

# **Fundraising Planning Study Report**

*Presented To*

**Holy Cross Catholic Church  
Kaukauna, Wisconsin**



**Walsh & Associates**  
Church Fundraising and Stewardship Specialists

**Confidential**

July 20, 2015

Fr. Tom Pomeroy, Pastor  
Holy Cross Catholic Church  
309 Desnoyer St.  
Kaukauna, Wisconsin 54130

Dear Fr. Pomeroy:

I am pleased to submit this report of our fundraising feasibility and planning analysis for Holy Cross Catholic Church.

The study indicates the potential to raise a minimum of \$1,000,000 to \$1,300,000 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 Deacon Bruce Corey, Tammy Schmahl, and Bonnie Fischer 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

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**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 six 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. **Informational Meeting.** Prior to commencing with member surveys, members were invited to a church-wide informational meeting to learn more about your project and campaign. We suggested an agenda for and sat in on this meeting and noted key comments, questions and suggestions and included these in our analysis and report.
3. **Individual Interviews.** We sought to interview up to 45 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 45 confidential interviews involving 74 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.

4. **Other 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, 84 responses were received by the deadline date of July 12, 2015 and have been tabulated and included in our analysis and report.
  
5. **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.
  
6. **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**

## INDIVIDUALS INTERVIEWED

Carol Beatty	Lawrence & Lisa Ortner
Jim & Jean Beatty	Tom & Mary Paulson
Ron Biese	Mernie Roloff
Dennis & Clare Bowers	Ellen Scheibe
Jerry Brien	Kurt & Gloria Schuh
Bruce & Kim Corey	Jerry & Betty Schumann
Ellen Courtney	Michaeline Steffens
Lorie Deering	Julia Stegeman
Lyle & Barb Diedrich	Barb Sumnicht
Mark & Mary Ebben	Bert Tennessen
Pat & Pat Farrell	Brian & Jennifer Tetzlaff
Myron Geiser	John & Barb Tetzlaff
Lance & Donna Goetzman	Mark & Trisha Tetzlaff
Bonnie Golden	Andy & Maxine VandeHey
Kevin & Christina Heindel	Joe & Mary VanDeHey
Al & Julie Huss	Ron & Janet VanDeHey
Tony Kuenzl	Jane & Rick Vandenboogart
John Lambie	Jenny & Mike Van Helvoirt
James & Andrea Maher	Ed & Patti VanZeeland
Bob & Sara McMorrow	Robin & Terry VanZeeland
Deb Niesen	Tony & Paula Vosters
Dean Niquette	Bob & Karen Wanek
Sheldon Niquette	Bob & Judy Wurdinger

## OTHER SURVEY RESPONDENTS

Gloria Ackerman	Mike Gries	Jerome Schneider
Fred Bartman	Frank Grogan	Jeffrey School
David Bauman	Jeff Gustman	Brian Schuh
Stan Berghuis	Joan Heindl	Jen Schuh
Judy Bodde	Mike Helf	Melissa Smits
Sue Calmes	Anonymous	Ken Smudde
Carrie Campbell	Dale Hietpas	Lorayne Stilen
Tom Collins	Marvin Hietpas	Roger Swanningson
Marilyn Coonen	Barb Hintz	Mike Van Abel
Mary Cox	Deb Hoppe	Kathleen Van Deraa
Marie De Valk	Irv Keough	Jerry & Mary Van Domelen
Melvin DeBroux	Donald Kroll	Mary Van Dyke
Robert DeBruin	Patrick Landreman	Pat Van Grinsven
Kenneth Deering	Geraldine Loderbauer	Jessica Van Roy
Pat Dercks	Joe & Anna Lucas	Laura Van Vonderen
M Diederich	Julie Mankovecky	Lyle Vandenberg
Martin Diedrich	Kristel Meyerhofer	Gerald Vanderloop
Nancy Diedrich	Marie Meyerhofer	Marion VanZeeland
Judy Driessen	John Mostek	Mary Viegut
Ray Driessen	Susie Mursau	Ed Voet
Barbara Elliott	Mary Nettekoven	Joseph Walsh
Jeanne Emmer	Ann Neville	Jean Weyenberg
Karen Freund	Pauline Niesen	Kathryn Weyenberg
Mike Fries	Brian Nushart	Joseph Weyers
Jerry & Shelly Gavin	Dawn Paltzer	Bonnie Wicker
Karen Geerts	Roxanne Patzner	Janice Wiedenhaupt
Mary Getsfried	Dan Peeters	Jay & Diane Williamson
Richard Gosz	Pat Romenesko	Darlene Wyngaard

