

COSGRIFF COMPANY

Fund Raising Counsel

ONE CONTINENTAL BUILDING • 209 SOUTH 19TH STREET
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V.P., Sales Training

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Director of Marketing

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V.P., Field Operations

June 21, 2007

Father Ivan Nienhaus
St. Cecilia Catholic Community
2900 Hoover Avenue
Ames, IA 50010

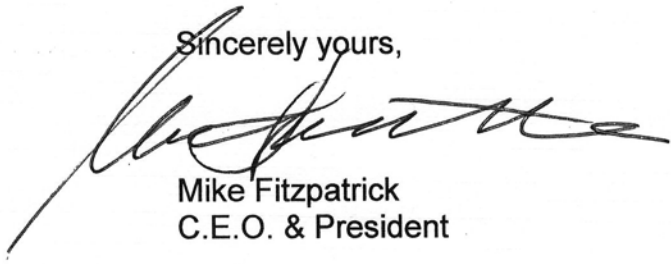
Dear Father Nienhaus:

We are pleased to transmit our report of the feasibility study for St. Cecilia Catholic Community concerning their proposed capital campaign for the building of a new church.

The report is divided into our findings, conclusions and recommendations.

With this report goes our thanks to you, Mary Ross and Joan Jones who arranged the interviews, Jerry Greving for supplying background information, and all who participated in the study. We thank you as well for the kindness and cooperation shown our study director, Dan Riley.

Sincerely yours,



Mike Fitzpatrick
C.E.O. & President

MF/kk

STUDY PURPOSES & PROCEDURES

PURPOSES

1. Determine constituents' knowledge of the proposed new church building project and capital campaign.
2. Attempt to find leadership and workers who realize the need and are willing to lead and work on a capital campaign.
3. Identify any problems or dissatisfaction with the staff, school, Boards of Operation, and if constituents will financially support a campaign.
4. Analyze information and develop a plan for a successful campaign if feasible.
5. Make recommendations and help select a proper time for St. Cecilia Catholic Community to undertake this project.

PROCEDURES

A total of 61 confidential, personal, in depth interviews were conducted. Interviews normally last at least thirty minutes and allow discussion of various facets of the proposed project.

A mail survey was sent out to 1,470 parishioners to gather further input. At the time this study was prepared, 264 surveys had been received. This represents a 17% return of the mail surveys, which is an above average return for this type of study.

We had access to all vital information including estimates on future enrollment and projected city growth which were very helpful.

Our conclusions are based on the findings of this study and the professional experience of the Cosgriff Company staff. The conclusions and recommendations are derived from a comparison of these findings with similar studies we have conducted. Specific recommendations are found in the *Recommendations Section* of this report.

PERSONS INTERVIEWED

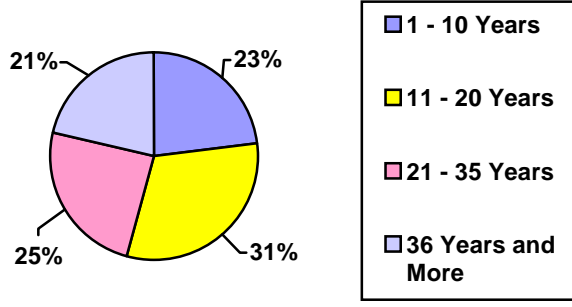
NAME	STREET	CITY, STATE	ZIP
Baughman, Cindy	3419 Valley View Rd	Ames, IA	50014
Beaudry, Bernard & Charlotte	1617 Northwestern Ave.	Ames, IA	50010
Bortle, Mark & Melissa	1923 Blair Drive	Ames, IA	50010
Burke, William	PO Box 723	Ames, IA	50010
Christy, Alan & Mary	3139 Bayberry Drive	Ames, IA	50014
Clancy, Todd	2422 Grant Circle	Ames, IA	50010
Coder, Johnny & Janice	3692 N. Dayton Road	Ames, IA	50010
Dalhoff, Randy & Jo Anne	2103 Fillmore Ave	Ames, IA	50014
Farrell-Beck, Jane	2837 Greensboro Cir.	Ames, IA	50014
Fawkes, Edwin & Mary	1321 Curtis Ave	Ames, IA	50010
Frankl, Jerry & Amy	825 Vermont Circle	Ames, IA	50014
Gilarski, Dr. Chuck	2304 Buchanan Drive	Ames, IA	50010
Grandgenett, Craig & Debbie	504 Poe Circle	Ames, IA	50014
Graveline, Joy	3008 Evergreen Circle	Ames, IA	50014
Greenwood, John & Janine	2407 Lakeside Drive	Ames, IA	50010
Gschneider, Karl & Melba	2216 Duff Ave.	Ames, IA	50010
Haas, Bill & Julie	2313 Broadmoor	Ames, IA	50010
Halbur, Dr. Patrick	3211 Kingman Road	Ames, IA	50014
Hanson, Mark & Margie	2803 Thompson Drive	Ames, IA	50010
Heitzman, Mike & Jill	2505 Green Hills Drive	Ames, IA	50014
Hoenig, Rick & Sandy	2615 25 th Street	Ames, IA	50010
Horras, Betty	2001 Indian Grass Ct.	Ames, IA	50014
Hurd, Scott	3275 400 th Street	Roland, IA	50236
Imerman, Mark	2213 Hayes Ave.	Ames, IA	50010
Joensen, Al & Marilyn	1714 24 th Street	Ames, IA	50014
Joerger, Steve & Linda	3407 Valley View Road	Ames, IA	50014
Johnson, Carolyn	3115 Roy Key Ave. Apt. 232	Ames, IA	50010
Kleinschmidt, John	3324 Buchanan Ct.	Ames, IA	50010
Koehler, Ken & Susan	2721 Meadow Glen Rd	Ames, IA	50014
Koziel, Jacek	3902 Westlawn Drive	Ames, IA	50010
Kresse, Jean	4931 Hemingway	Ames, IA	50014
Matt, Dick & Priscilla	1722 Northwestern Ave.	Ames, IA	50010
McCully, Deacon John & Ruth	1214 Wilson Ave.	Ames, IA	50010
McDermott, Greg & Theresa	2911 Ridgetop Rd	Ames, IA	50014
Milleman, Dr. Leo	3112 Northwood Drive	Ames, IA	50010
Moore, Peter & Sharon Jenkins-Moore	3909 547 th Ave.	Ames, IA	50010
Nelson, John	3735 Matthews Road	Ames, IA	50014
Nienhaus, Rev. Ivan	2900 Hoover Ave.	Ames, IA	50010

