

# **Fundraising Planning Study Report**

*Presented To*

**Historic St. Mary's Catholic Church  
Lancaster, Pennsylvania**



**Walsh & Associates**  
Church Fundraising Specialists

**Confidential**

July 15, 2013

Rev. Leo Goodman III, Pastor  
Historic St. Mary's Catholic Church  
119 South Prince Street  
Lancaster, PA 17603

Dear Father Goodman:

I am pleased to submit this report of our fundraising feasibility and planning analysis for Historic St. Mary's Catholic Church.

The study indicates the potential to raise a minimum of \$1,500,000 to \$2,500,000 over a three-year period for your proposed fundraising campaign.

The study results, together with our conclusions and recommendations, are found on the following pages.

This report would not be complete without a word of thanks to you and your church leadership for inviting our firm to conduct this study, which we believe is an important, if not critical, first step to a successful capital campaign. Our special thanks to Tina Skubon for providing helpful background information and coordinating our interviews.

We look forward to working with you as you implement a successful campaign.

Respectfully submitted,

Michael A. Walsh  
President

---

*"Helping Churches and Church Members Reach New Heights"*

1601 East Highway 13 • Suite 200 • Burnsville, MN 55337 • (952) 882-9392 • (800) 894-3863  
[www.walshfundraising.com](http://www.walshfundraising.com) • Email: [info@walshfundraising.com](mailto:info@walshfundraising.com)

## **TABLE OF CONTENTS**

SECTION A .....	STUDY PURPOSES & PROCESS
SECTION B .....	SURVEY RESPONDENTS
SECTION C .....	SUMMARY OF ALL RESPONSES
SECTION D .....	CONCLUSIONS
SECTION E.....	RECOMMENDATIONS
SECTION F.....	SUMMARY OF INTERVIEW RESPONSES
SECTION G .....	SUMMARY OF OTHER SURVEY RESPONSES

**SECTION A**  
**STUDY PURPOSES & PROCESS**

## **STUDY PURPOSES & PROCESS**

The primary purposes of the fundraising planning study were to determine:

1. The climate for fundraising in the church and local community, which involved assessing satisfaction with the church, awareness of and acceptance for your planned project and campaign, and the competitive environment for philanthropic funds at this time;
2. Your volunteer and volunteer leadership potential and the names of prospective key leaders;
3. Your financial potential and the names and estimated gift potential of prospective key donors;
4. The best way to prepare for and/or proceed with, package and promote your project and campaign effort in order to achieve optimal results and ultimate success.

The study process involved five phases or steps:

1. **Preparation.** During this initial phase of the study process, an overall study strategy and schedule was developed; relevant information about your project and campaign was gathered; a preliminary case statement outlining your needs and plans was prepared; survey questionnaires were developed; candidates for confidential interviews were selected; a phone script to be used to invite them to participate in the study was outlined; and interviews were scheduled.
  
2. **Individual Interviews.** We sought to interview up to 30 of some of your most active and generous members, who are the most important people to listen to and hear from because they have the greatest influence on any church campaign's success. During this phase of the study, a total of 30 confidential interviews involving 50 individuals were actually conducted. The primary purpose of the interview discussion was to inform people about the proposed project and campaign, to assess their awareness and acceptance of it as well as their willingness to support it, and to record their feelings about how others might react and respond.
  
3. **Online Surveys.** After the individual interviews were held, an online survey was conducted inviting all other members to share their thoughts and opinions with us about your project and campaign. In all, 96 responses were received by the deadline date of June 24, 2013 and have been tabulated and included in our analysis and report.

4. **Data Compilation, Analysis and Report Preparation.** During this phase of the study, all of the information gathered was compiled and analyzed, and a written report of the study results and our recommendations was prepared.
  
5. **Presentation of the Report.** The final phase of the study process involves presenting our findings and recommendations to the person(s) who authorized the study, answering any questions that might arise and deciding how to best proceed with a campaign effort that will ultimately meet your needs.

The conclusions reached and recommendations made in this report are based on our analysis of all of the information gathered, responses to our interview questions, and our firm's experience in conducting similar fundraising campaigns.

## **SECTION B**

### **SURVEY RESPONDENTS**

The names of the individuals interviewed personally and through online or manual surveys were omitted from this report.

**SECTION C**

**SUMMARY OF ALL RESPONSES**

## SUMMARY OF ALL RESPONSES

In all, 146 survey responses were received. A total of 30 individual interviews were conducted, involving 50 individuals. In addition, 96 other surveys were received and are included in our analysis and report. When couples (e.g., husbands and wives) were interviewed or completed surveys together, individual responses were encouraged and many times received. Sometimes too, two answers were given by an individual to a single question. For example, some may have responded that they felt acceptance for a campaign would be "fair" to "good." In this and similar instances, two answers were recorded. In addition, there were times when a person was not able to answer or, if not appropriate or applicable, was not asked certain questions. This explains why the total number of responses does not always equal the total number of individuals interviewed or responses received.

- 
1. How satisfied are you with Historic St. Mary's Catholic Church and the programs and services the church provides?
- 

	<u>No.</u>	<u>Percent</u>
Very Satisfied	65	45%
Satisfied	77	53%
Somewhat Dissatisfied	3	2%
Dissatisfied	0	0%

- 
2. How well informed would you say that you've been about the church's needs and plans to renovate the infrastructure systems and reconfigure the facilities which will increase the utilization of the current space while improving accessibility?
- 

	<u>No.</u>	<u>Percent</u>
Well Informed	62	42%
Have General Knowledge	74	50%
Know Very Little	12	7%
Uninformed	1	1%

---

3. Overall, how important do you think it is to address these needs?
- 

	<u>No.</u>	<u>Percent</u>
Very Important	73	49%
Important	48	32%
Nice To Do	24	16%
Not Needed	4	3%

---

4. Individually, how would you rate addressing each of these needs and the proposed project's major parts in terms of importance?
- 

Need	Very Important	Important	Nice to Have/Do	Not Important
1. Accessibility Improvements	90 / 62%	37 / 26%	14 / 10%	4 / 2%
2. Social Hall Renovations	36 / 25%	65 / 45%	35 / 24%	9 / 6%
3. Educational Facilities Improvements	32 / 23%	56 / 40%	44 / 32%	7 / 5%
4. Parking Improvements	62 / 43%	34 / 23%	35 / 24%	14 / 10%

---

5. Were you aware that the church was considering a major fundraising campaign to address these needs?

---

	<u>No.</u>	<u>Percent</u>
Yes	132	91%
No	13	9%

---

6. In your opinion, what would be the acceptance level among members for a fundraising campaign that would address these needs?

---

	<u>No.</u>	<u>Percent</u>
Excellent	14	9%
Good	93	57%
Fair	50	31%
Poor	6	3%

---

7. The cost of the project is estimated to be in the \$5,000,000 range. How much money do you think can realistically be raised from all members and select others in pledges payable over a minimum of three years?

---

	<u>No.</u>	<u>Percent</u>
\$5,000,000 or more	6	5%
\$4,000,000 - \$4,999,999	3	2%
\$3,000,000 - \$3,999,999	28	22%
\$2,000,000 - \$2,999,999	50	38%
\$1,000,000 - \$1,999,999	28	22%
Less than \$1,000,000	15	11%

---

8. In your opinion, who would be the best people to lead a fundraising campaign for Historic St. Mary's Catholic Church if we could get them?

---

---

9. In your opinion, who are the members who might be capable of making the largest gifts if they were so inclined?

---

---

10. In your opinion, what individuals and institutions outside of the church community (e.g., former members, businesses and organizations, etc.) might have the potential and willingness to make significant gifts?

