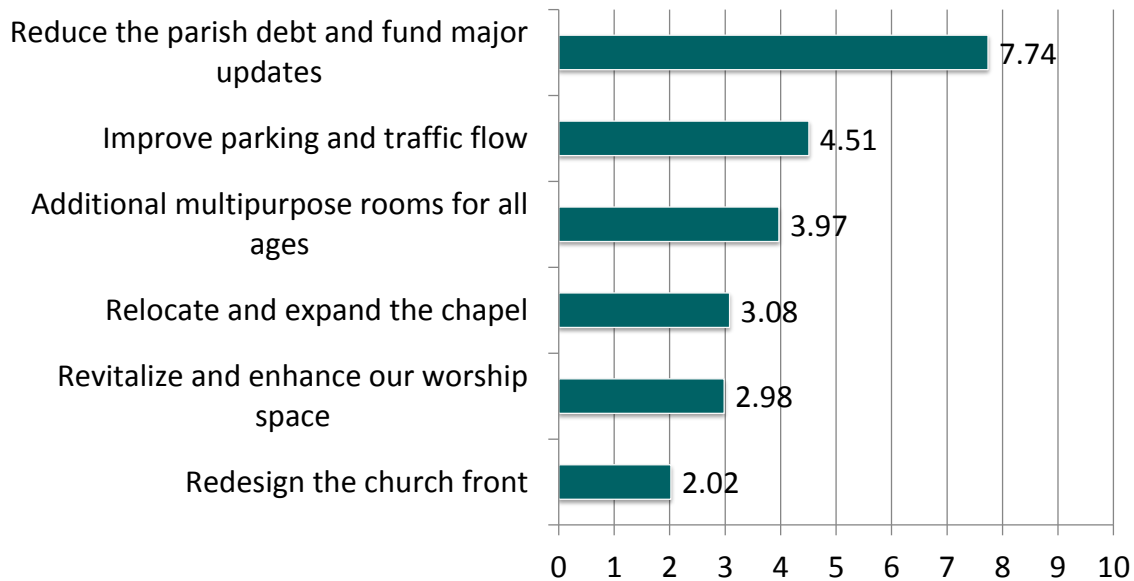
Planning Study Findings

The findings and recommendations presented by the Steier Group in this report are based on information received through June 15. The parish continued to collect responses received after the June 15 deadline and will include those considerations in its decision-making process.

- 102 personal interviews with St. Vincent de Paul’s leaders and parishioners.
- 423 mail and online survey responses and 62 in-pew responses collected from St. Vincent de Paul’s current parishioners.
- A review of St. Vincent de Paul’s previous capital campaign as well as other ongoing development efforts.
- The Steier Group’s professional experience conducting planning studies and capital campaigns for Catholic parishes across the country.

Based on the information gathered from the sources above, the Steier Group is pleased to present the following observations and recommendations to St. Vincent de Paul as it considers moving forward with a capital campaign.

The potential campaign goals were prioritized as follows:



The following are the most critical statistical findings from the planning study:

- 46 percent of respondents are at least familiar with the proposed projects.
- 46 percent of respondents agree or strongly agree with conducting a capital campaign.
 - 73 percent of personal interview participants agree or strongly agree.
 - 42 percent of mail/online and in-pew respondents agree or strongly agree.
- 64 percent of respondents indicated that they will make a personal gift to the campaign.
 - 89 percent of personal interview participants will make a gift.
 - 58 percent of mail/online and in-pew respondents will make a gift.
- 46 respondents indicated that they would serve in a leadership position and assist with the solicitation of gifts for the campaign.
- 29 respondents indicated that they have already left a gift to St. Vincent de Paul in their estate.
 - 83 respondents indicated that they would be interested in learning more about how they could make a planned gift to St. Vincent de Paul.

The following is a summary of the observations that were shared most frequently during the planning study:

- There is universal appreciation for the long tradition of excellent pastors at St. Vincent de Paul, including Fr. Paul Treacy.
- Personal interview participants often commented that the parish is a friendly and welcoming place, and although it is large, it retains the feel of a small faith community.
- The most common concern respondents shared was how the archdiocesan bankruptcy proceedings and the lawsuit naming the parish will affect a campaign and any funds raised.
- Some respondents questioned how the proposed projects will help the parish fulfill its mission to “...know, love and serve the Lord.”
- There is some concern that between the debt incurred by the recent land purchase, the debt from the school expansion and the costs stemming these projects, the parish is taking on large financial obligations. Those who raised this concern were eager to see the parish’s current debts mostly or entirely paid before any new construction or renovation begins.