Palmer, Paul & Althea	209 S. Russell Ave.	Ames, IA	50010
Pesek, John	1304 Marston Ave.	Ames, IA	50010
Popelka, Karen	1180 234 th Street	Boone, IA	50036
Rasmussen, Ron	1603 Truman Drive	Ames, IA	50010
Reece, Bill	219 S. Russell Ave.	Ames, IA	50014
Rudman, Robert & Judy	2430 Ridgetop Circle	Ames, IA	50014
Scallon, Dr. Cosette	812 Idaho Ave	Ames, IA	50014
Schaefer, Vernon & Ruth	56533 245 th Street	Ames, IA	50010
Schmidt, Joel & Lisa Underhill-Schmidt	5425 Camden	Ames, IA	50014
Schneider, Leo & Betty	1139 Johnson Street	Ames, IA	50010
Simodynes, Tim & Terri	1510 Jackson Drive	Ames, IA	50010
Stevermer, Emmett & Mary	2607 Tyler Ave.	Ames, IA	50014
Suntken, David & Dianne	2124 Pintail Bridge Lane	Ames, IA	50010
Thilges, Joel & Michelle	1406 Jefferson	Ames, IA	50010
Tylka, Greg & Karen	922 New Hampshire Cir.	Ames, IA	50014
Upah, Sylvester & Karen	1121 28 th Street	Ames, IA	50010
Volcko, Ed & Cyndi	2728 Thompson Drive	Ames, IA	50010
Watkins, Mary	2200 Hamilton Drive Apt 801	Ames, IA	50014
Weber, Jonathan	1403 Top Hollow Road	Ames, IA	50010
Wipf, Kathy	1701 Buchanan Drive	Ames, IA	50010
Witt, Jeff & Lynette	2101 Polk Drive	Ames, IA	50010
Wuebker, Leon	53568 180 th Street	Gilbert, IA	50105
Wycoff, Terry & Dianne	2137 Polk Drive	Ames, IA	50010

SUMMARY OF PERSONAL INTERVIEW RESPONSES

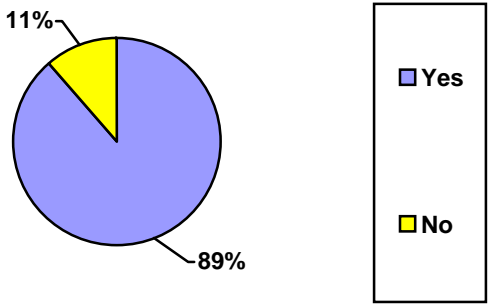
A total of 61 personal interviews were conducted. A summary of the responses follows.

1. HOW LONG HAVE YOU BEEN A MEMBER OF ST. CECILIA CATHOLIC CHURCH?



	Number	Percent
1 – 10 Years	14	23%
11 – 20 Years	19	31%
21 – 35 Years	15	25%
36 Years and More	13	21%

2. DO YOU ACTIVELY PARTICIPATE IN ANY PARISH MINISTRIES?



	Number	Percent
Yes	54	89%
No	7	11%

Ministries frequently mentioned:

Board of Education	Adoration Circle
Children's Liturgy	Greeter
EME	Teen Choir
Homebound EME	Bible School
Usher	Band
Social Concerns	Generations of Faith
Parish Council	Lector
60 Plus	Finance Council
Spiritual Growth	CCD
Knights of Columbus	Funeral Meals
Hospitality	Perpetual Adoration
Catholic Daughters	Building Committee
Prayer Chain	GALA
Music	Money Counter
RCIA	Religious Ed.
Last Supper	Deacon
Stewardship	General Volunteer

3. WHAT DO YOU CONSIDER TO BE THE THREE STRONGEST ATTRIBUTES OF ST. CECILIA CATHOLIC CHURCH?

The following were consistently mentioned and are listed alphabetically:

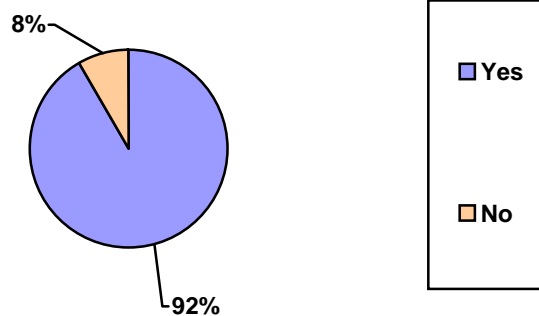
Adoration
Can do attitude
Chapel location
Comfortable atmosphere
Community
Diversity
Energy
Friendly
Homilies
Location
Music
Narthex
Opportunities to join different groups
Pastor
Preschool
School/Catholic Education
Staff
Teachers
Variety of age groups
Vibrant community

4. ARE THERE ANY CHANGES THAT COULD BE MADE TO THE SCHOOL OR CHURCH WHICH WOULD MAKE THEM STRONGER?

Changes proposed are listed alphabetically:

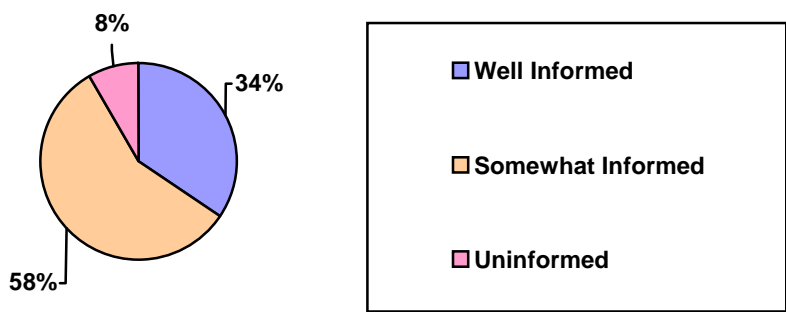
- Acoustics
- Additional green space needed
- Church needs to be cheerier.
- Communicate more
- Current church needs replacing
- Expand the school
- Have additional Masses
- Improve participation from all parishioners
- Liability insurance
- Make improvements to the heating/cooling and lighting systems
- More emphasis on stewardship
- More priests
- Need a cry room
- Need more space
- Religious education for 7th through 12th grades
- Use narthex for donuts and coffee
- Youth ministry

5. ARE YOU AWARE OF THE PLANS TO BEGIN PHASE II OF THE BUILDING PROCESS?



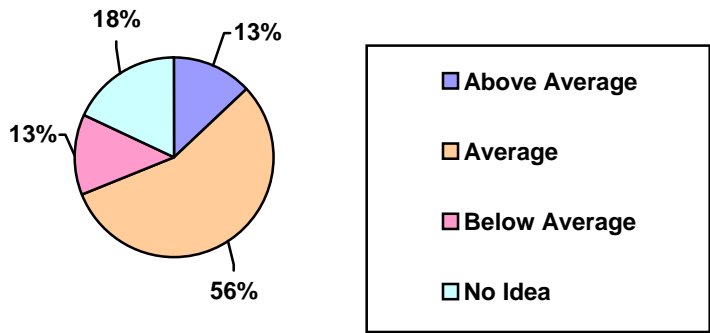
	Number	Percent
Yes	56	92%
No	5	8%

6. HOW WELL INFORMED ARE YOU ABOUT THESE PLANS?



	Number	Percent
Well Informed	21	34%
Somewhat Informed	35	58%
Uninformed	5	8%

7. HOW WOULD YOU RATE THE ACCEPTANCE TO BEGIN A \$9 MILLION CAPITAL CAMPAIGN?



	Number	Percent
Above Average	8	13%
Average	34	56%
Below Average	8	13%
No Idea	11	18%