**SECTION C**

**SUMMARY OF ALL RESPONSES**

## SUMMARY OF ALL RESPONSES

In all, 158 survey responses were received. A total of 45 individual interviews were conducted, involving 74 individuals. In addition, 84 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.

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1. How satisfied are you with Holy Cross Catholic Church and the programs and services the church provides?
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	<u>No.</u>	<u>Percent</u>
Very Satisfied	51	32%
Satisfied	88	55%
Somewhat Dissatisfied	19	12%
Dissatisfied	2	1%

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2. How well informed would you say that you've been about the church's needs and plans to restore and renovate the church?

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	<u>No.</u>	<u>Percent</u>
Well Informed	62	39%
Have General Knowledge	76	47%
Know Very Little	16	10%
Uninformed	7	4%

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

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	<u>No.</u>	<u>Percent</u>
Very Important	88	60%
Important	45	31%
Nice to Do	11	7%
Not Needed	3	2%

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

<b>Need</b>	<b>Very Important</b>	<b>Important</b>	<b>Nice to Have/Do</b>	<b>Not Important</b>
1. Repairing and protecting stained glass windows	132 / 84%	22 / 14%	3 / 2%	0 / 0%
2. Repainting the church interior	28 / 18%	81 / 52%	46 / 29%	2 / 1%
3. Restoring the pews	16 / 10%	49 / 31%	76 / 49%	16 / 10%
4. Repair the steeple and clock	105 / 67%	38 / 24%	14 / 9%	0 / 0%
5. Installing a new sound system	50 / 32%	44 / 28%	47 / 30%	16 / 10%
6. Installing all new lighting	27 / 17.5%	61 / 39.5%	52 / 34%	14 / 9%
7. Repairing the confessional	21 / 14%	58 / 38%	53 / 34%	22 / 14%
8. Adding a Marian Shrine with vigil lights	19 / 12%	28 / 18%	74 / 47.5%	35 / 22.5%
9. Replacing/updating the baptismal font, Altar, ambo and presider's chair	12 / 8%	31 / 20%	63 / 40%	51 / 32%
10. Adding air conditioning	36 / 23%	37 / 24%	57 / 36%	27 / 17%
11. Replacing flooring in the church	22 / 15%	61 / 41%	48 / 33%	16 / 11%
12. Paying off prior debt	70 / 46%	66 / 43%	15 / 10%	1 / 1%
13. Paying for the road construction assessment	35 / 23%	51 / 33%	42 / 27.5%	25 / 16.5%
14. Establishing a parish maintenance endowment	35 / 23%	66 / 44%	43 / 28%	8 / 5%

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

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	<u>No.</u>	<u>Percent</u>
Yes	105	68%
No	50	32%

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

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	<u>No.</u>	<u>Percent</u>
Excellent	16	10%
Good	77	49%
Fair	54	34.5%
Poor	10	6.5%

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7. The cost of the project is estimated to be in the \$1,500,000 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?

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	<u>No.</u>	<u>Percent</u>
\$1,500,000 or more	20	15%
\$1,250,000 - \$1,499,999	6	5%
\$1,000,000 - \$1,249,999	28	22%
\$750,000 - \$999,999	38	29%
\$500,000 - \$749,999	23	18%
\$250,000 - \$499,999	8	6%
Less than \$250,000	7	5%

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8. In your opinion, who would be the best people to lead a fundraising campaign for Holy Cross Catholic Church if we could get them?
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(Names provided under separate cover.)