---

---

11. If a campaign is conducted, do you think you might consider or accept a campaign leadership position if asked?

---

	<u>No.</u>	<u>Percent</u>
Yes	6	4%
Maybe	26	18%
No	114	78%

---

12. If not a leadership position, would you work on the campaign in some other capacity?

---

	<u>No.</u>	<u>Percent</u>
Yes	46	32%
Maybe	55	38%
No	45	30%

---

---

13. If a campaign is conducted, do you think you might make a gift?

---

	<u>No.</u>	<u>Percent</u>
Yes	92	77%
Maybe	22	19%
No	5	4%

---

14. If you were to make a gift, what range gift do you think you might consider over a three-year time period?

---

Of the 114 individuals or couples who said they would make or would consider making gifts, 81 mentioned specific amounts or a gift range they might consider. The highest gift or range gift that any one individual, couple or institution said they would make or consider was in the \$50,000 range. Two individuals or couples said they would make or consider such a gift. The total of specified gifts that people said they would or might consider ranged from a low total of \$386,860 to a high total of \$536,880.

---

15. Are you aware of any other campaigns that are in progress or being planned that might conflict with a campaign for Historic St. Mary's Catholic Church?

---

	<u>No.</u>	<u>Percent</u>
Yes	6	5%
No	114	95%

---

The only other campaign mentioned was one at Lancaster Catholic High School aimed at maintenance improvements.

- 
16. Do you have any other comments or suggestions that you think might be important or helpful to this study or in planning a campaign?
- 

#### SATISFACTION WITH THE CHURCH

1. There is a great focus on the people of our Parish.
2. The same people tend to be the focal point of all of the programs.
3. St. Mary's has gone from an all-inclusive (all levels of peoples) to specific classes of people.
4. We will be praying that we all can be satisfied in all the future plans for St. Mary's growth.
5. Our children love the Religious Education programming.
6. I love how much life is in this church. We are alive! I only wish more of our members would participate in more than just Sunday Mass.
7. St. Mary's parish community constantly and prayerfully strives to meet the needs of our families, our community, and the greater family of God.
8. Religious Ed facilities and resources could be updated and improved. The gathering space (cafeteria) is inadequate.
9. I have been very blessed and moved by St. Mary's programs and services as they stand. Improvements are always desired but perhaps conservatively so.
10. There is excellent spirit in the church. This is a lively place to be, with strong programs and services.
11. We are new to the parish but feel welcome and impressed by what we have seen, especially VBS.
12. We have just become members of St. Mary's so we are not fully aware of all that goes on at St. Mary's; however, we have been very satisfied with the opportunities we've had to serve here, e.g., volunteering at the Catholic Worker House, Community Meals and the Homeless Women's and Children's winter shelter when it was held here.
13. I wish more parishioners would get involved.

#### PROJECT AWARENESS AND ACCEPTANCE

14. We are not clear as to what the plan is.
15. There has not been a lot of communication about the future plans with the old school.
16. We attended a presentation two years ago and then there was nothing until now. There seems to be some disconnect.
17. There have been too many conflicting plans presented.
18. There are limitations with what you can do to a historical site. Most churches in this area are also landlocked and not very accessible. So, I do not think that our accessibility issues would be a reason for someone to leave.

19. Parking is great considering our location.
20. I agree that the accessibility issue is a problem both for the church building and the facilities for meetings and education.
21. Parking is more important for the disabled.
22. We have the best parking around for our purposes.
23. Parking is only important in relation to accessibility. Enrollment in our Religious Education program is dropping. The space we have now does work for our current needs. The church needs to be open and accessible to the public. It is just physically impossible to improve our parking situation.
24. Parking is a problem. We have gotten tickets and been towed before.
25. Parking and a renovated social hall are what is most important to us.
26. The wooden ramp needs to be improved. The elevator is overkill. The extent of our accessibility needs may be overstated. The building needs to be improved (i.e. plumbing, heating and the rooms themselves). The technology side of it is more of a wish than a need.
27. The classrooms we have are more than enough for our needs today. We do not need to spend money on people's wish lists.
28. There are too many constraints to improve our parking situation.
29. A new Social Hall will draw more people to attend functions. Anything that can be done to our parking situation would be an improvement. My car was broken into on this property.
30. Acoustics need to be taken into consideration.
31. Our church is beautiful now and should not be made contemporary!
32. There are other Catholic Churches that are not handicapped accessible.
33. The parking deck is more than sufficient.
34. Fr. Leo and the committee have had numerous town hall meetings.
35. We have been visiting St. Mary's for several years now and have heard of these upcoming changes during Mass at times.
36. You have kept us informed, but plans seem to be changing all the time. Are you relying on the parish to pay for this project?
37. I attended one of the town hall meetings when the ideas were first proposed. I always thought the grassy hill beside the rectory to the street could be better used for parking and liked the idea of creating the underground space in that area.
38. The case statement helped provide detail to what I already knew.
39. We heard about the plans during presentations after Mass.
40. Many churches in the area have excellent facilities and the needs identified in the case statement I believe are required to present a similar outreach through our Catholic church.
41. Surprisingly, the present situation has worked for all these years.
42. We very much need handicap accessibility.

43. The main nave of the church is accessible via our current ramp. The choir loft is used by so few people that the cost of making it accessible would be an undue financial burden for the remainder of the congregation. An accessible restroom is an issue.
44. We know how difficult this is going to be, but it so needed.
45. In order to continue to be the wonderful parish we are, we must upgrade our buildings, and safety is a very high priority.
46. I don't know the demographics of St. Mary's parishioners, but I know there are a lot of young families that will be around for a while. We must update and improve for their sake and their children's.
47. I do not want to lose the focus of our church on the importance of honoring our Lord Jesus; teaching the Word; and meeting the spiritual needs of our church members and the community. In my opinion, this plan appears to be in line with what large churches in America typically do (not necessarily what the church should be doing). I think that if we cannot practically achieve all of what we hope to achieve, (that is, we might be limited because of the current nature/structure of our property and/or cost issues), then I would limit our improvements to those things that we can do well and for the Glory of God. My fear is that our motives for these "improvements" are directed toward mimicking the "mega church", "super church" ideas currently dominating American Christian Culture (through numerous feel-good programs, outreaches, and social activities that do little to "feed the soul") and I hope that is not the purpose of this plan. That said, I would certainly support any improvements to modernize our facilities, if those improvements enable our church to function more productively and to better serve the spiritual needs of the church and the community.
48. Accessibility is important. I'm not sure about the social room needs now.
49. We must go forward in order that our future Catholic family grows and thrives.
50. If we do not act now, it will only become more urgent and more expensive in the future.
51. This is a must.
52. If we improve the school, will the students come back?
53. I am not aware of the educational aspects and the parking garage seems ample when we come.
54. We are currently using the school for educational spaces. Some improvements could be made inexpensively. These spaces are only used a few hours a week. Perhaps we could reduce the needs for classroom space by more actively steering families toward full Catholic education (Resurrection Catholic School and Lancaster Catholic High School).
55. The church is accessible already. The cost of making the choir loft accessible is an undue financial burden on the congregation considering the number of people who use it. The school is already being used for educational purposes. While some improvements can be made inexpensively, these spaces are only used for a short time each week. The cost of improvements must be weighed against the actual benefits. Lastly, the need for educational space may be decreased by encouraging families to pursue a full Catholic education at Resurrection Catholic School and Lancaster Catholic High School.
56. After parking, which is very important, accessibility is a close 2nd followed by educational facility improvements and lastly the social hall.