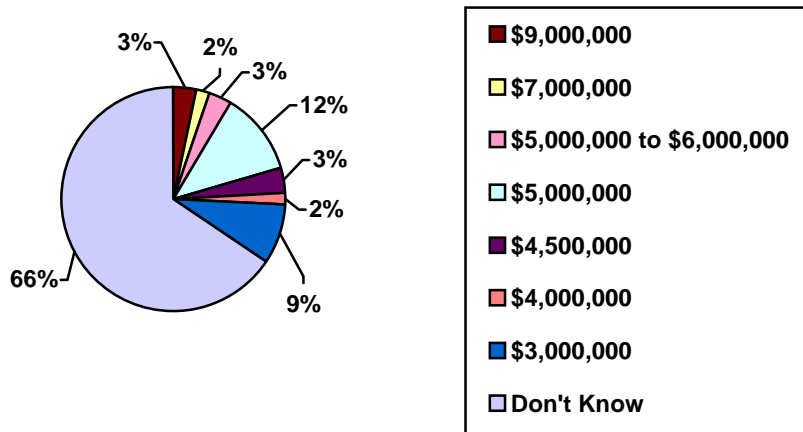
8. IN YOUR OPINION, WHO WOULD BE THREE INDIVIDUALS IN OUR PARISH MOST QUALIFIED TO LEAD A PARISH FUND-RAISING CAMPAIGN?

We apologize for any name misspellings. The following names were mentioned frequently and are listed alphabetically:

Bortle, Mark
Clancy, Todd
Dalhoff, Randy & Jo Anne
Frankl, Jerry & Amy
Gilarski, Dr. Chuck
Halbur, Dr. Pat
Hurd, Scott
Koehler, Ken
Kresse, Jean
Nelson, John
Pollard, Jamie
Rudman, Dr.
Simodynes, Tim & Terri
Stark, Dr. Tom & Cindy
Streit, Monty & Patty
Tallman, Pat
Volcko, Ed & Cyndi

9. WHAT AMOUNT DO YOU BELIEVE CAN BE RAISED IN A CAMPAIGN WITH PLEDGE PAYMENTS:

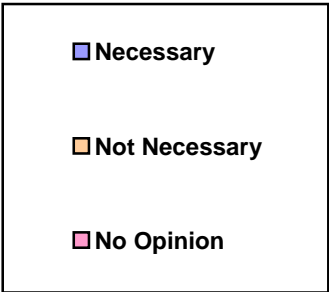
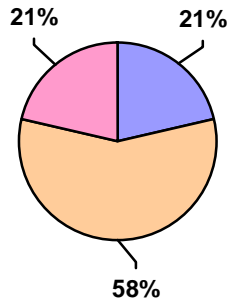
OVER 3 TO 5 YEARS



	Number	Percent
\$9,000,000	2	3%
\$7,000,000	1	2%
\$5,000,000 - \$6,000,000	2	3%
\$5,000,000	7	12%
\$4,500,000	2	3%
\$4,000,000	1	2%
\$3,000,000	5	9%
Don't Know	38	66%

*Note: 3 individuals believed that \$9,000,000 could be raised over 8 to 10 years. The majority of interviewees preferred a 5 year campaign.

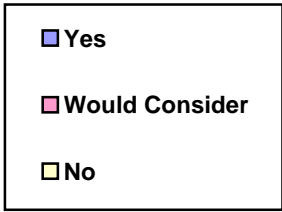
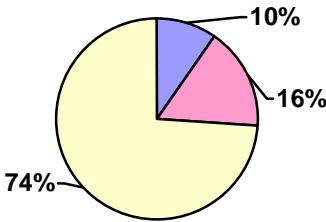
10. CONSIDERATION IS BEING GIVEN TO ADDING A 200 SEAT CHAPEL ON THE WEST SIDE OF THE CHURCH AS PART OF PHASE II? DO YOU FEEL THIS IS:



	Number	Percent
Necessary	13	21%
Not Necessary	35	58%
No Opinion	13	21%

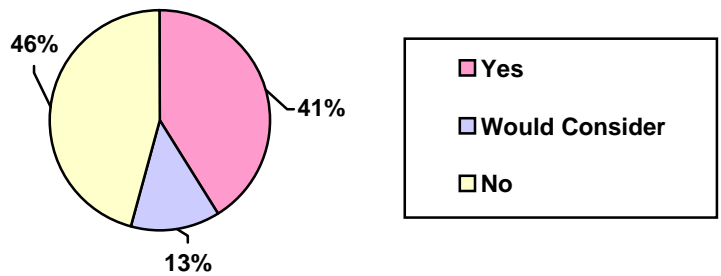
11. IF A CAMPAIGN IS CONDUCTED, WOULD YOU.....

A. ACCEPT A POSITION OF LEADERSHIP?



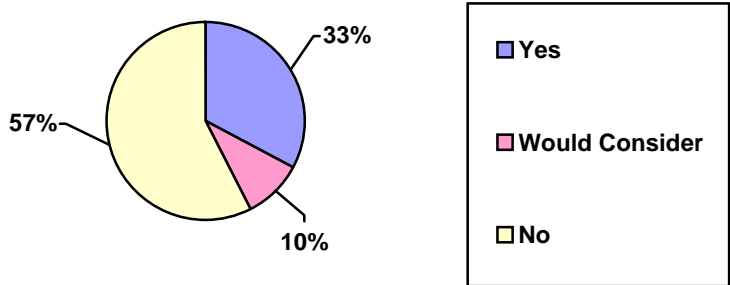
	Number	Percent
Yes	6	10%
Would Consider	10	16%
No	45	74%

B. MAKE A FEW CALLS ON PROSPECTS?



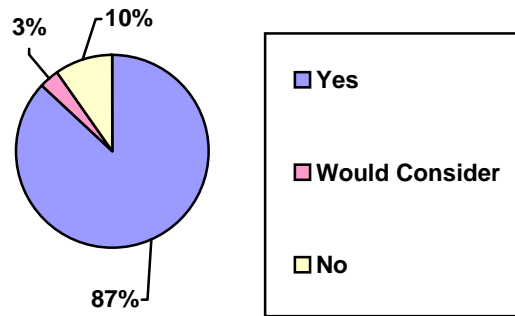
	Number	Percent
Yes	25	41%
Would Consider	8	13%
No	28	46%