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9. In your opinion, who are the members who might be capable of making the largest gifts if they were so inclined?
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(Names provided under separate cover.)

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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?

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(Names provided under separate cover.)

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

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	<u>No.</u>	<u>Percent</u>
Yes	5	3%
Maybe	25	16%
No	124	81%

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

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	<u>No.</u>	<u>Percent</u>
Yes	35	23%
Maybe	62	40%
No	58	37%

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

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	<u>No.</u>	<u>Percent</u>
Yes	94	72%
Maybe	30	23%
No	6	5%

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

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Of the 124 individuals or couples who said they would make or would consider making gifts, 95 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 \$100,000 range. 2 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 \$459,160 to a high total of \$556,250.

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15. Are you aware of any other campaigns that are in progress or being planned that might conflict with a campaign for Holy Cross Catholic Church?

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	<u>No.</u>	<u>Percent</u>
Yes	12	10%
No	114	90%

The only conflict mentioned multiple times was the local library.

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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?

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#### SATISFACTION WITH THE CHURCH

1. The programs and services are fine; just OK.
2. There have been so many more opportunities for programs since Deacon Bruce came so that's been great. There's more chance for people to get to know one another. They haven't really taken away any programs, just enhanced them.
3. It's very top-down when decisions are made. It's hard to get past the politics sometimes.
4. We've had a lot of parishioners leave since Fr. Tom has been here. A lot of people love Fr. Tom and a lot don't. He'll have a big impact on what we can raise.
5. I've been a member for 60 years; I've always been happy here.
6. I think we can do more in some areas. More in the youth area would be nice. It has gotten a lot better since Deacon Bruce and Kim came on board. Ellen is doing great and we could do even more with music.
7. There have been a lot of attempts at involving people and that is the strength of this parish. They are not always successful, but you have to make the attempts and then it will come. Fr. Tom and Deacon Bruce and the music liturgist are really getting people involved. I'm not very satisfied with the result, but again, that will come.
8. I'm never completely satisfied, but they do a nice job.
9. Things have improved over the past several years. There are many more programs. It has helped having the 2 deacons helping Fr. Tom. It's definitely better since Deacon Bruce moved in. The weekly bulletin is much improved. Ellen is always looking for more musicians.

10. We have a good education program, so I have no complaints there. Fr. Tom and Deacon Bruce are working hard on a lot of things. Fr. Tom might approach some things differently than in the past, but I'm not complaining.
11. Fr. Tom should be more down-to-earth with his homilies. He talks above the average person. He could easily be at a university teaching theology.
12. The church has always been good to us.
13. I think we could be better. A few years ago I would say I was dissatisfied, but now I'm satisfied. We need to improve the music still. A lot of new programs and things are coming alive.
14. At this stage of our life we are very satisfied with the church. We may not be as involved as we used to be when the kids were younger, so we don't know everything that is going on.
15. I like the atmosphere in the church. It is kept very clean and well kept.
16. We are in the process of growing and improving everything, and it starts with community.
17. Satisfaction depends on the situation. I would rate the church and ministry high, the building and grounds low.
18. I think there is a split between the inner circle and outer circle or the lay people. The staff has some rigidity to it and sometimes the committees and lay people are left out.
19. We visit other churches and get more out of it. Fr. Tom talks too often about 2000 years ago and we need more messages about today and how the Bible relates to our lives. Fr. Tom is a great teacher and knows the Bible and everything very well, but he loses parishioners sometimes.
20. The school is very good; they do a good job there. We feel that all our kids have gotten a good education there.
21. I'd like to see more programs or events for youth to get them more involved. Things for youth guidance would be nice too.
22. Fr. Tom is very knowledgeable and will share with us history and facts about all kinds of wonderful things in our parish. He is also very faithful to the magisterium.
23. Since Deacon Bruce and Kim arrived, there has been a massive improvement. Kim puts more information in the bulletin; it's really chock full, which is nice. We do so much more now as a parish.
24. Most people don't realize Fr. Tom has other parishes he attends to.
25. I have a deep concern over the loss of many of our parish members over the last few years. I hope we can somehow focus on that issue as well as our current restorations in the future. It is so sad to see sparse attendance at our Masses.
26. Holy Cross does not usually meet my faith needs.
27. It seems that Holy Cross is reverting back to the church that I went to as a child. I'm not sure if that's a good idea. We are losing the youth, and once all of us older people are gone, Holy Cross will be empty. St. John's, on the other hand, has improved their worship space with a large screen replacing hymnals, and an unusual layout. I understand that it is not TRADITIONAL, but we need to make the changes that make sense.