57. Before major renovations are done to the school, check into the major changes coming to the education system (common core). You may have more students than you could ever dream of.
58. I agree greater accessibility for the handicapped is an issue for us - however, I am not sure if this is an issue for a significant number of people. Or is this just one of those things that we are expected to have (especially regarding the choir loft)? Not everyone needs access to this area, and we already have the ramp to bypass the front church steps. To me, a very large and costly overhaul of the current facilities may not be the best way to help those who need greater accessibility to our church; likewise for parking improvements. I would like to see better flow of traffic in front of the church. If that is one of the accessibility improvements, then I would list that as very important. If traffic could flow in one direction (with separate entrance and exit driveways), we could use a "shuttle method" for the handicapped to be dropped off at the front of the church and then they could get into the church with the existing ramp. With this method, there would be no parking in front of the church during Mass times. I realize this may have already been considered and may not work with our space issues.
59. I think the heating and AC improvements to the school are "very important" in terms of saving money in the future. Other "important" improvements for me are better utilizing the classroom space, and modernizing the bathroom facilities at the church and the school. I like the idea of upgrading the kitchen facility and dining area, if it would help us better serve the community (such as with the Community Meals on Friday evenings), but I am undecided if this is "Important" or "Nice to Have". I would say most of these improvements would not be listed for me as "very important" because we are doing fairly well with what we have now. I do realize that it is not ideal now, but we are able to manage. Of course, as we continue to grow as a church, we may need to change things, but for now, I do not think this is the case.
60. I do not support moving the entrance of the church.
61. After all the years of attendance, I never noticed accessibility was an issue. Suddenly, my lack of mobility is an enormous issue.
62. Improvements to the social hall and educational facilities would both serve our purposes and provide opportunities to raise revenue.
63. The first plan improves parking and this plan does not. Weekends and weekday parking have different challenges. The parking garage is just not ideal during evening hours in an urban setting or during inclement weather.
64. Acceptance of improvement will be tremendous. It just depends on what those improvements entail.

#### CAMPAIGN AWARENESS AND ACCEPTANCE

65. This is a conservative town.
66. The financial climate will make this difficult. Most members support what the church is proposing.
67. Catholics are known for not tithing. I have done drives for Catholic organizations and it was very tough to raise the money.

68. This campaign will need to be executed well with a very clear vision. It also has to address the larger concerns of the parish at large. The objective should be to transform the current space to benefit the whole parish and to generate an income stream.
69. We do not know anything about the school. The main reservations will be directly related to the economy and what the government is going to do because we are not getting full tax benefits on our deferred income.
70. People understand that both the school and convent need to be repurposed.
71. I am not supportive of the removal of any stained glass windows.
72. People must see the value for their investment. We are in favor of improving accessibility, maintenance, refurbishing the physical plant at the school and renovating the social hall. We need to broaden the capabilities of this space for our community in keeping with the vision statement and mission of our church.
73. We have done events for free and had a poor turnout. So, how can we expect people to support a fundraiser? Participation in general is just not there. We have great leadership in place. People love Father and St. Mary's. It's just a lack of commitment from the younger generations.
74. Some parishioners are very attached to the brick and mortar and you will have trouble getting their acceptance. Overall, there should be support for the changes.
75. I think there are some frustrations due to the number of changes from the original plans.
76. We do not like the idea of changing the church.
77. The economy is not very good.
78. Since we have a bulletin, it could have been mentioned there. We saw the drawings and renditions a few years back and then nothing was ever mentioned again. The stained glass windows were re-finished but the drawing showed the window in the rear would be removed yet it was re-finished.
79. The reason I was unaware that the church was considering a major fundraising campaign to address these needs is because I moved to Lancaster just a year ago and although I attend services regularly, I am just now coming to know about the major fundraising campaign.
80. Fundraising is the most difficult aspect. In the past, the parish has been very generous and I expect the same for this project
81. You may have to cut back on the money the church donates to other organizations.
82. Probably only about 1/3 (those who are active now) will want to contribute. I've observed this at three other parishes in the past that I belonged to who had building projects/ campaigns. The economy will also keep many from being able to contribute.
83. I think that this campaign would be more welcomed by families if our current economic situation was better. Many, many families are in a tight crunch right now and are unable to give the financial support that they would like.
84. People on limited income would find it difficult. Family expenses and taxes would make it difficult for most people.
85. It seems as though people would accept the changes, just through my observations of the people of St. Mary's at Sunday Mass.

86. It seems we go from one extreme to the other.
87. The present economic conditions need to improve greatly.
88. Everybody is broke nowadays and lucky if they have a secure job. Families with kids have tons of added expenses for their kids' activities. If people are serious about giving, there will have to be sacrifices made. Maybe a financial advisor could do a presentation about how to cut something out of a budget and show us the numbers. Then, people could decide if they were willing to cut that thing out for the church. Something has to go if people are seriously going to give.
89. It is always difficult to start a Capital Campaign, particularly following a long and current economic downturn. However, the need should outweigh those concerns.
90. Most individuals who go to St Mary's are ready for the improvements.
91. I don't think it's a matter of not wanting to help financially as much as being able to help financially.
92. Although many agree with the need for the physical plant renovations, some would disagree with the specifics and the prioritization of the construction projects.

#### VOLUNTEER AND VOLUNTEER LEADERSHIP POTENTIAL

93. The leaders should be selected by church leadership...period.
94. Leadership should be decided by the Pastor.
95. We are currently donating on a 3 year plan to St. John Neumann. Would it be wrong to discontinue the pledged donations there in order to donate to St. Mary's? We signed up for a 3 year plan when we were parishioners. We are no longer parishioners but feel obligated to honor our commitment. What would be suggested in this case?
96. I have too many other responsibilities at this time.
97. Age, health and other family commitments would prohibit me from accepting any position.
98. Volunteering would depend on whether we have the skills necessary.
99. I believe it should be someone with a background in fundraising, or a professional group that that can at least the ball rolling.
100. I am not good at soliciting.
101. It would depend on the amount of time needed and the schedule.
102. Being new to St. Mary's, we do not feel it would be right to join the campaign. However, we will be praying about where God would like for us to become involved.
103. I would be completely ill at ease asking a family to put more of a hardship on themselves by pledging to this campaign.
104. I am not sure what I can do, but I support this effort.
105. We'd be happy to help St. Mary's in any capacity.
106. It depends on what the job would entail.

107. I can barely keep up with all the other commitments in my life. That is one reason I think these improvements should be carefully considered. Most people I know are over committed and over stressed - we should only work on those improvements that are of greatest importance and that will best enable us to meet the spiritual needs of the church and the community.

#### FINANCIAL POTENTIAL

108. \$5 million will be a tough nut to crack. A bulk of our parishioners is blue collar workers. What did we spend on church maintenance?
109. People could be doing more for this church financially.
110. People are willing, but are they able?
111. Our biggest issue is our location and the safety issues that are a result of our location.
112. We are not an affluent church. It will be tough to reach \$5 million.
113. In this economy, it will be very challenging to raise above and beyond what we are already doing.
114. We are on board with the project and we will give, but we want to see what others do before we commit. The same people cannot always carry the burden.
115. We do not have enough information at this point in time to even consider a possible commitment.
116. Unfortunately, our income has been drastically cut due to a lay off in the family. So, we will do what we can, when we can.
117. The plans have changed too many times. We would have to see the approved plans before we could commit.
118. We need to address present donations.
119. We are not a wealthy parish and I don't think it possible to raise a lot of money.
120. The figure I checked would probably be a stretch. People are just barely keeping their heads above water.
121. Many of the parishioners are not wealthy. The economy is only emerging from the worst economic situation since the Great Depression. Many people may have difficulty contributing, and many will not be able to say now what they can contribute three years from now.
122. Many parishioners are not wealthy, and the bad economy is only slowly improving. This will slow the amount that can be donated.
123. If there are 1,100 families in the parish, then an average of \$5,000/family is necessary to raise \$5 million. But, capital gifts would reduce that average. Not knowing the financial status of each family in our parish, it seems "realistic" that each family could contribute an extra \$25/week (approx. \$1,300/yr. or \$3,900 over 3 years. Add capital gifts...then \$5,000,000 is doable!
124. \$5 million is a huge target in 3 years. Is it realistic? My only suggestion is to go for it and put our faith and trust in God.