C. SERVE ON A COMMITTEE?



	Number	Percent
Yes	20	33%
Would Consider	6	10%
No	35	57%

D. MAKE A GIFT OR PLEDGE?

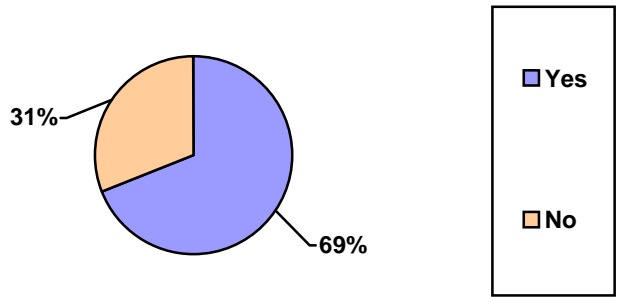


	Number	Percent
Yes	53	87%
Would Consider	2	3%
No	6	10%

IF YES OR WOULD CONSIDER (55), PLEASE ESTIMATE AMOUNT OF YOUR GIFT (5 YEAR PERIOD)

Number	Amount
1	\$100,000
1	\$ 75,000
3	\$ 50,000
1	\$ 35,000 - \$50,000
1	\$ 30,000
6	\$ 25,000
1	\$ 20,000
2	\$ 15,000 - \$20,000
2	\$ 12,000 - \$15,000
2	\$ 10,000 - \$15,000
4	\$ 10,000
1	\$ 9,000
2	\$ 7,500 - \$10,000
2	\$ 6,000
8	\$ 5,000
2	\$ 3,000
1	\$ 2,500
1	\$ 1,000
14	Not known at this time
55	\$759,500 to \$805,500

12. WOULD YOU BE INTERESTED IF THE PARISH PRESENTED SOME ESTATE PLANNING SEMINARS?



	Number	Percent
Yes	42	69%
No	19	31%

13. ARE YOU AWARE OF ANY FOUNDATIONS, GRANTS OR AREA BUSINESSES THAT HAVE MATCHING GIFT PROGRAMS WHICH COULD ASSIST THIS PROJECT?

Interviewees mentioned these two:

1. Check with United Way.
2. Sauer – Dan Foss

In the research done by the Cosgriff Company, we found possibilities that may exist. Catholic family foundations generally give only after the parish seeking the gift has shown that it fully supports the project. Also, the project proposal gains considerable momentum if an elementary school is involved. Children today are the hot button for many Catholic foundations. Very few foundations give strictly to church projects.

The following foundations should be attempted:

1. Krause Gentle Foundation
4201 Westown Parkway, Suite 220
West Des Moines, IA 50265
2. Rehm Private Foundation
1716 Locust Street
Des Moines, IA 50308
3. Mary Louise Slattery Charitable Trust
8804 New York Ave.
Des Moines, IA 50322
4. Stark Foundation
601 Locust Suite 1100
Des Moines, IA 50309

Also, once the campaign is launched a further evaluation of business and corporate opportunities including matching gifts will take place.

14. DO YOU HAVE ANY SUGGESTIONS, COMMENTS OR WORDS OF WISDOM THAT WOULD BE HELPFUL IN PREPARING THIS STUDY?
--

1. *We need a new sanctuary and the sound system is poor.*
2. *Preserve the Stations of the Cross.*
3. *The church is not adequate. The space shortage looks terrible along the side of the narthex.*
4. *We are opposed to a new chapel.*
5. *We are unable to give any additional funds.*
6. *We were misled.*
7. *What happened to the GALA proceeds?*
8. *We are hopeful.*
9. *The church is desperately needed.*
10. *St. Cecilia's is growing and will continue to do so.*
11. *Don't over look the young people. They want to be included in building the church.*
12. *The increase to 1,200 seats is plenty. We do not need the chapel.*
13. *The pastor is a breath of fresh air.*

14. *I can help identify where the money is.*
15. *Where did the \$9 million dollar goal come from?*
16. *We do not want a Phase III campaign.*
17. *Is there a cry room in the proposed church?*
18. *Get realistic with the numbers!*
19. *Look to the future in planning.*
20. *The church is overcrowded and has poor ventilation.*
21. *The narthex is beautiful but we need to use it more, for example have coffee and donuts there.*
22. *People have a reputation of getting things done here.*
23. *Good luck!*
24. *The project is too expensive. Figure out things that can be cut, like the chapel.*
25. *We need open communication from the leaders to the general parish. Acknowledge the previous mistakes that were made. Make sure all the estimates are accurate. Have town hall meetings to invite parishioners' ideas and opinions.*
26. *The school and church need to cooperate. One cannot exist without the other.*
27. *Contact ALL parishioners. A lot of people were missed in the last campaign.*
28. *It is not overcrowded at this time.*
29. *Parishes around us will be closing.*
30. *There is an extreme shortage of priests.*
31. *Father Nienhaus spends a lot of time at school. This is great because the children love it.*
32. *Make the new church expandable.*
33. *The timetable of the last campaign was too short.*
34. *We need lots of volunteers to make this campaign a success.*
35. *Father Nienhaus will need to be very active if the campaign is to be successful.*

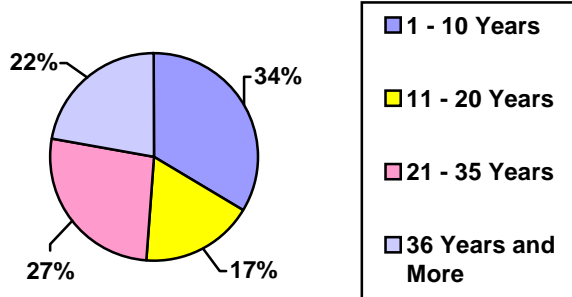
36. *What happens to the parishioners who gave in the last campaign for specific items in the church?*
37. *Be conservative.*
38. *Someone must take responsibility for the previous misunderstandings.*
39. *The school is growing and needs some additional space. There is some unused space that could be converted to their use.*
40. *The GALA has done an outstanding job. Keep it up!*
41. *We are very supportive of the campaign.*
42. *Pray! Pray! Pray!*
43. *Look at the growth patterns in the area.*
44. *The school attracts new parishioners.*
45. *The Iowa State parishioners are very supportive.*
46. *We need some new leaders to help those who served last time.*
47. *We must be successful in Phase II! It has to be done right.*
48. *Focus on spirituality, not the physical aspects of the church.*
49. *We need a fourth Mass. Hired a retired priest temporarily.*
50. *It will be a challenge.*
51. *We have no chance to raise \$9 million. It is too ambitious.*
52. *Let's have an honest dialogue.*
53. *Conserve the green space.*
54. *We need a development director.*
55. *The parish needs to be involved in estate planning.*
56. *Upkeep of the current church facility has been very inadequate.*
57. *Adoration Chapel in the church is very small. Keep the Burke Chapel. People love it.*
58. *The poor are getting left behind.*
59. *We still owe on our pledge. We will complete it before we consider another one.*
60. *There is a lot of potential in this parish.*
61. *We can't give any more.*
62. *Maintain the Burke Chapel.*