28. So many new programs, etc. have been offered and it is unfortunate that so few take part in any of them.
29. We need to get back the people who have been driven away from Holy Cross. Father Tom rubs some people the wrong way. I know it is not a popularity contest, but you don't drive the most active members away!
30. We need to get the young people more involved. There is no need to fix the church if the young people aren't coming and getting involved. How does Christ the Rock do it?
31. We have such a beautiful House of the Lord that it would be a shame if we did not do our very best to preserve it, whatever it takes. I have been a parishioner of Holy Cross for 82 years and hope for 10 more.
32. I'm very dissatisfied with the parish returning to the past and not moving forward. I am a convert (Lutheran-Missouri Synod) and only converted due to Vatican II. I do not plan to "go back to the future."
33. I'm 100% on board with adding a vigil candle area along with a special area for the Blessed Mother.
34. The church is great, the pastor is great, but there is need for a men's group. I attended a session early last spring on the Prayer Warrior Network, part of the Holy League campaign which was rolled out last March by Cardinal Burke. I was there along with two other men from our parish. When it was over, they wanted a main contact from the parish. I was told by one of the other men attending that he and Deacon Bruce had been talking and that this parishioner would be the lead for our parish. I have not heard a word since then and it has never been talked about at our church. The only thing I ever hear about is CHIRP. Years ago this parish had a strong men's group (Holy Name Society) they would meet for church on a Sunday and then go have breakfast in the school cafeteria. I feel a great need for a group that has Mass together, confession and adoration once a month together and social time after.
35. We need more youth programs and young adult activities.
36. We do not attend Holy Cross services because we go out of town most weekends and attend other churches in the diocese for weekend Masses. Therefore we are out of touch with our Holy Cross Parish.
37. We need better homilies.
38. I am very satisfied with CRHP and with with Deacon Bruce and Kim.
39. Holy Cross is a very nice church.
40. At times there are programs, etc. that only a few people participate in, yet they are at the expense of the entire parish. Maybe a few of these could be eliminated.
41. I don't feel we do enough to stay in touch with the many younger families that show up twice a year at Easter and Christmas and sign their kids up for First Communion.
42. It's a very friendly church.
43. We need to incorporate more ways to get the young people more involved and excited about our faith. We are losing too many young families to "new" churches.