Proposed Campaign Timeline and Structure

The Steier Group recommends that St. Vincent de Paul Catholic Church implement a twenty-five week capital campaign that is structured as follows:

Preparation Phase-11 weeks

The focus in this section centers on finalizing the campaign goal, sharing the positive results of the planning study, identifying and recruiting campaign leadership, designing a comprehensive communications plan, preparing all campaign operational and promotional materials, conducting donor evaluation and developing personalized cultivation and solicitation strategies for potential lead gift donors.

Leadership Gift Phase-Six weeks

Known as the “silent phase,” this section is included in the preparation phase and involves the solicitation of the entire campaign volunteer team as well as a select few lead gift prospects. Fr. Paul, campaign leadership and the Steier Group will personally solicit these prospects.

Public Phase-12 Weeks

Once gifts have been secured from campaign leaders, St. Vincent de Paul moves into the “public phase” of the campaign. The campaign leadership team and the Steier Group works to personally solicit the remainder of the parish. The Steier Group keeps the parish up-to-date on the campaign progress throughout the entire effort.

Grant Writing (throughout the campaign)

Foundations are researched by the Steier Group and prioritized with input from the parish leadership. The Steier Group manages the process of contacting each foundation, securing application guidelines, submitting the formal grant application and responding to any follow-up requests. The Steier Group works to uncover any personal connections between foundation board members and campaign leadership or volunteers that may increase St. Vincent de Paul’s chances to secure funding for this campaign. This process continues throughout the campaign. *See the Appendix for a list of foundations identified as possible funding sources for this capital campaign.*

Follow-Up Phase-Two weeks

As personal solicitations are completed, the Steier Group coordinates with the campaign Follow-Up Committee to host phone-a-thons targeting those prospects who have not yet responded. Additionally, “Commitment Weekend” is held offering parishioners an opportunity to make a capital campaign donation during Mass. At the conclusion of the entire effort, a final direct-mail appeal targets remaining parishioners, not included in the lead or major gift sections, who have not yet responded, providing them with a final opportunity to participate in the campaign.



Required Elements for a Successful Campaign

The Steier Group has identified specific elements that will be required for St. Vincent de Paul to conduct a successful capital campaign.

Adhere to the Proven Methods of Successful Fundraising

- Conduct solicitations through personal, face-to-face visits
- Ask donors to make multi-year commitments
- Make requests that are proportional to an individual's capacity
- Approach every potential supporter
- Approach your strongest supporters first

Positive, Enthusiastic Leadership

Beyond the method of fundraising, it is the Steier Group's professional experience that no single element is more determinative of the ultimate success of a campaign than committed, enthusiastic leadership. This enthusiasm must start at the top and work its way down through staff, volunteers and donors. The Steier Group can communicate this enthusiasm and amplify its effects, but it cannot generate it on its own. Simply put, if the parish leaders are excited about a project, volunteers and donors will be excited as well and that enthusiasm will translate into dollars raised for the parish.

Unwavering Commitment to the Campaign Timeline

A capital campaign is a tremendous undertaking that will require a level of commitment beyond the day-to-day tasks that make up a parish staff's "regular jobs." A campaign requires aggressive action by parish leadership and intricate coordination with parish staff, campaign volunteers, graphic designers, printers and grant writers. The campaign must be seen as a top priority by Fr. Paul and all parties must commit to follow the detailed, phase-by-phase sequence of the campaign timeline.

Survey Questions and Responses



Question 1: What do you like best about St. Vincent de Paul?