63. *Explain the previous mistakes. What went wrong? What was learned from these mistakes? What will be done differently this time? People are forgiving if mistakes are acknowledged and apologized for.*
64. *Religious Education and Youth Ministry need to be made more attractive to the youth.*
65. *Ask for pledges one on one. The money is here.*
66. *We are hopeful that this will be a success.*
67. *Don't overspend. Build what is needed.*

SUMMARY OF MAIL SURVEY RESPONSES

A total of 264 mail surveys were received at the time this report was prepared. A summary and tabulation follows:

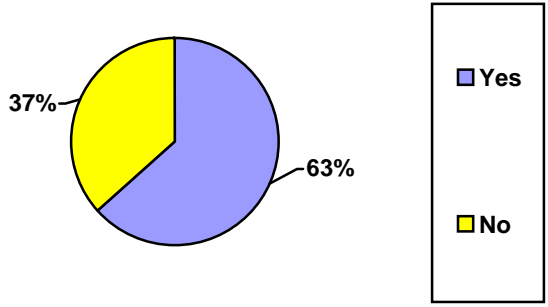
1. HOW LONG HAVE YOU BEEN A MEMBER OF ST. CECILIA CATHOLIC CHURCH?



	Number	Percent
1 – 10 Years	89	34%
11 – 20 Years	46	17%
21 – 35 Years	70	27%
36 Years and More	59	22%

Note: This is a great balance of responses.

2. DO YOU ACTIVELY PARTICIPATE IN ANY PARISH MINISTRIES?



	Number	Percent
Yes	167	63%
No	97	37%

Ministries frequently mentioned:

Server	Adoration Circle
Children's Liturgy	Greeter
EME	Youth Ministry
Homebound EME	Bible Study
Usher	Server
Stewardship	Generations of Faith
Knights of Columbus	Lector
Catholic Daughters	Circle
Music	General Volunteer
GALA	Funerals
Religious Ed.	RCIA

3. WHAT DO YOU CONSIDER TO BE THE THREE STRONGEST ATTRIBUTES OF ST. CECILIA CATHOLIC CHURCH?

The following were consistently mentioned and are listed alphabetically:

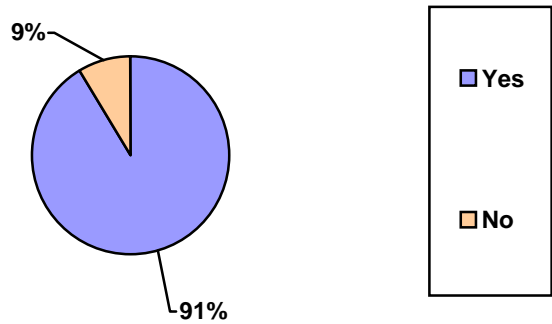
Adoration
Adult Education
Community
Deacons
Dedicated
Eucharist
Friendly people
Hospitality
Leadership
Liturgy
Loyalty of the people to the parish
Music
Pastor
Prayer/spirituality
School
Staff
Volunteers
Young vibrant parish

4. ARE THERE ANY CHANGES THAT COULD BE MADE TO THE SCHOOL OR CHURCH WHICH WOULD MAKE THEM STRONGER?

Changes proposed are listed alphabetically:

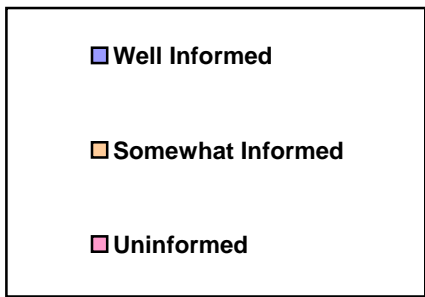
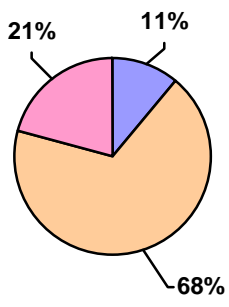
- Better communication
- Expand the school
- Have more small groups
- Improve youth ministry
- Lack of seating
- Need a cry room
- Poor sound system church
- Welcome non-Catholics

5. ARE YOU AWARE OF THE PLANS TO BEGIN PHASE II OF THE BUILDING PROCESS?



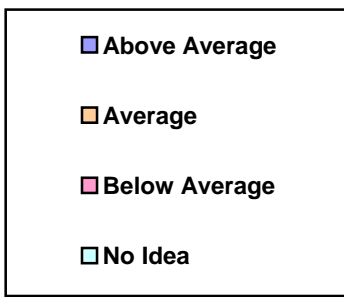
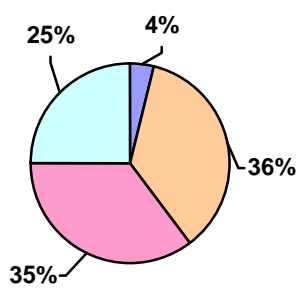
	Number	Percent
Yes	241	91%
No	23	9%

6. HOW WELL INFORMED ARE YOU ABOUT THESE PLANS?



	Number	Percent
Well Informed	29	11%
Somewhat Informed	180	68%
Uninformed	55	21%

7. HOW WOULD YOU RATE THE ACCEPTANCE TO BEGIN A \$9 MILLION CAPITAL CAMPAIGN?



	Number	Percent
Above Average	10	4%
Average	95	36%
Below Average	93	35%
No Idea	66	25%

8. IN YOUR OPINION, WHO WOULD BE THREE INDIVIDUALS IN OUR PARISH MOST QUALIFIED TO LEAD A PARISH FUND-RAISING CAMPAIGN?

We apologize for any name misspellings. The following names were mentioned frequently and are listed alphabetically:

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Halbur, Dr. Pat
Hugdahl, Diane
Hurd, Scott
Joensen, Al
Kleinschmidt, John
Kresse, Jean
Nelson, John
Nienhaus, Fr. Ivan
Pawkes, Ed
Pohlman, Tom
Pollard, Jamie
Ripp, Bill
Rudman, Judy
Stark, Dr. Tom & Cindy
Steele, Clint
Sunken, Dave
Thilges, Joel
Wendling, George & Marge

9. WHAT AMOUNT DO YOU BELIEVE CAN BE RAISED IN A CAMPAIGN WITH PLEDGE PAYMENTS:

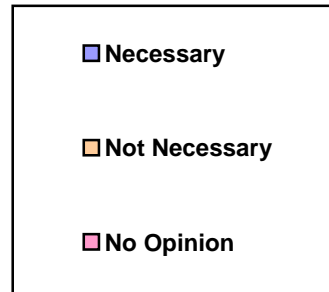
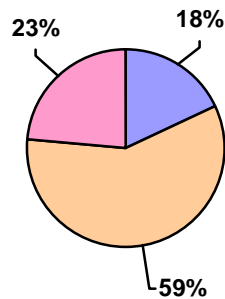
20 people (7% of respondents) believed that an average of \$4.2 million dollars could be raised over 3 to 5 years.

20 people (7% of respondents) believed that an average of \$5.1 million dollars could be raised over 5 to 7 years.