125. I really don't know the parish well and how deep its resources are. I only know that the new school for St. Anne's and St. John Neumann didn't happen. The people at St. Mary's seem committed and involved, so this has a good potential of happening.
126. I am on a small fixed income and have a part-time job in retail. That doesn't mean that I can't/won't make a pledge payable over time.
127. I believe we could raise \$1.5 million in 3 years with straight-out member donations. More could be done through creative fundraising. I once raised \$9,000 in 6 months for the American Cancer Society. I was focused and determined and dedicated almost all of my time to the cause. Are people going to be willing to do that?
128. What we can raise is hard to estimate. Those members I know well enough to comment on have incomes that fall close to the average income for the Lancaster area and already are involved in tithing. I think that properties, trusts, insurance, etc. are a good avenue to pursue. Perhaps a significant online campaign using social media as well as mainstream media to advertise a donation site?
129. \$5 million is \$4,500 on average per parish family. From experience with other non-profits, this is not anywhere in the ball park.
130. I don't know how to put a realistic number to this. I would like to believe that we can get to \$5 million, but I'm not sure this is realistic.
131. The figure I chose is just a guess. I honestly have no idea and would have to say it depends on the Capital Campaign and how they reach out to the folks at St. Mary's. We have transferred here from St. John Neumann where they are just breaking ground for a new building (pre-school classrooms, kitchen, social hall and gym). The capital campaign was not adequate to raise the funds they needed. They did not raise nearly enough money for the changes they had planned (they are beginning with Phase I). However, my husband and I felt that they did not reach out to the people in the right way. We felt that touching people's hearts (with personal conversion stories, for example, or letting parishioners understand how God could work better in our community with these changes) would have been more effective. It was too dry. LCBC - the evangelical church in Mt. Joy - raised millions for wells in a foreign country because they showed videos of how the people's money will make a difference in the lives of others. When people's hearts are touched, they will want to help.
132. This is difficult to calculate without in-depth knowledge of current giving. \$5 million divided by current enrollment is \$4,545 per family. However, a gift table in a capital campaign will be skewed much differently. Assuming some high level leadership gifts of \$250,000 or even \$500,000 may be possible, the per family cost would go down dramatically. I have chosen the top amount because I believe the goal can always be reached, but believe more internal information would help to answer this question.
133. Can't really answer this question because I do not know the economic status of the parishioners. I do know from experience, however, that there are costs overruns in any building projects, especially one of this magnitude. Additionally, from everything that has been presented, \$5 million seems somewhat low for the overall project.
134. I believe a 3-year goal is good. A 5-year might be more realistic.
135. I will give, albeit a small gift because we must meet our other commitment first.
136. We live on a fixed income and I would be afraid that if I committed more, it would result in a lessening of our weekly contribution as it is now.

137. We'll do what we can, but we don't really have much.
138. My husband is employed but I am not. We currently have limited funds available for anything over and above family and home necessities. My weekly donations have dropped off considerably because of our current situation.
139. We give to the church already. If we give more for the capital campaign, this may lower the amount we normally give for weekly collection.
140. I would not make a sizeable gift, but I would give what I can.
141. I'm unable to give a figure because I am on a fixed income, but will give what I can.
142. We cannot predict what may financially happen for us over a 3 year period. We are retired with fixed incomes that do not keep pace with increasing cost of living and medical expenses.
143. We give to the church already. Making additional contributions for a capital campaign may cause us to reduce the amount we can contribute on a weekly basis.
144. We would need to discuss and pray about this.
145. It is really too early to tell how much I can give. It depends on our personal finances, and the improving economy. I cannot really tell how we will be doing in three years.
146. This is very hard to determine. As I am sure with other families with small children, defining the ability to give at a leadership level (which is what I consider the above amounts) requires a more thoughtful analysis.
147. We are on a fixed income and our income has not increased in eight years. We would have to do some serious number crunching.
148. At this time it is very difficult to even give an estimate of what we can give because we foresee some changes (retirement) and will need to assess our contribution at that time.
149. As I am unemployed and the only practicing Catholic in my family, my donation is likely to be smaller than most people's. I am sorry for that.

#### OTHER

150. Adding steps off of Vine Street does not seem feasible.
151. We are concerned with the overemphasis of the accessibility issues.
152. We need to clearly define the phases and an explanation of the grand plan.
153. There needs to be a balance of benefits and the money that we will need to spend to do everything.
154. There needs to be a cohesiveness of the parish.
155. We are not in favor of spending tons of money so that we can make our campus wheelchair accessible.
156. We have a young parish. So, we need to appeal to younger families.
157. We need a list of our most generous givers.
158. We are in favor of any component that repurposes the existing space into usable space.

159. It will be a struggle to reach \$5 million.
160. What exactly does accessibility mean?
161. Community involvement fundraising should be a consideration.
162. Surveys have not been properly done to confirm our needs.
163. We need to find a way to motivate people to give.
164. Who specifically do we need to make the campus more accessible for?
165. We need to beautify what we currently have.
166. If you have concrete plans, people will buy in. Cart before the horse.
167. Where will the elevator go?
168. Accessibility is key.
169. The stairs leading up to the choir loft are extremely dangerous.
170. Focus on the needs of our members that attend Mass.
171. We need to fix the slope in our main entryway.
172. The side doors should be power operated for those in wheelchairs.
173. We desperately need a decent access ramp accessible from the front.
174. The Rectory needs to be accessible.
175. Keep it simple. Accessibility is key.
176. We do not need to worry about visitors and pilgrims.
177. People do not want to pay to park during the week.
178. All of our facilities need to be handicapped accessible.
179. Major objectives should be targeted to top 20% of members.
180. People want something in return for their money.
181. Bequests need to be promoted.
182. The loft is vitally important.
183. Parking will always be an issue.
184. It is troubling that the closing of the school was not projected. The change happened once the school closed down.
185. We should not rent the social hall. This place needs to be fixed up for us.
186. People love the church and the architecture and want to preserve our heritage.
187. This campaign will need to be well run and explained in order for people to embrace it.
188. The Social Hall is not an embraceable need. It is more of a discretionary need.
189. I will definitely support anything related to accessibility.
190. Everyone will have a difference of opinion.
191. Information related to this project will be very important.

192. We need to improve the ramp.
193. With the right people in place, we will succeed.
194. We need to maintain the historic nature of our church.
195. I hope we get this thing moving forward. There has been a whole lot of talking and not a whole lot of action.
196. We love this church and we will support it until the day we die.
197. We know changes need to be made, but we want to preserve our historical grounds at the same time.
198. We need to find a way to involve more than 30% of our membership. It's always the same people running the show.
199. We only need to address the accessibility issues. How can we even think of doing anything else until we have concrete plans? Where is our master vision for this campus?
200. It is important to plan for the future of this church.
201. The school is not cheap to run. The overhead alone has to be killing us. What can we do to generate income from that building?
202. I think the church has done a great job in keeping us involved at every level. You have to commend our leadership for that.
203. I think it is wonderful that the church is doing their due diligence before jumping into a campaign. This is a critically important step and I am glad that everyone will have the chance to voice the opinion.
204. With the right leadership and approach, we can do anything we set our minds to.
205. We know the time has come to move forward with this project. We just wonder what types of challenges we will encounter.
206. The old school does not serve enough ministries to justify the expenses related to keep that building functional.
207. We have to come to grips with our limitations due to the historical nature and location of our buildings.
208. The school only needs accessibility issues addressed.
209. We will support whatever is decided on from this study.
210. We want to create an environment that will welcome everyone and this project will do that.
211. We are perfectly poised to do social outreach but we have to maintain an RE program.
212. We could use more classrooms.
213. We are concerned about the current leadership in place.
214. We are on board with whatever the people want.
215. We need to do this and we need to do this now!
216. I think it is fantastic that we are offering an online survey parish wide. It is important to involve as many people as possible during this process.