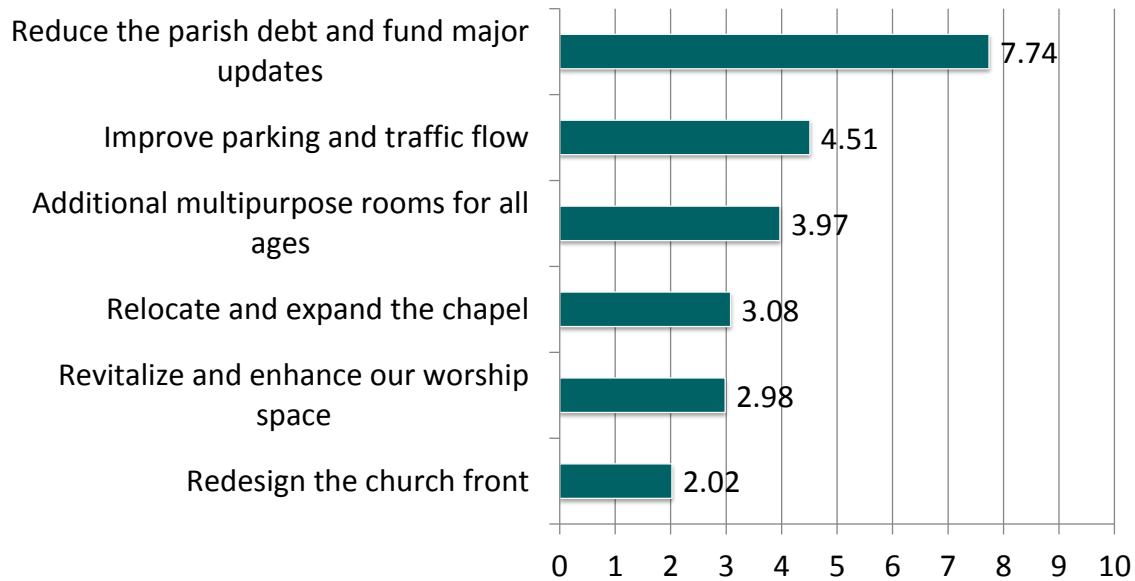
RESPONSES

- St. Vincent de Paul is a welcoming parish. (49)
- The school is excellent. (25)
- Our parishioners are involved. (24)
- St. Vincent de Paul has a history of strong pastors. (20)
- I have developed strong friendships here. (18)
- The parish speaks to our traditional religious views. (17)
- The parish is conveniently located. (16)
- St. Vincent de Paul is a true family. (15)
- The faculty is top-notch. (12)
- Fr. Paul is an excellent pastor. (7)
- The Sunday worship is vibrant. (7)
- The programming at the parish meets our spiritual needs. (7)
- The youth group has been an important part of my life. (5)
- I have enjoyed the mix of traditional and contemporary music at Masses. (5)
- There is a strong culture of cooperation between the clergy and laity. (5)
- We have a great parish staff. (3)
- My family has deep roots here. (2)
- I am inspired by the number of young families attending. (2)

Note: This question was included in the personal interview only.

Question 2: How would you rate the following priorities?

Combined Total Responses



Personal Interview Responses

Project	Score
Reduce the parish debt and fund major updates	8.87
Additional multipurpose rooms for all ages	7.37
Relocate and expand the chapel	4.37
Redesign the church front	4.09
Improve parking and traffic flow	4.09
Revitalize and enhance our worship space	3.37

Mail, Online and In-Pew Responses

Project	Score
Reduce the parish debt and fund major updates	7.55
Improve parking and traffic flow	4.58
Additional multipurpose rooms for all ages	3.42
Revitalize and enhance our worship space	2.92
Relocate and expand the chapel	2.86
Redesign the church front	1.68

Note: Parish and school staff responses are not included in the personal interview totals.

Note 1: Scores were calculated by assigning a value of 10 points for a high priority, 5 points for a moderate priority and 0 points for a low priority. The cumulative value for each project was then divided by the number of responses for that project.

Note 2: If a husband and wife were interviewed together and did not agree on the priorities, each spouse's response was recorded.

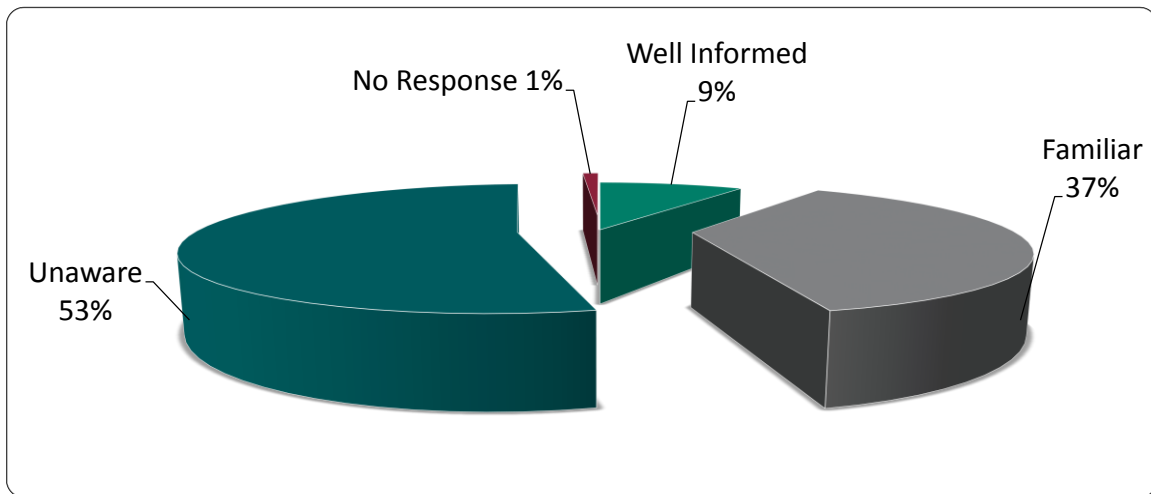
Question 2: How would you rate the following priorities? (Continued)