36 people (13% of respondents) believed that an average of \$8.1 million dollars could be raised over 8 to 10 years.

188 people (71% of respondents) did not answer this question or replied that they did not know the answer to this question.

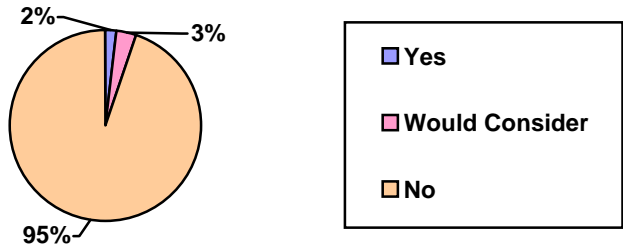
10. CONSIDERATION IS BEING GIVEN TO ADDING A 200 SEAT CHAPEL ON THE WEST SIDE OF THE CHURCH AS PART OF PHASE II? DO YOU FEEL THIS IS:



	Number	Percent
Necessary	48	18%
Not Necessary	154	59%
No Opinion	62	23%

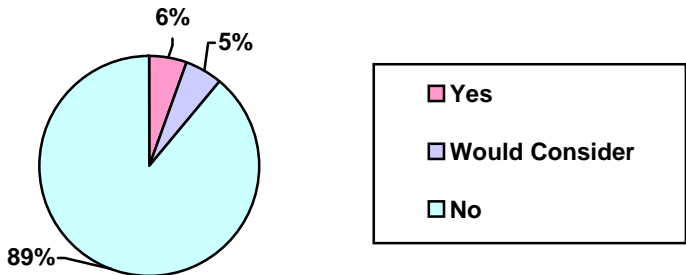
11. IF A CAMPAIGN IS CONDUCTED, WOULD YOU.....

A. ACCEPT A POSITION OF LEADERSHIP?



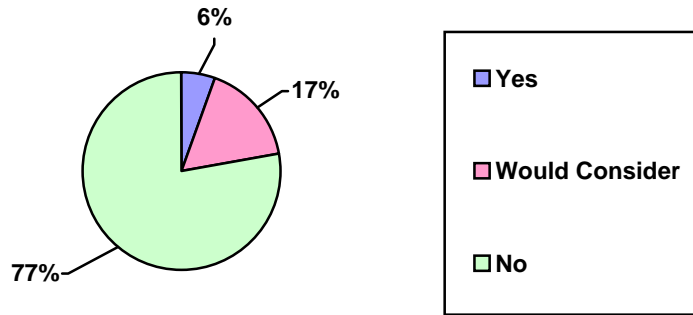
	Number	Percent
Yes	5	2%
Would Consider	9	3%
No	250	95%

B. MAKE A FEW CALLS ON PROSPECTS?



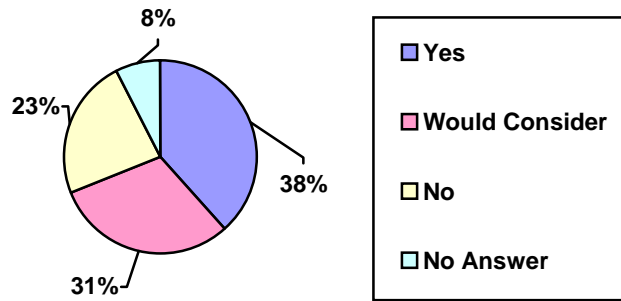
	Number	Percent
Yes	15	6%
Would Consider	14	5%
No	235	89%

C. SERVE ON A COMMITTEE?



	Number	Percent
Yes	15	6%
Would Consider	44	17%
No	205	77%

D. MAKE A GIFT OR PLEDGE?

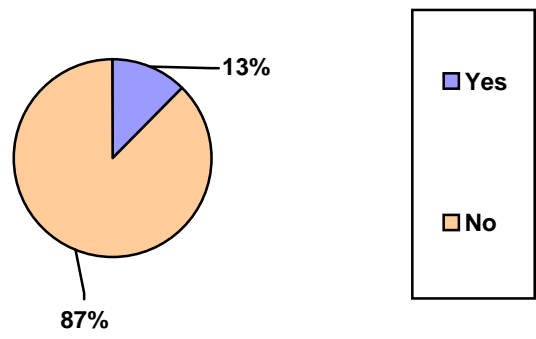


	Number	Percent
Yes	101	38%
Would Consider	81	31%
No	62	23%
No Answer	20	8%

IF YES OR WOULD CONSIDER (182), PLEASE ESTIMATE AMOUNT OF YOUR GIFT (5 YEAR PERIOD)

Number	Amount
2	\$ 25,000
2	\$ 20,000
7	\$ 10,000
1	\$ 9,000
2	\$ 7,500
1	\$ 7,000
2	\$ 6,000
29	\$ 5,000
1	\$ 4,500
1	\$ 4,000
1	\$ 3,300
11	\$ 3,000
5	\$ 2,500
11	\$ 2,000
1	\$ 1,800
7	\$ 1,500
11	\$ 1,000
1	\$ 700
10	\$ 500
3	\$ 100 - 300
73	Not known at this time
182	\$456,600 to \$457,200

12. WOULD YOU BE INTERESTED IF THE PARISH PRESENTED SOME ESTATE PLANNING SEMINARS?



	Number	Percent
Yes	33	13%
No	231	87%

13. ARE YOU AWARE OF ANY FOUNDATIONS, GRANTS OR AREA BUSINESSES THAT HAVE MATCHING GIFT PROGRAMS WHICH COULD ASSIST THIS PROJECT?

1. 3M
2. American Pkg.
3. Wellmark Blue Cross and Blue Shield
4. Pioneer

14. DO YOU HAVE ANY SUGGESTIONS, COMMENTS OR WORDS OF WISDOM THAT WOULD BE HELPFUL IN PREPARING THIS STUDY?

1. *The parish has only been presented with minimum plans that had little detail.*
2. *I prefer the school enhancement.*
3. *This parish has great volunteers.*
4. *A chapel is not necessary. What is wrong with the one we have?*
5. *Where did the cost estimates come from?*
6. *There must be good money management.*

7. *Keep the parishioners well informed. We don't feel that this has been done.*
8. *We will continue to pay monthly.*
9. *First of all, include the Holy Spirit in the process. We need to ignite our parish with His help and guidance, everything else will fall into place.*
10. *Designate an area for choir members in the front.*
11. *I am not sure what we can do at this time. We need to pray very hard on this.*
12. *Many people are skeptical of Phase II. They thought Phase I would cover everything. I would like to see a new church but we parishioners need more information.*
13. *We would like to serve on a committee. Please consider us.*
14. *Good luck! We'll keep the project in our prayers.*
15. *I am still paying on Phase I.*
16. *I don't think the entire parish is very well informed.*
17. *We need more people to participate in a capital campaign. Too few people are carrying the majority of the burden.*
18. *We haven't heard anything about the proposed new chapel.*
19. *Cost estimates are constantly going up. Why? This project has gone from \$5 million to \$12 million! Explain this in your materials.*
20. *The acoustics are terrible in the current church.*
21. *We will help however we can. We believe in this project.*
22. *I would be happy to volunteer. We did not have enough volunteers before. Better organization will be needed.*
23. *Make sure the ventilation system is excellent.*
24. *Explain the Phase I debacle. Everyone needs to understand what happened.*
25. *Share the ideas and cost of Phase II.*
26. *Before you talk about building a new chapel, tell us what would happen to Burke Chapel.*
27. *\$9 million is impossible!*
28. *Pray! Pray! Pray!*