217. Accessibility is without a doubt our most pressing need.
218. We have a lack of confidence since there appear to be an abrupt change from the original plans.
219. We are disappointed that we moved away from the original plan. It opened the church up to the street and now it has been modified to maintain the fortress like structure that we have now.
220. I love this church. I have my own desires for this program, but it's not about what we want as individuals, but for what is best for this church and our future generations.
221. We want to see action taking place. We feel like we have been talking about this for a very long time.
222. Are there plans to hiring an Associate Pastor? Are there plans to grow the church staff at all?
223. During the campaign, please do not give presentations during a service unless they are scripted and being presented by someone with experience speaking in front of an audience.
224. Accessibility is a huge issue that we need to address.
225. The estimated cost seems to be excessive. The church is beautiful now. Please do not ruin its historical traditional city appeal. We are not in the suburbs!
226. Look for ideas at Trinity Lutheran, which is another lovely historic church.
227. Besides, a capital campaign, perhaps we could plan one big fundraiser - a car raffle or a dinner like they have each year for the school.
228. My only concern is that I am close to retirement age. At this time, I cannot predict what my income/expenses will be.
229. I see no reason to connect the church and the school. The choir can be staffed by people who can walk up the steps. The kitchen was refurbished at the cost of several thousands of dollars in 2000. Can this equipment be reused? It seems ridiculous to have to replace and move to another site. Where is the parking? If the newspaper goes bankrupt could we purchase the parking garage? Personally, I am for taking down the entire school building and replacing it with a facility that meets our needs. The "hysterical" society notwithstanding. The infrastructure of the building is unsafe, costly, and inadequate.
230. I really like the idea of a financial planner coming in and showing us how we can budget... not to save money, but to GIVE money. I think people would be more likely to give if they knew how. Show me that giving is possible, and I'll be more likely to do it. Immediately, we think, "I can't give anything...there's just no way." Have an expert show us the way to give! I know a lady who canceled her Comcast bill and now uses a flash drive that she plugs into her computer for all her television. She wired the computer to the television and now gets every channel for \$19.99 a month! Our cable bill is \$200 a month! We need to learn the secrets to saving money. Then the money we give will be like "found money" and won't hurt so bad to give away.
231. We need St. Mary's parishioners as a group united in PRAYER!!!! (not just individually)
232. Although I am unaware of other campaigns either going on now or in the future that would conflict with one that St. Mary's would like to conduct, there are always fundraising requests for good causes being made.

233. I think it is very important to improve accessibility to the church. A substantial amount of money should be donated before any phase of the project is begun.
234. I'm sure there are other people like myself who are retired and do not have unlimited funds. This might be a real hardship for some people; please be aware of that fact.
235. \$5 million by parishioners WILL NEVER happen. To even ask for it will scare parishioners and sour them on the entire project. There are other ways of attaining significant up front money such as grants which I would think the diocese and/or other Catholic organizations could lead us to. Local grants could be investigated. We should also pursue corporate sponsors, which could cost us nothing more than name acknowledgement. Also, think outside the square. For example, can we become EITC (Earned Income Tax Credit) qualified or can we use the St. Mary Major attachment for outside the area assistance? Also we should consider what we can do for \$1 million, \$2 million, etc. I'm not sure I want to be totally involved, but I would be available to have a conversation with a select few on these ideas.
236. I would suggest that you not hit families with the prospect of all of these improvements as a package. Why not offer a portion at a time so that the total amount of each portion would be more realistic to the situations many find themselves in right now. If I knew we were planning on a one million dollar project, it would seem more fitting than looking at a five million dollar one. After that particular project would be completed, wait a year and propose another project in a similar manner. I think this would be more acceptable and one would get the feeling that "yes, we can do this" instead of "wow, that's too much money to handle." Just my thoughts.
237. The economy is still recovering from the "Great Recession." Many people do not have the monetary resources to donate large amounts of money at this time, even if payments are spread out over several years.
238. Just know that we will be praying!
239. I know that State funding of the public schools has been greatly reduced for next year; it is possible that the schools might call on the community to voluntarily provide funding, especially the parents (possible increase in local taxes may occur). Also, greater taxes for all Americans, due to the Healthcare law, are expected to kick in next year.
240. The option of looking at each of these goals separately rather than as one grand plan should also be discussed.
241. I suggest that parishioners be strongly encouraged to pledge an appropriate number of hours in an adoration chapel, praying for God's will to be done regarding this issue.
242. I don't understand the need for all the technology improvements to the education program for something that meets only 1 time a week and for only 8 months of the year. Certainly this is something that can be added later. Maybe have one room with the technology to use that can be rotated as needed by the classes. I have a hard time giving money to a project that from what I have seen, is being guided by those with a better than average income. I am a material handler in a manufacturing plant, and I work hard for my money. If I am to give money to these people to spend, we want it spent wisely. I think there has already been a boat load of money spent on speculation and studies, without consulting the general population. It will require a lot of prayer and soul searching for me to put any money at all into this project. Has the Historical society even been contacted to see what is allowed to be done, before we waste any more money with the architects?

243. Please make the campaign fun, informative and transparent.
244. Are there building grants available for historic properties for which we may apply?
245. St. Mary's Catholic Church has served the Lancaster community nearly 250 years. It will be the faith efforts and commitment of the parishioners to secure its future.
246. Rely on the advice of your architect. The site is so limited it will be difficult to reach a solution.
247. Has there been a study of the cost to buy land and build a new church which would meet St. Mary's needs? Would starting with a new church be more cost effective? Since there are 4 Catholic Churches in relative close proximity within Lancaster city, has consideration been given to consolidating with one of the other 4 and renovating that church to meet our needs? It would have the advantage of having a greater number of parishioners to support the costs. If St. Mary's is able to raise \$5 million plus over the next few years and make the proposed changes, what problems will remain with our location and renovated facilities? In other words, after all the renovations made and money spent, will we still not have a facility that truly meets our needs satisfactorily?
248. I understand the need and, for the most part, I support the plan. I would be hesitant to make too many drastic changes to the church's facade, however. One of the reasons I chose to become a member of St. Mary's is the beauty of the existing facility and I would be somewhat opposed to any major construction changes. I do support the restroom renovations and realize that some major changes may have to be made, but I would like to see the final product resemble the current church as closely as possible.
249. Hopefully possible acquisition of Southern Market Center is being considered.
250. Prayer is needed.
251. More informational sessions between Masses on Sundays would be welcome and appreciated.
252. I am concerned that you will change the historical look of the church with some of the things that you plan on doing.
253. I think we should explore using the school as a downtown Catholic nursery, daycare, and kindergarten during the week. This could raise revenue and extend our values in the community.
254. Has there been any consideration to combining capital needs of the Catholic elementary schools to which Resurrection is linked with the church campaign? If \$5 million cannot be raised, the committee will have a difficult, but necessary task of defining what can be accomplished and what would have the most impact. I applaud them for recognizing the need to make the church more open and appealing to the outside. If things had to be cut, I would recommend against cutting those things that bring people in, like a social hall. This can play an important role in bridging to the community.
255. Keep lines of communications open.
256. I was not on the campaign committee at SJN but I would say the suggestions I made previously, about sincerely reaching out to your parishioners with the heart, asking people to speak about what St. Mary's has done for them, their family, the community over the years, would be the best way to reach folks. God bless and we are so happy to be new members of St. Mary's Church.