RESPONSES

- New preschool rooms must be a priority. (3)
- Dedicated space for after-school care needs to be considered. (3)
- Our sanctuary is beautiful in its current state. (3)
- The tabernacle should be moved to the sanctuary. (3)
- The chapel should be secured so our worshippers are safe. (3)
- The parking lot is not safe for our children. (3)
- It is okay to carry some debt, as long as it is manageable. (3)
- Let's reduce the bottleneck between church and school. (3)
- The sanctuary redesign must be modest. (2)
- It is difficult to schedule space. (2)
- We do not need to advertise the church; we are not a business. (2)
- More parking will encourage people to attend Mass at St. Vincent de Paul.
- The new chapel should include truly soundproof confessionals.
- The school is overcrowded and needs more room.
- If a land swap occurs, parking spaces need to be on the north end of campus.
- More parking space is not needed, but an access road is.
- The church front must be re-imagined so visitors know where to go.
- Make sure the chapel has a restroom.
- New construction should not incur further debt.
- Is the Fall Festival keeping up with the parish's maintenance needs?
- Enhance the sanctuary; it is the place where we spend most of our time.
- Will new meeting space include rooms to meet with those in need?
- We desperately need space for our musicians.
- Consider a covered drop off area for the elderly and those with handicaps.
- Let's avoid too many multipurpose rooms.
- Our sanctuary is new. Who is suggesting it needs rejuvenating?

Question 3: How informed are you about the proposed plans?

Combined Total Responses



Personal Interview Responses

	Responses	Percentage of Total
Well Informed	35	34%
Familiar	60	59%
Unaware	7	7%
No Response	0	0%

Mail and Online Responses

	Responses	Percentage of Total
Well Informed	13	3%
Familiar	134	32%
Unaware	273	64%
No Response	3	1%

Note: This question was not included in the in-pew survey.

Question 4: Which of these best describes your opinion on a possible capital campaign?

Personal Interview Responses

	Responses	Percentage of Total
Strongly Agree	16	20%
Agree	42	53%
No Opinion	16	20%
Disagree	6	7%
Strongly Disagree	0	0%
No Response	0	0%

Mail, Online and In-Pew Responses

	Responses	Percentage of Total
Strongly Agree	25	5%
Agree	180	37%
No Opinion	162	33%
Disagree	63	13%
Strongly Disagree	53	11%
No Response	2	1%

Combined Total Responses

	Responses	Percentage of Total
Strongly Agree	41	7%
Agree	222	39%
No Opinion	178	32%
Disagree	69	12%
Strongly Disagree	53	9%
No Response	2	1%

Note: Parish and school staff responses are not included in the personal interview totals.

Question 5: What future projects should St. Vincent de Paul consider for developing on the nine acres of land recently purchased?

RESPONSES

- New athletic fields should be built. (41)
- Use the new land to improve parking and traffic flow. (31)
- Use the land for an elder care facility. (27)
- The school should expand with more classrooms. (18)
- Create a high school for students to continue at St. Vincent de Paul. (14)
- Build more meeting space. (12)
- Sell the land once prices have increased. (11)
- Why are you asking? Wasn't there a plan before the land was purchased? (8)
- Create a preschool-friendly playground. (6)
- Create space for housing, food, and medical care for the poor. (6)
- Create walking paths on the land so pedestrians can get to the parish. (6)
- Plant a community garden. (6)
- Save the land for a cemetery expansion when needed. (6)
- Swap the land with the nearby charter school. (5)
- Build the chapel in this space. (4)
- Leave it undeveloped for outdoor weddings. (4)
- The gym should be relocated to the east side of campus to make room for a link between the church and school buildings. (4)
- Build a retreat center. (3)
- Keep the land as pervious space to allow building elsewhere. (3)
- New school offices should be built on the land we can free up space for classrooms. (3)
- Utilize the space for a new preschool facility. (3)
- We were unaware until this mailing that the land had been purchased. (3)
- Construct a hall for wedding receptions. (2)
- Build a fitness center for the community.
- Build a Knights of Columbus hall.
- Create a new rectory on the land, and repurpose the current rectory for meeting space.
- Create more storage space.
- Create music rehearsal space.
- Expand the worship space.
- Rent the land and pay off the church debt.
- Utilize the land for Harvest Festival activities.