29. *Stress looking into the future instead of looking back.*
30. *Have we enough green space for the new church and school expansion?*
31. *Phase I was poorly handled. Somebody needs to explain what happened.*
32. *We can't have a campaign for the school at the same time.*
33. *If the funding needs aren't met, you should consider eliminating the chapel.*
34. *The narthex is beautiful but the cost was completely over the top.*
35. *We need to trust the Parish Council's decisions.*
36. *Our gift will be contingent on the parishioners having input.*
37. *We are still paying on our original pledge.*
38. *We were surprised by the price tag last time. Be upfront with the costs this time.*
39. *The committees need to reach a broader range of church membership.*
40. *Find a way to reach every member of the parish.*
41. *The parking issues must be addressed!*
42. *Volunteers were not properly trained in Phase I.*
43. *I will pay \$125 per month to the church building fund as long as I live and I do have the church in my will.*
44. *I would prefer to see the school expanded.*
45. *The church is about serving and helping others, not about building grand buildings.*
46. *I am not convinced of the need for this project.*
47. *We feel like we were misled in Phase I.*
48. *Take it slow. Bring everyone on board.*
49. *The costs must be contained. They are reaching the point of ridiculousness.*
50. *We were not contacted at all during Phase I. We had to go to the church to pledge.*
51. *A \$9 million dollar projects is excessive.*
52. *Add a Sunday Mass.*

53. *I am reluctant to make another pledge.*
54. *During Phase I we sold items for the new church. What happens to them?*
55. *The new church is an investment in the future.*
56. *Show how much the parish has grown and the projected future growth.*
57. *Cut the chapel and the aesthetics.*
58. *Bring the school people and the parish people together.*
59. *We do not want a Phase III. Make this affordable!*
60. *We must be conservative but yet not cut corners.*
61. *We don't have much money to give but we will volunteer our time.*
62. *I am ready to retire so I am not sure what we will be able to do.*
63. *Better communication would help this Phase go over a lot better.*

CONCLUSIONS

1. WHAT IS THE GENERAL AWARENESS AND ACCEPTANCE OF THE PROPOSED BUILDING PROJECT?

PERSONAL INTERVIEWS

- † 92% of those interviewed are aware of the Phase II building process beginning.
- † 34% of the interviewees consider themselves well informed and 58% consider themselves somewhat informed.
- † 69% believe acceptance of a campaign will be average or above.

MAIL SURVEY RESPONSES

- † 91% of mail survey respondents are aware of the Phase II building process beginning.
- † 11% of the mail survey respondents consider themselves well informed and 68% consider themselves somewhat informed.
- † 40% feel believe acceptance of a campaign will be average or above.

Note: It was clear in both the personal interviews and the mail survey that some work needs to be done in preparation of a campaign launching. More information about the project needs to be communicated. 34% and 11% of folks indicating that they are well informed is a low percentage. This can easily be accomplished.

2. WHERE WILL THE LEADERSHIP COME FROM?

The Parish Council, Finance Council, Board of Education, and Building Committee will have to be very involved. Father Nienhaus, will need to be extremely active in a campaign both physically and spiritually. (He is agreeable to this.)

The surveys indicate many parishioners are willing to serve on committees. You should actively solicit additional members to the committees.

PERSONAL INTERVIEWS

- † 26% indicated they would take a position of leadership or would consider it.
- † 54% would make a few calls on prospects or would consider doing so.

MAIL SURVEY RESPONSES

- † 5% of those responding would accept a position of leadership or consider it.
- † 11% of those responding would make a few calls on prospects or would consider doing so.

Note: These numbers are average for a parish campaign. When a campaign begins, the correct organization plan and the right leadership will improve these numbers greatly.

3. IS THE MONEY THERE?

- A. The farm economy and general economy are very strong.
- B. The numbers, 87% from personal interviews and 38% from mail surveys, indicate the parishioners will support the plan to a degree.
- C. Past problems in Phase I must be addressed and a strong explanation of needs, goals and costs must be presented prior to starting a campaign.
- D. The parishioners are highly intelligent, well educated and this project will be successful if they are able to participate in the planning process.
- E. The narthex is beautiful and the church is needed for the growth and future of St. Cecilia's.

4. WHAT ARE THE SOURCES OF CAMPAIGN FUNDS?

Pacesetter Gifts: We have identified several large gifts and feel that there are 40 potential prospects whose gifts can range from \$30,000 to \$100,000.

Our Projection for this section is \$1,750,000

Major Gifts: This section would include 200 families capable of contributing \$10,000 to \$29,000.

Our Projection for this section is \$1,750,000

General Parish: This section will involve the balance of the registered parishioners. We estimate 800 gifts ranging from \$250 to \$9,000.

Our Projection for this section is \$1,750,000

Summary of Sources

Pacesetter Gifts	\$1,750,000
Major Gifts	\$1,750,000
<u>General Parish</u>	<u>\$1,750,000</u>
Total	\$5,250,000

RECOMMENDATIONS

1. Mistakes were made in Phase I. Parishioners thought the campaign was going to build a new church also. The brochure stated this. Verbally and in print acknowledge mistakes. State that no one received any personal gain. Make sure this fact is understood. Remember, apologies go a long way.

Write a letter to parishioners who purchased something specific for the new church. Tell them that their gifts will be recognized in the new church without any additional pledge. They will be getting what they paid for.

2. Explain all the other things that were included in Phase I besides the Narthex, for example: Parish Hall, usher's room, and restrooms.
3. Invite additional parishioners to join committees. Increasing the amount of people that are involved will only make a campaign stronger. The more information people have the better.
4. Review cost and project estimates. Consider using some parish reserves to complete the project. Phase III would not be welcomed. Also consider eliminating a new chapel at this time. The parish cannot support a \$9 million campaign.
5. September through December hold town hall meetings. Get people involved and excited.
6. Announce your plans to go forward in January with the modified plan.
7. In order to provide more space for the growing needs of the school, allocate 5% of the capital campaign funds towards the school's needs. Consider converting the garage and living room of the old rectory.
8. This will be complicated but most campaigns are. However, this parish is alive, the school, the campus, the narthex, the staff, the pastor, the people all make a vibrant, active parish.