## PROJECT AWARENESS AND ACCEPTANCE

44. I could see the need for these things for a while. I notice that kind of stuff.
45. We're a little more informed because of all the committees we're on, but generally people are not well informed. Most will be surprised by all that needs to be done. But we really need to look at our church as just a bigger house. It always needs fixes.
46. I just assumed we had a committee for these things. Had I known we had water coming in, we should have done something to correct it. I don't want to be critical here, I just wish I would have known. Water damage will cause so many further problems.
47. They are making efforts to address these things systematically and with a lot of forethought.
48. I have a general knowledge because the details haven't been fleshed out yet. This (case statement) was an exceptional attempt at giving us the details.
49. I don't think they do a very good job at getting the word out. We don't generally do a good job talking about money here.
50. I'm pretty informed by the bulletin, and at Mass we have someone reading about whatever is going on, so I think I'm well informed. I read the bulletin cover to cover.
51. I only had a general knowledge about the needs until I received the letter.
52. I just received this letter and document and that is about it for the information I received.
53. Some general comments have been made at Mass about the project, but not a lot. Mainly they talked about the windows and maybe a boiler.
54. We are fairly well informed now because of this, but there has not been a lot said in church. It has not been discussed much.
55. I have a general knowledge about the needs. If something comes up, they explain it. I think I understand and I always go along with it because I know it needs to be done. I don't know what percent contribute, but it needs to be done.
56. I have seen a lot of this from Fr. Tom on his Facebook page.
57. I was surprised by some of the items in here. I knew about the windows, but not everything.
58. I know about the project but not the details. Father has a lot of things on Facebook.
59. I was surprised at everything on the list. I just have a general knowledge and not more than that, and I should have known more than that. I do think that we don't have the best communication system here at Holy Cross. We need to have a more long range view.
60. I was very disappointed when I heard what we still owed in debt. We should be more informed – at least quarterly – and not have to wait for the annual budget.
61. We are informed from reading and what we've heard from other parishioners. We haven't seen or heard too much yet.
62. This (case statement) helped. I was very well informed after reading it. I'm not sure we could have done better.
63. Some of the budget items are not 100% figured out yet. We have some estimates, but others are still far too loose yet. We don't really have a building and grounds committee. The numbers are still a bit too "loosey-goosey" and if you don't have hard numbers, you are going to look like a fool.

64. Until last week, I was uninformed, and then they put it all out there.
65. This mailing helped, but we've been informed.
66. I just hear what Father announces at church and what is in the bulletin.
67. I'm more informed after reading the case statement. There were things we didn't know.
68. Some things I knew about; others I just read about and was not aware of before.
69. You want a nice parish and for it to look nice as well.
70. If we don't do it now, the building will fall apart.
71. Some are necessary and some are less so.
72. Some parts are needed, some parts not. Overall it is hard to say.
73. It is hard to say about overall project acceptance because some things are very important and others are unimportant.
74. 75% of this is very important. The rest is less important.
75. It's not going to get better. The longer we wait, the worse this will be.
76. I didn't realize we were at this level. Hindsight is always 20/20, but it would have been nice to start this prior to this point. We need to establish a maintenance schedule moving forward.
77. Structural parts are especially important.
78. There are certainly different aspects of it that are more or less important.
79. The look of our church has declined quite a bit. We definitely need to improve that; mainly the inside, the outside has been well kept up.
80. Some components are very important while others are just important but not as high.
81. Importance depends on the item. Some are very high and others are certainly not.
82. It's our parish and these things will only get worse if they are not addressed. We've known about the issues for some time now.
83. This is VERY, VERY important.
84. I can definitely see a need.
85. This is absolutely needed! If we don't keep up with the maintenance, the whole thing will fall apart. Same as a home, you have to take care of it or you won't have a place for very long.
86. The whole place needs a good once over. I talked to Fr. Tom about the sound system and everything. In Little Chutte they have screens and it's really nice. Some like it and other don't, but it's the wave of the future. It eliminates all the books and gives you more options.
87. Updating the furnishings is needed.
88. We need to work on adding air conditioning to eliminate the heat in the summers.
89. Don't go back to carpeting.
90. The church steeple is the first thing you see when you come to this side of town so it would be good to fix that.