Note: This question was not included in the in-pew survey.

Question 6: In your opinion, who are the 5 to 6 individuals or couples who would make the best leaders for a capital campaign at St. Vincent de Paul?

RESPONSES

(To ensure the confidentiality of those who responded to this question, 96 names have been provided to the leadership at St. Vincent de Paul.)

Note: This question was not included in the in-pew survey.

Question 7: If asked by St. Vincent de Paul to serve as a member of the campaign team and assist with requests for gifts, would you accept?

Personal Interview Responses

	Responses	Percentage of Total
Yes	20	20%
No	65	64%
Unsure	17	16%
No Response	0	0%

Mail, Online and In-Pew Responses

	Responses	Percentage of Total
Yes	26	5%
No	444	92%
Unsure	12	2%
No Response	3	1%

Combined Total Responses

	Responses	Percentage of Total
Yes	46	8%
No	509	87%
Unsure	29	5%
No Response	3	0%

NAMES OF THOSE WHO RESPONDED FAVORABLY

(To ensure the confidentiality of those who responded to this question, 46 names have been provided to the leadership at St. Vincent de Paul.)

Question 7: If asked by St. Vincent de Paul to serve as a member of the campaign team and assist with requests for gifts, would you accept? (Continued)

If not, which of these volunteer opportunities would you consider?

Personal Interview Responses

	Yes Responses
Phone-a-thon volunteer	40
Events committee member	53
Administrative support	53

Mail, Online and In-Pew Responses

	Yes Responses
Phone-a-thon volunteer	38
Events committee member	68
Administrative support	168

Combined Total Responses

	Yes Responses
Phone-a-thon volunteer	78
Events committee member	121
Administrative support	221

Question 8: What should the role of Fr. Paul be in a capital campaign? What are his duties?

RESPONSES

- Fr. Paul should preach on the campaign frequently. (31)
- Our pastor should be asking for donations and raising funds. (29)
- Fr. Paul needs to be the spiritual head of this campaign. (16)
- Fr. Paul is at his best when he is encouraging participation and thanking participants. (13)
- The pastor should utilize his business acumen to the parish's best advantage. (6)
- Fr. Paul should support this campaign and advocate for these projects. (4)
- He should host Q&A sessions. (3)
- If parishioners see Fr. Paul working cooperatively with lay leadership, the campaign will be a success. (3)

Note: This question was included in the personal interview only.

Question 9: If applicable, would your company support a capital campaign for St. Vincent de Paul with an outright gift or through a matching gift program?

Personal Interview Responses

	Responses	Percentage of Total
Yes	7	7%
No	91	89%
Unsure	4	4%
No Response	0	0%

NAMES OF THOSE WHO RESPONDED FAVORABLY

(To ensure the confidentiality of those who responded to this question, 7 names have been provided to the leadership at St. Vincent de Paul.)

OTHER RESPONSES

- Ask the bank the parish utilizes to contribute funds. (2)
- The new flooring company on Jefferson Avenue might contribute materials. (2)
- Ask vendors who advertise in the bulletin to contribute.
- Approach local funeral homes for financial support.
- Approach TMS Johnson for HVAC equipment at cost.
- Contact Scherer Bros. Lumber for construction materials (former parishioners).
- Contact Cbiz LLC for a potential donation.

Note: This question was included in the personal interview only.

Question 10: Who are the 5 to 6 families that you think would be most capable of making a lead gift to this campaign?

RESPONSES

(To ensure the confidentiality of those who responded to this question, 13 names have been provided to the leadership at St. Vincent de Paul.)

Note: This question was included in the personal interview only.

Question 11: Have you remembered St. Vincent de Paul in your will or made some other type of planned gift?

Personal Interview Responses

	Responses	Percentage of Total
Yes	7	7%
No	95	93%
Unsure	0	0%
No Response	0	0%

Mail and Online Responses

	Responses	Percentage of Total
Yes	22	5%
No	392	92%
Unsure	7	2%
No Response	2	1%

Combined Total Responses

	Responses	Percentage of Total
Yes	29	6%
No	487	93%
Unsure	7	1%
No Response	2	0%

NAMES OF THOSE WHO RESPONDED FAVORABLY

(To ensure the confidentiality of those who responded to this question, 29 names have been provided to the leadership at St. Vincent de Paul.)

Note: This question was not included in the in-pew survey.