Suggested Steps of Action:

1. Send thank you letters to all who granted personal interviews.
2. Adopt a minimum campaign goal of \$5,250,000 over a 5-year pledge period.
3. Report results of the study to the parish immediately. Make a copy available to anyone who wants to read it at the parish office.
4. Seek approval from the Archdiocese.
5. Retain fund-raising counsel.
6. Adopt a campaign schedule. Beginning in January, a very intensive 20 week campaign with strong leadership will accomplish your goal.

<p style="text-align: center;"><i>SUGGESTED CAMPAIGN TIMETABLE FOR A 20 WEEK CAMPAIGN</i></p>
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PHASE ONE PRELIMINARIES & PACESETTER GIFTS SECTION

1. Open campaign office.
2. Prepare basic materials including case statement, brochures, question and answer piece, tabloid, fact sheet, timetables, budget, pledge cards, letterheads, envelopes, volunteer training folders, special presentations, and in general, all training and solicitation materials.
3. Enlist and orient general chair(s).
4. Enlist and orient pacesetter chair(s).
5. Develop pacesetter gift prospect list and from its ranks enlist and train a soliciting committee.
6. Hold a wine & cheese event (or some social function) for pacesetter gifts prospects. This is an informative session – no solicitation. The purpose is to acquaint major gift prospects of the need, what is expected of them and to let them know they will be visited for their gift investment to the capital campaign. The invitation should be co-signed by the Pastor, General Chair and Pacesetter Chair.
7. Decide the best committee people to solicit each prospect and the “target amount” you hope from each.
8. Solicit pacesetters and hold weekly report meetings. Sometimes these are breakfast meetings, sometimes early evening (4:30 – 5:30 p.m.), whatever the majority decides.

9. Send thank you acknowledgement letters to early gift donors.
10. After successfully soliciting the pacesetter (lead-off) gifts, hold a media conference (television, print, radio) at which time plans are unveiled – the campaign general chair and pacesetter chair(s) are introduced – the amount pledged to date is announced – and the official kick-off of the campaign is made.

PHASE TWO
MAJOR/SPECIAL GIFTS SECTION

1. Enlist and orient major gifts chairs.
2. Develop a comprehensive major gifts prospect list. Evaluate each name for a “target amount.”
3. Enlist and train the volunteer soliciting organization.
4. Hold a special function (late afternoon or early evening) for major gifts prospects. The purpose is the same as with pacesetter prospects – to acquaint them with the plans – introduce leadership – announce the progress to date, etc. Again, like the pacesetters, the purpose of getting this group of prospects together is to *inform, not solicit*. Generally, light refreshments are in order.
5. Hold a kick-off for soliciting teams. Distribute pledge cards.
6. Solicit gifts and hold regular report meetings.
7. Send “thank you” letters.
8. Hold scheduled executive committee meetings.
9. Run bulletin and news releases regarding campaign progress.

PHASE THREE
GENERAL PARISH SECTION

1. Enlist and orient general parish chairs, parish neighborhood team captains and team members.
2. Evaluate pledge cards for a “target amount” from each.
3. Continue progress updates in weekly bulletin.
4. Hold a team captain training meeting.
5. Distribute informative campaign inserts at all masses.
6. Parish family gifts section kick-off/training.
7. Report meetings.
8. Send out thank you cards to all general parish donors.
9. Weekly updates to campaign leadership.
10. Draft and review continuation committee guide with campaign leadership.

PHASE FOUR
GENERAL FOLLOW-UP SECTION

1. Mail cards, along with a pledge card and return envelope (to be put in weekend mass collection basket) to anyone not personally visited.
2. Hold a VICTORY PARTY for all campaign workers and invite special guests, i.e., the Bishop, pacesetter donors, etc.
3. Present final report to the pastor, Resource Committee and Steering Committee.

Note: Sections overlap, time-wise. For example, while Phase One steps are being implemented, Phase Two will begin organizing. That's how you compact a large number of campaign steps into a relatively short period of time.

CAMPAIGN LEADERS' JOB QUALIFICATIONS

JOB QUALIFICATIONS/DUTIES CAMPAIGN CHAIR

Qualifications

1. Should be well known and highly respected in the community.
 2. Should have wide personal respect of the affluent prospects in the Pacesetter and Major Gift Sections.
 3. Should be influential in the community.
 4. Should have a sufficiently flexible personal schedule to be able to follow through on duties.
 5. Should have the conviction and capability of making a sacrificial gift to the campaign.
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Duties

1. To *enlist* and *solicit* qualified persons to serve as Vice Chairs in the Pacesetter and Major Gift Sections.
2. Successfully oversee the completion of section solicitations.
3. Make his/her own gift and assist in necessary solicitation of selected prospects.
4. Attend and preside at the designated number of important campaign meetings.

JOB QUALIFICATIONS/DUTIES CAMPAIGN VICE CHAIRS

Qualifications

1. Should be well known and highly respected in the community.
 2. Should have wide personal respect of the affluent prospects in the Pacesetter and Major Gift Sections.
 3. Should be influential in the community.
 4. Should have a sufficiently flexible personal schedule to be able to follow through on section duties.
 5. Should have the conviction and capability of making a sacrificial gift to the campaign.
-

Duties

1. To *enlist* and *solicit* qualified persons to serve as task force committee members to work in the Pacesetter or Major Gift Sections.
2. Assist the Section chairs in supervising the overall conduct of the section in accordance with the approved plan and schedule.
3. Attend the designated number of campaign meetings for the Pacesetter or Major Gift Sections.

JOB QUALIFICATIONS/DUTIES CAMPAIGN ASSOCIATE CHAIRS

Qualifications

1. Should have strong convictions about parish progress and the need for the capital campaign.
 2. Should be influential in and have the respect of the community.
 3. Should be capable of enlisting and supervising the required number of division managers and overseeing the success of the campaign.
 4. Should have a sufficiently flexible personal schedule to be able to follow through on necessary details.
 5. Should be able to work harmoniously with the general campaign chair and other campaign leaders.
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Duties

1. To *enlist* and *solicit* the required number of division managers to work in the campaign organization.
2. Supervise the overall conduct of the campaign through the division managers and in accordance with the other campaign workers.
3. Attend the division managers' briefing meeting and two other campaign meetings along with the other campaign workers.

JOB QUALIFICATIONS/DUTIES CAMPAIGN DIVISION MANAGERS

Qualifications

1. Should have strong convictions about parish progress and the need for the capital campaign.
 2. Should be influential in and have the respect of the community.
 3. Should be capable of enlisting and supervising the required number of team captains and overseeing the success of the campaign.
 4. Should have a sufficiently flexible personal schedule to be able to follow through on necessary details.
 5. Should be able to work harmoniously with the general campaign chair and fellow campaign leaders.
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Duties

1. To *enlist* and *solicit* the required number of team captains to work in the campaign organization.
2. Supervise the overall conduct of the campaign in the parish through the team captains and parish organization in accordance with the other campaign workers.
3. Attend the division managers' briefing meeting and two other campaign meetings along with the other campaign workers.