257. Honestly, I think with the stagnated economy, this is not the right time to be planning such an ambitious and comprehensive project.
258. You may need to justify where the money donated to the church regularly gets applied to entice further donations from the Parish.
259. I don't view parking in the courtyard as a priority. It was never designed for parking, and doesn't function well for parking. Traffic through there is actually quite dangerous. As it is there are no defined parking spaces. This causes chaos when there is an abundance of cars. If the two buildings are not connected (as previously proposed) I would suggest removable parking barriers be installed for when the courtyard is off-limits (Easter Vigil, etc.) and have ushers (or other individuals) make sure that only needy individuals are using the lot for parking on Sundays (e.g. the handicapped, elderly, etc.). As for accessibility, I think preserving the historic and aesthetic aspects of the church building must always be kept in mind. While ramps and elevators are good modern solutions to access, they can mar the historic beauty of the church structure. While I certainly see restroom updates as NEEDED, I view ramps and elevators as secondary concerns. For centuries, people with disabilities have been able to get into St. Mary's. Their fellow parishioners helped them. I could picture a wheelchair elevator where the wooden ramp is now... basically knock a hole in the side of the narthex, and where the restroom is now, there would be a small platform that could rise from ground level outside to the floor level of the narthex. I think previously proposed elevators to reach the choir loft are unneeded and impractical. It may sound insensitive, but if an individual cannot climb the stairs to the choir loft, then perhaps they shouldn't be in the choir, just as lectors must climb the ambo, and Eucharistic Ministers must have the motor control to distribute Holy Communion. My only other comment is that, as a parish, we need to accept the fact that some members may leave if "their needs" are not met by this project. You can never please all the people all the time. If this Legacy project is to be true to its name, then our true concern should not be what benefits we may receive from it, rather what will we leave for the next generations of parishioners.
260. Thanks to everyone who is involved in this and has done all this preliminary work!

**SECTION D**  
**CONCLUSIONS**

## **CONCLUSIONS**

### **A. SATISFACTION WITH THE CHURCH**

The level of satisfaction with Historic St. Marys Catholic Church is exceptionally high at the present time. In fact, 100% of those interviewed and 98% of survey respondents overall said that they were either satisfied or very satisfied with the church and the programs and services that you currently provide. This is obviously conducive to a successful campaign.

Many people commented on the great people and spirit of the parish community.

The only sources of discontent seemed to focus on the limitations of the existing property and what some say is a lack of involvement among members outside of attending Mass, which are problems that this project and campaign are and should be designed to address.

This overwhelming high level of satisfaction with the church and the programs and services that you currently provide provides an important foundation conducive to the success of a project like yours and a campaign.

### **B. PROJECT AWARENESS AND ACCEPTANCE**

Ninety-four percent (94%) of interview participants and 92% of survey respondents overall felt that they were either well informed or had a general knowledge of your needs and plans. Consequently, we view the level of awareness for your project to be very high at the present time

and many people expressed appreciation for the parish and project's leadership and efforts in keeping everyone informed.

In addition, 94% of those interviewed and 81% of survey respondents overall felt that addressing your needs as expressed was either important or very important. There were some people however, that expressed frustration with the number of times your plans have been altered over the years. Nevertheless, a vast majority remain committed to and supportive of your plans. This is a high level of acceptance for the proposed project overall, which is also obviously conducive to a successful campaign.

During the conduct of our study, we also assessed acceptance for all of the proposed project's major parts and found that all received majority acceptance among survey respondents.

Rated the highest priority among people we heard from or personally talked to was your expressed needs and proposed plans for improved accessibility. Ninety-four percent (94%) of those interviewed and 88% of survey respondents overall rated this as important or very important to do. Several sources of consistent concern related to your improved accessibility plans included questions about the cost effectiveness of providing elevator access to the choir loft and the concern that proposed changes not adversely alter the aesthetic beauty of your historic church.

Your proposed plans for renovations to your social hall were rated as your second highest priority with 88% of personal interview participants and 70% of survey respondents overall indicating this was important or very important to pursue.

Rated the third highest priority among survey respondents was your expressed needs and proposed plans for improved parking. Eighty-six percent (86%) of those personally interviewed and

66% of everyone that we heard from rated this component as important or very important to do. Most noted that there was especially a need for more handicapped parking. Other comments received were fairly equally divided with some saying that parking is not a problem and others saying that it is, the latter of which is more heavily supported by the survey response.

Proposed improvements to your educational facilities were rated the fourth highest priority among those we heard from or personally talked to. Sixty-seven percent (67%) of personal interview participants and 63% of survey respondents overall rated this component of your proposed plans as important or very important to address or do. Some people suggested that this building was too large for its limited use and that the proposed improvements are too excessive and expensive as a result. Others suggested either rebuilding or remodeling your educational facility and using this space for additional -- and ideally revenue producing -- activities.

In summary, your overall plan was well received and supported, and people clearly do understand the importance of the improvements proposed. This positive perception of your proposed project and the majority of its various components will also obviously be conducive to the success of your planned campaign.

### **C. CAMPAIGN AWARENESS AND ACCEPTANCE**

Awareness of a fundraising effort designed to address your expressed needs is very high at the present time with 100% of those interviewed and 91% of survey participants overall saying that they knew a campaign was being considered or planned.

Perceived acceptance for such an effort was also viewed pretty positively with 61% of interview participants and 66% of survey respondents overall saying that they felt that acceptance for such an effort would be “good” or “excellent” at this time. This, too, is positive and shows strong promise for your planned project and campaign.

In addition, 96% of individual interview participants and survey respondents overall said they would or might make campaign gift commitments which is further evidence of people’s supportiveness for your proposed project and campaign.

#### **D. COMPETITION FOR FUNDS**

Competition for philanthropic funds does not seem to be a major issue for you at the present time. In fact, 97% of those we interviewed and 95% of survey respondents overall said that they did not know of any potentially conflicting projects or campaigns that were in progress or planned that might adversely affect your campaign plans.

Among those that were mentioned multiple times as potentially competing efforts was an effort for Lancaster Catholic High School with its aim at raising funds to address maintenance needs.

In our experience however, this effort will have no significant long-term or widespread detrimental effect on your campaign’s success making now an ideal time to launch and run a campaign from a competitive perspective.

## **E. VOLUNTEER AND VOLUNTEER LEADERSHIP POTENTIAL**

Campaigns of this nature are not only volunteer intensive, they're volunteer dependent. Consequently, it is essential to have ample, able and willingly available volunteers and volunteer leadership for a successful campaign.

Ideally, you should have one volunteer for every five or six households that contributes something at least annually to your church. In your case, with roughly 650 contributing households, this translates into having up to 108 people actively involved in the campaign as volunteers, at least ideally. At least 20% of these, or 22 people and ideally couples, would be needed to serve in key leadership capacities enlisting, soliciting and supervising other volunteers and volunteer leaders. And, as a general rule of thumb, you should have at least two candidates for every volunteer leadership position that needs to be filled. For your church, this means you should have a pool of at least 44 key leadership candidates to assure that these critical positions are filled. During the course of our interviews, 26 different individuals or couples were named among the best possible leaders for a campaign. This is less than the ideal pool of quality candidates that we would need, which indicates that you could have some difficulty attaining the quality and quantity of volunteers and volunteer leaders that we would ideally need and like to see for your campaign.

Willingness to work on the campaign, especially in a leadership role, is also critical to your success and something that we also assessed. And the study shows that 30% of those interviewed (who are presumably some of the most active and generous people to your church now) indicated a willingness to consider leadership positions in the campaign if offered or asked. This approximates but is still slightly lower than the typical one-out-of-three willingness-to-lead response that we ideally like to see which again indicates that you may have a problem attracting the quantity of leaders you would need for an optimally successful campaign.