91. We can't spend more than what we earn, and the church can't either.
92. You have to get on top of that debt.
93. We need to start the endowment and then have people put it in wills.
94. The church probably needs new paint; it has been 25 years.
95. The sound is really bad in the church.
96. We could save a tremendous amount on power with new lighting.
97. The confessional is the last place I'd put my money.
98. Put in the shrine and put the choir in the pews with everyone either in the front or back of church.
99. I think Fr Tom a wants new altar and furnishings, but I'm not sure how important it is overall.
100. What is the cost to cool that church day to day? That could be expensive.
101. I don't think it is important to pay for the road all up front, not if you don't have to.
102. Start the endowment and see what happens and where it goes. The most important thing is getting the building back in shape.
103. There are other more glaring needs than the paint.
104. With the technology changing so fast, now might not be the best time to change the lights. It could get more cost effective in time.
105. The confessional is old.
106. The debt needs to be talked about more. It's in the bulletin, but it needs to be brought up more in announcements so people realize where we are at.
107. Set up an endowment so that it can grow and we don't have to be in this spot again.
108. The flooring, painting, and altar should all be done at the same time, but there are higher priorities.
109. We used to have a hearing aid system in the ushers room and now we don't.
110. The wall is coming apart; that needs to be fixed.
111. I don't want to move the choir. The loft would have to be changed and the pews are not a good option.
112. I'm always cold, so for me the air-conditioning is not important. But for a lot of others, it's needed.
113. The flooring really depends on what they want to put in. We had tile but that got messy. We should just stay with carpet. Carpet will help with the sound, too.
114. We need an endowment.
115. Everything structural is very important.
116. Some places where you sit you can't hear a thing. It is better than it used to be, but it is still bad.
117. It is important to have a nice place to go for confession. It is a cleansing.

118. It's very important to replace the flooring. It tells a lot about our church when you walk in. A nice floor is welcoming.
119. I go to churches that have air-conditioning in the summer. It used to not bother me, but it has the past few years so I go elsewhere.
120. I love it here because I love the windows.
121. It is nice to see the choir singing, but it should be everyone singing. I'm indifferent on moving them.
122. When I read what the windows were worth – WOW!
123. The pews are getting pretty bad.
124. I don't have trouble hearing, but I sit in front. I have heard a lot of comments, though.
125. I hate that altar. It looks too modern and doesn't go with the back altar.
126. I wish they'd use the choir loft. I love that loft. It just seems to come out of there so well and maybe the people who don't sing would because the choir wouldn't be upfront looking at the congregation all the time.
127. It's not a problem to me to move the choir, but where? They could always use the loft.
128. I like the concept of updating the altar, but I'm not sold on the stone. I like the mobility we have right now. I do agree that the current furniture is outdated and not pleasing to look at and should be replaced.
129. We have never had air-conditioning and I do believe our instruments have suffered because of that.
130. I like the idea of tile because the carpet sucks up a lot of the sound. 25 years is also a long time for carpet.
131. Paying off the debt and planning for the future is important. Make sure we don't set ourselves up for a real problem in the next 10-20 years.
132. Moving the choir would be a huge logistical problem. Our church is not designed to accommodate them where they currently are, but there aren't any other spots designed for them either, other than the loft. If we are able to find a space that works and it is not up front, I have no problems, but I don't know of one. The back creates challenges from a leadership perspective, and the role of the choir is to lead the church in song.
133. At least the altar area needs new carpet. The front and maybe the aisle should be tile, but the pew area should stay carpeted. It just has more of a homey feel. Tile the narthex area because it is used for meetings and gathering and there is food.
134. I would rather have the shrine in that space than the choir.
135. Do we need tile?
136. People in the choir are too old to get in the loft; we would need an elevator. If the choir faces forward they can't lead. Could we put the shrine elsewhere?
137. A new altar would be beautiful, but it is not that important.
138. The air is only nice to do now, but as I get older I'm sure it would be more important.
139. We should amortize the road cost.