Question 12: Would you like to receive more information about how to make an estate gift to St. Vincent de Paul?

Personal Interview Responses

	Responses	Percentage of Total
Yes	64	63%
No	37	36%
Unsure	1	1%
No Response	0	0%

Mail and Online Responses

	Responses	Percentage of Total
Yes	19	4%
No	398	94%
Unsure	4	1%
No Response	2	1%

Combined Total Responses

	Responses	Percentage of Total
Yes	83	16%
No	435	83%
Unsure	5	1%
No Response	2	0%

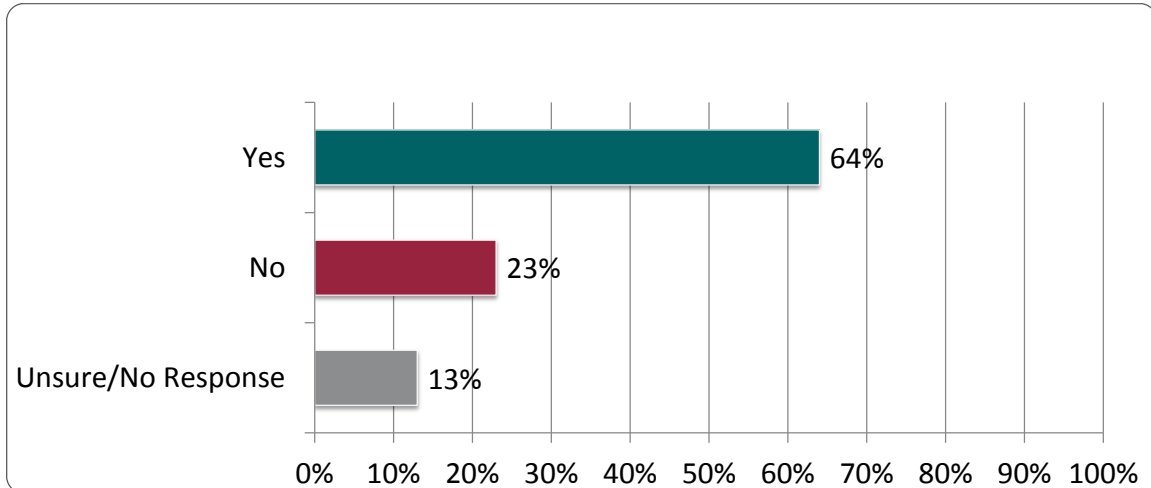
NAMES OF THOSE WHO RESPONDED FAVORABLY

(To ensure the confidentiality of those who responded to this question, 83 names have been provided to the leadership at St. Vincent de Paul.)

Note: This question was not included in the in-pew survey.

Question 13: If a campaign is conducted by St. Vincent de Paul, will you make a gift or pledge?

Combined Total Responses



Personal Interview Responses

	Responses	Percentage of Total
Yes	91	89%
No	4	4%
Unsure	6	6%
No Response	1	1%

Mail, Online and In-Pew Responses

	Responses	Percentage of Total
Yes	282	58%
No	134	28%
Unsure	68	14%
No Response	1	0%

RESPONSES

- The archdiocese's legal issues must be resolved before we will give. (7)
- Not all faculty will be willing to contribute to a campaign.
- We will give to pay down the debt. All other projects are excessive.

Question 14: Will you please estimate what range of pledge you might consider if St. Vincent de Paul moves forward with a three-year capital campaign?

RESPONSES

Self-Reported Gift Level	Personal Interview	Mail/Online/In-Pew	Total
\$0	4	130	134
\$1 - \$99	0	7	7
\$100 - \$499	0	41	41
\$500 - \$999	3	46	49
\$1,000 - \$2,499	10	100	110
\$2,500 - \$4,999	20	44	64
\$5,000 - \$9,999	9	7	16
\$10,000 - \$14,999	4	0	4
\$15,000 - \$19,999	2	2	4
\$25,000 - \$29,999	1	0	1
\$50,000 - \$74,999	1	0	1
No Response/Unsure	48	108	156
Total Responses	102	485	587
Total Gift Range	\$241,090 - \$355,710	\$414,053 - \$433,738	\$655,143 - \$789,448

RESPONSES

- Our willingness to give will be affected by the projects that are chosen. (6)
- We prefer giving a one-time gift. (4)
- We will only give if the campaign pays off debt. (4)

Question 15: Will you please estimate an initial payment you might make toward a campaign?