On a more positive note, however, is the fact that willingness to get involved in key leadership roles actually increased among those recommended most to us as the best possible leaders for your campaign. In fact, of the 10 individuals or couples recommended to us multiple times as being among the most capable leaders for your campaign, we interviewed or received survey responses from 8 of them, and 5 of the 8, or 63% indicated a willingness to get involved in a leadership role if offered or asked. Additionally, of the 6 individuals or couples that were recommended to us six or more times as being the most capable to lead your campaign, we interviewed or received survey responses from 4 of them, and 3 of the 4 or 75%, said they would or might accept campaign leadership positions if asked. This increased willingness to get involved as key leaders among those mentioned most as the best to lead your campaign is significant in that campaigns of this nature tend to have somewhat of a bandwagon effect with most people waiting to get involved until those they know and respect most already have. Nevertheless, parish and project leadership need to know that optimal campaign success will depend on their personal willingness to get involved in key leadership roles.

It was also encouraging to note that 82% of interview participants and 70% of survey respondents overall said that they would or might work on the campaign in some capacity if asked, which is far higher than the one-out-of-two willingness to work response that we typically and ideally like to see.

In summary, you seem to have good potential for getting the necessary number of people involved in your campaign. But again, the key leaders and well-known and supportive people of your parish and proposed project need to be encouraged to get involved as key leaders in the campaign effort and reminded that the success of the effort will be largely dependent on their own personal willingness to do so, which will hopefully and likely inspire others to get involved too.

## **F. FINANCIAL POTENTIAL**

A number of considerations are used to determine financial potential. All of the previously discussed criteria – satisfaction with the church, acceptance of the proposed project and campaign, competition for funds, and leadership potential – are all major considerations.

Another important criterion in estimating financial potential is the opinion of the church members themselves, since experience, for the most part, shows that people tend to perform at the level they think they are capable of, and rarely above. And, the study shows that a majority of those interviewed (82%) believe that at least \$2,000,000 can realistically be raised over a three-year pledge period for your proposed campaign.

We also look at prospects for pacesetter gifts in evaluating a church's financial potential. To reach your capability in a fundraising effort of any significance, you would normally need and ideally will receive at least one gift equal to 10% or more of your goal. Furthermore, you should have at least three prospective contributors rated as capable of making the top gift that you need. In your case, the top three rated prospects for gifts were consistently rated as capable of contributing an average of \$100,000 if they were so inclined. This would indicate a potential for raising at least \$1,000,000 under this financial formula.

We also looked at the top gifts that your people expressed a willingness to consider or make in evaluating your financial potential. And during the course of our study, the top gift(s) that any one person said they would be willing to consider or make was \$50,000, and there were two people who indicated they would consider such a gift. This would equate to a lead gift of \$100,000, which would also indicate a potential to raise \$1,000,000 under this financial formula.

Finally, one of the best barometers of financial potential is current giving. Normally, a parish should be able to raise at least three times its annual offerings in a well-run and received campaign for a project of this type. And according to information provided to us, approximately \$698,000 in such income was received over the past 12 months. This would indicate a potential for raising at least \$2,094,000 in your planned campaign.

The average of the aforementioned indicators amounts to \$1,523,500. Consequently, we believe that you have the potential to raise a minimum of \$1,500,000 to \$2,500,000 over a three-year period in your planned campaign in addition to other funds that you may already or eventually have available for this project and campaign.

**SECTION E**  
**RECOMMENDATIONS**

## RECOMMENDATIONS

1. That you consider completing the project and/or the fundraising for it in multiple phases based on what people want, will support and to what extent, as well as what seems to make the most practical sense. What would seem to make the most sense to us based on our experience, knowledge of the project and the feedback we received is to focus the first phase of your project and campaign on addressing the accessibility, social hall and parking improvements you have proposed and then to come back with a second, successive campaign and construction phase, if necessary, to address the improvements proposed for your educational facility.
2. That you begin the planning and organizational work for your capital campaign as soon as possible and ideally right away, so that your campaign can be completed by as early as December of this year, or at the very latest by or before Memorial Day of next year. This will enable you to take advantage of the high levels of satisfaction with the church, the high level of awareness of and acceptance for the proposed project and its components, the high level of awareness of and acceptance for the proposed capital campaign, and the low level of competition for philanthropic funds that currently exists. Finally, it will also allow you to capitalize on the momentum gained for the project and campaign through the conduct of this study before enthusiasm starts to wane.
3. That you establish a “minimum goal” of \$1,500,000 for the campaign effort, which is in line with what we believe you can realistically expect to minimally raise in your campaign. We also suggest that a “challenge goal” of \$2,500,000 be established which may enable you to complete the entire project that you have planned all at once if the Diocese will allow you to borrow the balance of the funds needed to complete the project proposed. Additionally or alternatively we also suggest that a total project or miracle goal of \$5,000,000 be set which will enable you to complete the entire project without debt.
4. That you secure architectural drawings and more concrete cost estimates for the proposed project.

5. That you begin to develop responses to some of the other most commonly raised questions, concerns and suggestions that surfaced as a part of this study, which will then need to be incorporated into the final case statement, campaign literature and a question and answer sheet that should be used prior to and as part of the formal conduct of your campaign.
6. That you initiate and implement within three to nine months after the campaign ends, a more formal, holistic and professionally run stewardship program at your church that we can also advise or assist you with if you wish. Such a program should have at its core a strong initial and ongoing educational component emphasizing what it means to be a Christian steward in every sense; it should be led by a sound and well-rounded, standing stewardship committee that will assure that the program is ongoing and holistic in nature; it should have a strong volunteer stewardship component that seeks to get people more deeply involved in the life of your church which people say is needed; and it should have a strong financial stewardship component that seeks not only to expand regular weekly giving, but also special and substantial short and long-term gifts to your church, which may help you to support any interim debt that you may incur as a result of this project and/or may enable you to finish your proposed project sooner than might otherwise be possible without it.
7. That you develop with our assistance various “gift opportunities” that will give people the opportunity to designate their gifts to particular portions of your proposed project and dedicate these areas or items in honor or memory of those they choose. Such opportunities inspire people’s generosity and will help you to stimulate substantially larger gifts than you otherwise might get without them.
8. That you recognize all donors to your campaign in some special and significant way such as a donor book or wall to be dedicated and placed in a very visible part of your facilities.
9. That you educate people about and promote planned or creative gifts to the campaign and your church with our assistance. Such gifts may enable your members to make better and more beneficial gifts to the campaign and your church which will be helpful to both you and to them.

**SECTION F**  
**SUMMARY OF INTERVIEW RESPONSES**

## SUMMARY OF INTERVIEW RESPONSES

A total of 30 individual interviews were conducted, involving 50 individuals. In addition, when couples (e.g., husbands and wives) were interviewed or completed surveys together, individual responses were encouraged and many times received. Sometimes too, two answers were given by an individual to a single question. For example, some may have responded that they felt acceptance for a campaign would be "fair" to "good." In this and similar instances, two answers were recorded. In addition, there were times when a person was not able to answer or, if not appropriate or applicable, was not asked certain questions. This explains why the total number of responses does not always equal the total number of individuals interviewed or responses received.

1. How satisfied are you with Historic St. Mary's Catholic Church and the programs and services the church provides?

	<u>No.</u>	<u>Percent</u>
Very Satisfied	25	50%
Satisfied	25	50%
Somewhat Dissatisfied	0	0%
Dissatisfied	0	0%

2. How well informed would you say that you've been about the church's needs and plans to renovate the infrastructure systems and reconfigure the facilities which will increase the utilization of the current space while improving accessibility?

	<u>No.</u>	<u>Percent</u>
Well Informed	24	46%
Have General Knowledge	26	50%
Know Very Little	2	4%
Uninformed	0	0%

---

3. Overall, how important do you think it is to address these needs?

---

	<u>No.</u>	<u>Percent</u>
Very Important	32	60%
Important	18	34%
Nice To Do	2	4%
Not Needed	1	2%

---

4. Individually, how would you rate addressing each of these needs and the proposed project's major parts in terms of importance?