RESPONSES

Self-Reported Gift Level	Personal Interview	Mail/Online	Total
\$0	10	210	220
\$1 - \$99	0	48	48
\$100 - \$499	11	60	71
\$500 - \$999	9	27	36
\$1,000 - \$2,499	11	27	38
\$2,500 - \$4,999	1	3	4
\$5,000 - \$9,999	4	3	7
\$10,000 - \$14,999	1	0	1
\$25,000 - \$29,999	1	0	1
No Response/Unsure	54	45	99
Total Responses	102	423	525
Total Gift Amount	\$81,260	\$85,490	\$166,750

Note: This question was not included in the in-pew survey.

Question 16: Do you have any further comments or suggestions that would be helpful to parish leaders as they look at potentially embarking on a capital campaign? Do you have any concerns that might keep you from supporting a campaign?

Campaign Suggestions

- The archdiocese's legal troubles must be resolved before a campaign goes forward. (60)
- Because of health concerns, fixed income or job insecurity, our pledge will be minimal. (27)
- It is a bad idea to launch a campaign while the parish has a lawsuit filed against it. (24)
- Tier campaign goals so they are more manageable. (4)
- This planning study will increase trust in parish leadership. (4)
- Since we only live in Minnesota part-time, we will not contribute to a campaign. (4)
- Fr. Paul has listened with an open ear and now it is time for him to lead. (3)
- Money is not being spent wisely now so I won't support fundraising. (3)
- A campaign could be a way to invite parishioners into regular giving. (3)
- The campaign should go forward as soon as possible. (2)
- I'm worried young families won't be able to commit to a pledge. (2)
- How can we get parishioners on the periphery involved in this campaign? (2)
- We need to make clear the relationship between the summer school renovation and the capital campaign. (2)
- St. Vincent de Paul needs to build a culture of giving through this campaign. (2)
- Since the parish cut back the school subsidy, as school parents we are disinclined to give. (2)
- The parish should encourage people to donate portions of windfalls (e.g., house sale, inheritance). (2)
- The campaign should secure the support of faculty and staff.
- A campaign will likely cause us to leave the parish.
- If our campaign is rooted in our spirituality, it will be successful.
- Let's fill up the honor board in the link with new donors.
- Don't have parishioners set request amounts for each other.
- Major gifts will come from people who have established their families.
- There have been no campaigns in the last ten years and it's time for one now.
- Create clear expectations for giving.
- If we begin a campaign, we should set aside 10 percent of funds raised for the poor.
- I'm worried a campaign would cause a drop in offertory.
- Younger families must lead this campaign.

View of the Proposed Plans/Building Suggestions

- The debt needs to be paid off immediately. It must be our highest priority. (26)
- All items except debt reduction seem excessive. (20)
- The projects need to align more closely with our mission. (8)
- Purchasing land was a wise decision, but more information about it should be made available. (7)
- Projects should be focused on the needy. (7)
- How were these projects identified? More transparency is needed. 7
- Any projects need to be focused on children and less on building improvements. (6)
- We don't need an ornate church to worship and serve God. (5)
- More meeting rooms will ease the burden on scheduling. (4)
- Will these projects put the parish in further debt? (4)
- I do not want an elaborate church; just place the tabernacle on the altar. (4)

Question 16: Do you have any further comments or suggestions that would be helpful to parish leaders as they look at potentially embarking on a capital campaign? Do you have any concerns that might keep you from supporting a campaign? (Continued)

View of the Proposed Plans/Building Suggestions (Continued)

- These projects are unnecessary and the parish is being treated like an expanding business. (3)
- These projects do not enhance the mission of our parish. (3)
- A master plan should be shared with the parish. (2)
- Parking is not an issue but if we can grow the parish, we may need to address it in the future. (2)
- Our church is beautiful as is. (2)
- The sanctuary project should focus solely on the altar. (2)
- The most pressing needs are in the school. (2)
- The sanctuary project seems excessive. (2)
- The after-school program needs dedicated space, especially since it provides the parish with income. (2)
- Are we expecting an influx of people into the area that necessitates this sort of construction? (2)
- Share preliminary sketches with parishioners to gather feedback. (2)
- Do not let designers and engineers drive the vision for these projects. (2)
- These are cosmetic updates. If a campaign goes forward I will cut my offertory and give to a non-profit that will spend the money more wisely. (2)
- Is the goal of these projects to grow the parish? How would a larger parish make people feel known and included? (2)
- Please explain how these projects will help both the parish and school.
- Solidify preschool plans and approach CSCOE for funding.
- Signage needs to be updated so people can find the parish and school.
- Any new chapel needs to be safe and well lit, especially for people worshipping after hours.
- It is fiscally irresponsible to increase the size of the parish campus.
- The youth group needs dedicated space.
- Parishioners don't seem curious or interested in these projects.
- The last thing we need are places to socialize.
- These projects are forward-thinking.
- The price tag on these projects seems high.
- Allow public comments on these projects in an open forum.
- Please keep the flower garden intact.
- New plans should include covered walkways for those who have trouble moving around campus.
- Explore alternate energy sources.
- The sanctuary needs a tabernacle and stained glass to focus the attention of children who come to Mass.
- Instead of spending so much money on a new gathering space, update signage and light the outside cross at night.
- Future projects need to consider the number of senior citizens in our parish.
- Any projects that can draw and maintain youth involvement have our full support.
- We badly need a youth group room.

Question 16: Do you have any further comments or suggestions that would be helpful to parish leaders as they look at potentially embarking on a capital campaign? Do you have any concerns that might keep you from supporting a campaign? (Continued)

View of the Organization

- The music ministry is in decline and must be improved. (22)
- We need to boost attendance before we worry about the cosmetic look of our church. (11)
- We need to hire a new music director now. (10)
- We should not have purchased the land. (6)
- Reduce the staff and number of programs; concentrate on quality, not quantity. (6)
- Many people are leaving the parish. We must invite them back with exceptional preaching and programs. (5)
- The campus still feels new to older parishioners. (4)
- This letter came as a complete surprise and shows me that more communication and transparency are needed on the part of parish leadership. (4)
- With a change in leadership I could support facilities growth. (3)
- The liturgy needs to be revitalized. (3)
- Restore the confidence lost due to bad priests and abused children. (3)
- Let's follow Pope Francis' example and be a "poor church for the poor." (3)
- What are young people looking for in a church? (2)
- With large staff and food offered at every parish gathering, it looks like a lot of money is being wasted. (2)
- We are unsatisfied with current leadership and are seeking a new parish. (2)
- Our pastor needs to prepare his homilies and deliver them effectively. (2)
- More effort should be put into caring for the elderly of the parish. (2)
- Put a freeze on hiring immediately. (2)
- School families need to understand that they must give to the church. (2)
- Mass is too traditional.
- The evangelization and outreach survey results were ignored.
- Consider visiting each family to discuss planned giving and make the meeting a requirement for parish membership.
- More events need to be offered for millennials.
- Bigger is not always better; the old church truly felt like home.
- Please purchase an AED and make sure staff are trained in its use.
- Pay teachers a living wage.
- The parish and school need to recycle.
- Please offer a Sunday night Mass.

Appendices



Foundation Prospects

The following foundations will accept applications:

- Carlson Family Foundation
- Alliss Educational Foundation
- Greycoach Foundation
- Kopp Family Foundation
- Leonette M. and Fred T. Lanners Foundation
- Richard M. Schulze Family Foundation*
-

The following foundations preselect and do not accept applications:

- A Better Place
- Catholic Schools, Centers of Excellence*
- GHR Foundation*
- Cummins Family Foundation
- J. S. Turner Family Foundation
- Jerome J. & Ursula Choromanski Family Foundation
- Maas Foundation
- Michael J. and Karen B. Frey Foundation
- Ruth and William Merkey Foundation
- The Alice & Fred Wall Family Foundation
- The Minneapolis Foundation*

*prior donor



Demographic Breakdown Chart

Personal Interview Participants

Years of Membership	#	% Agree/Strongly Agree	# Will Volunteer	% Will Give
0-5 Years	5	100%	2	100%
6-10 Years	17	76%	1	76%
11-20 Years	32	66%	5	87%
21-30 Years	16	87%	7	94%
31+ Years	23	74%	4	91%
Not a Member	9	100%	1	100%

Mail and Online Participants

Years of Membership	#	% Agree/Strongly Agree	# Will Volunteer	% Will Give
0-5 Years	52	63%	9	75%
6-10 Years	39	59%	3	72%
11-20 Years	107	38%	5	54%
21-30 Years	93	39%	2	49%
31+ Years	130	31%	3	50%
No Response	2	50%	0	0%

Personal Interview Participants

Children in School	#	% Agree/Strongly Agree	# Will Volunteer	% Will Give
Current, Future or Former Parent or Grandparent	46	74%	7	85%
Other/None	56	80%	13	93%

Mail and Online Participants

Children in School	#	% Agree/Strongly Agree	# Will Volunteer	% Will Give
Current, Future or Former Parent or Grandparent	126	45%	11	54%
Other/None	294	39%	11	57%
No Response	3	67%	0	33%