---

Need	Very Important	Important	Nice to Have/Do	Not Important
1. Accessibility Improvements	37 / 74%	10 / 20%	2 / 4%	1 / 2%
2. Social Hall Renovations	19 / 38%	25 / 50%	4 / 8%	2 / 4%
3. Educational Facilities Improvements	14 / 30%	17 / 37%	10 / 22%	5 / 11%
4. Parking Improvements	33 / 66%	10 / 20%	3 / 6%	4 / 8%

---

5. Were you aware that the church was considering a major fundraising campaign to address these needs?

---

	<u>No.</u>	<u>Percent</u>
Yes	50	100%
No	0	0%

- 
6. In your opinion, what would be the acceptance level among members for a fundraising campaign that would address these needs?
- 

	<u>No.</u>	<u>Percent</u>
Excellent	4	6%
Good	37	55%
Fair	23	34%
Poor	3	4%

---

7. The cost of the project is estimated to be in the \$5,000,000 range. How much money do you think can realistically be raised from all members and select others in pledges payable over a minimum of three years?
- 

	<u>No.</u>	<u>Percent</u>
\$5,000,000 or more	1	2%
\$4,000,000 - \$4,999,999	0	0%
\$3,000,000 - \$3,999,999	11	23%
\$2,000,000 - \$2,999,999	27	57%
\$1,000,000 - \$1,999,999	7	15%
Less than \$1,000,000	1	2%

---

8. In your opinion, who would be the best people to lead a fundraising campaign for Historic St. Mary's Catholic Church if we could get them?

---

---

9. In your opinion, who are the members who might be capable of making the largest gifts if they were so inclined?

---

---

10. In your opinion, what individuals and institutions outside of the church community (e.g., former members, businesses and organizations, etc.) might have the potential and willingness to make significant gifts?

---

---

11. If a campaign is conducted, do you think you might consider or accept a campaign leadership position if asked?

---

	<u>No.</u>	<u>Percent</u>
Yes	3	6%
Maybe	12	24%
No	35	70%

---

12. If not a leadership position, would you work on the campaign in some other capacity?

---

	<u>No.</u>	<u>Percent</u>
Yes	28	56%
Maybe	13	26%
No	9	18%

---

13. If a campaign is conducted, do you think you might make a gift?

---

	<u>No.</u>	<u>Percent</u>
Yes	26	87%
Maybe	4	13%
No	0	0%

---

14. If you were to make a gift, what range gift do you think you might consider over a three-year time period?

---

Of the 30 individuals or couples who were interviewed and said they would make or would consider making gifts, 20 mentioned specific amounts or a gift range they might consider. The highest gift or range gift that any one individual or couple said they would make or consider was in the \$50,000 range. Two individuals or couples said they would make or consider such a gift. Specified gifts ranged from a low total of \$236,000 to a high total of \$260,000.

---

15. Are you aware of any other campaigns that are in progress or being planned that might conflict with a campaign for Historic St. Mary's Catholic Church?

---

	<u>No.</u>	<u>Percent</u>
Yes	1	3%
No	29	97%

---

The only other campaign mentioned was one at Lancaster Catholic High School aimed at maintenance improvements. In our experience, this is not a direct competition for funds and will not negatively affect your campaign.

---

16. Do you have any other comments or suggestions that you think might be important or helpful to this study or in planning a campaign?

---

**SECTION G**  
**SUMMARY OF OTHER RESPONSES**

## SUMMARY OF OTHER SURVEY RESPONSES

A total of 96 other responses were received and tabulated. In some cases, when two or more people filled out the questionnaire at the same time (a husband and wife, for example), individual responses were recorded. At times, two answers were given by an individual to a single question. For example, some may have responded that acceptance of a campaign would be "fair" to "good." In this and similar instances, two answers were recorded. In addition, there were times when a person was not able to answer or, if not appropriate or applicable, was not asked certain questions. This explains why the total number of responses does not always equal the total number of individuals interviewed.

1. How satisfied are you with Historic St. Mary's Catholic Church and the programs and services the church provides?

	<u>No.</u>	<u>Percent</u>
Very Satisfied	40	42%
Satisfied	52	55%
Somewhat Dissatisfied	3	3%
Dissatisfied	0	0%

2. How well informed would you say that you've been about the church's needs and plans to renovate the infrastructure systems and reconfigure the facilities which will increase the utilization of the current space while improving accessibility.

	<u>No.</u>	<u>Percent</u>
Well Informed	38	39%
Have General Knowledge	48	49%
Know Very Little	10	11%
Uninformed	1	1%

---

3. Overall, how important do you think it is to address these needs?

---

	<u>No.</u>	<u>Percent</u>
Very Important	41	43%
Important	30	31%
Nice To Do	22	23%
Not Needed	3	3%

---

4. Individually, how would you rate addressing each of these needs and the proposed project's major parts in terms of importance?

---

Need	Very Important	Important	Nice to Have/Do	Not Important
1. Accessibility Improvements	53 / 56%	27 / 28%	12 / 13%	3 / 3%
2. Social Hall Renovations	17 / 18%	40 / 42%	31 / 33%	7 / 7%
3. Educational Facilities Improvements	18 / 19%	39 / 42%	34 / 37%	2 / 2%
4. Parking Improvements	29 / 31%	24 / 25%	32 / 34%	10 / 10%

---

5. Were you aware that the church was considering a major fundraising campaign to address these needs?

---

	<u>No.</u>	<u>Percent</u>
Yes	82	86%
No	13	14%

- 
6. In your opinion, what would be the acceptance level among members for a fundraising campaign that would address these needs?
- 

	<u>No.</u>	<u>Percent</u>
Excellent	10	10%
Good	56	58%
Fair	27	29%
Poor	3	3%

---

7. The cost of the project is estimated to be in the \$5,000,000 range. How much money do you think can realistically be raised from all members and select others in pledges payable over a minimum of three years?
- 

	<u>No.</u>	<u>Percent</u>
\$5,000,000 or more	5	6%
\$4,000,000 - \$4,999,999	3	4%
\$3,000,000 - \$3,999,999	17	20%
\$2,000,000 - \$2,999,999	23	28%
\$1,000,000 - \$1,999,999	21	25%
Less than \$1,000,000	14	17%

---

11. If a campaign is conducted, do you think you might consider or accept a campaign leadership position if asked?
- 

	<u>No.</u>	<u>Percent</u>
Yes	3	3%
Maybe	14	15%
No	79	82%

---

12. If not a leadership position, would you work on the campaign in some other capacity?

---

	<u>No.</u>	<u>Percent</u>
Yes	18	19%
Maybe	42	44%
No	36	37%

---

13. If a campaign is conducted, do you think you might make a gift?

---

	<u>No.</u>	<u>Percent</u>
Yes	66	74%
Maybe	18	20%
No	5	6%

---

14. If you were to make a gift, what range gift do you think you might consider over a three-year time period?

---

Of the 84 individuals or couples who said they would make or would consider making gifts, 61 mentioned specific amounts or a gift range they might consider. The highest gift or range gift that any one individual or couple said they would make or consider was in the \$50,000 range. 2 individuals or couples said they would make or consider such a gift. Specified gifts ranged from a low total of \$150,860 to a high total of \$276,880.

---

15. Are you aware of any other campaigns that are in progress or being planned that might conflict with a campaign for Historic St. Mary's Catholic Church?

---

	<u>No.</u>	<u>Percent</u>
Yes	5	6%
No	85	94%

Lancaster Catholic High School was the only potential conflict mentioned more than once.

---

16. Do you have any other comments or suggestions that you think might be important or helpful to this study or in planning a campaign?

---

(Comments included in Section C.)