140. What are all the problems with the steeple? They're unknown.
141. We should add a loop system if we do anything with sound.
142. The lighting should be looked into. It is spotty depending on where you sit.
143. I'm not saying throw them away, but I think it is ridiculous how much we spend on those windows.
144. I think it is ridiculous there is any debt here. People open their wallets at the nondenominational churches. Why not here?
145. I don't like moving the choir into the congregation. Let them stay where they are now or move them to the loft. I say keep them where they are and move the shrine.
146. There are some who have an issue hearing, but we don't have an issue.
147. I don't think the lighting is really important, but if we're doing this, replace it all. A lot is nice to do, but the water damage needs to get taken care of.
148. How much would new stuff cost? The font and altar do the job.
149. The flooring would be nice to do because if you're doing the pews, you may as well.
150. Pay the road off as soon as we can, otherwise you're paying interest.
151. If we're making changes where the choir is right now, it would be nice to see a screen. Music is very important and visibility helps. I'd hate to see the choir cornered in a spot somewhere. Could we put the shrine somewhere else?
152. All the other churches have air-conditioning.
153. We all need to know more about the debts. If we don't know where we are at, it's hard to move ahead.
154. Stained glass windows should get the highest priority.
155. I think the choir area is important; the shrine is not and shouldn't replace the choir. People are followers and it helps to have the choir leading them. Maybe we can find another area for the lights.
156. People are uncomfortable in the heat and would be more apt to listen if they were comfortable.
157. I think a new font is a good idea, but maybe not top priority.
158. We need to do something about the flooring so we may as well look at our options. What will have the longest life?
159. The sooner we can pay off the debt the better. Same with the road.
160. An endowment fund would be good. It's always good to look towards the future.
161. Over the 40 years we have been going, there have been a few days A/C would have been great.
162. We have to pay for the road; it has to be done, so it's not really a choice.
163. It has been 25 years since we painted. It's time.
164. Get rid of all of the cushions because they are nasty.

165. Include a loop system in the sound system.
166. I like the font in the gathering space. It is so beautiful. When you have all these other needs, it's very important to look towards the future.
167. I've been near the sacristy and can see the need to paint. The statues and stations used to be painted and beautiful, but they were bronzed and I've never liked that they did that.
168. I think the pews have character.
169. I think lighting is so crucial.
170. The baptismal font should not be on wheels.
171. I thought the sound system was fairly new.
172. If the altar is stone, would it be moveable? What about the food fast? How could we move it if we needed to?
173. There are so many other important needs. Address the most immediate needs first.
174. The quicker you can pay off the debt, the more you'll have for other things.
175. We should have established an endowment years ago.
176. If we are going to keep the church, the windows are very important.
177. I never liked the current color. A new paint would be nice.
178. If you sit in the back, you can't hear a thing.
179. From a general standpoint, I feel the lighting is important.
180. Tile would look beautiful but wouldn't it get sloppy? The carpet is worn out, though, so we have to do something.
181. If you have the money, then pay for the road up front. That would be nice.
182. It would be great to have a fund to go to when projects come up.
183. The cushions definitely need to be replaced.
184. I definitely want a shrine, but it is certainly only a "nice to do". The choir could be moved – the back of church would make the most sense. You couldn't hear them in the front if they faced away.
185. It would be nice to have a permanent baptismal font.
186. I think air-conditioning is very important because people don't come in the summer months and there are a lot of people in the gathering space.
187. The flooring really depends on what they replace it with. Tile would be nice; it would be much more solid.
188. We have to take care of the water problem first.
189. I never had an issue with the sound system. It's adequate to me. If it's not broke, don't fix it.
190. The endowment is important. Sooner or later, something is going to hit that you weren't expecting.
191. Once the water gets in, it can go anywhere. It will become a larger problem for the steeple if it's not fixed now.

192. The painting needs to be done, but it's not going to fall apart if we don't.
193. The sound system needs some work. We usually are up front and can hear, but we were in the back recently and I couldn't hear a thing. It is quite old and you can tell.
194. Upgrade the lights to energy efficient when you can.
195. Repair the confessional when you can unless there is mold. That would be more important to do now.
196. I have mixed feelings on the shrine because I don't know how I feel about moving the choir.
197. When I look at the dollar figures for everything else involved in this project, the altar and other furnishings are way low on the priority list.
198. What will fixing the crack in the foundation entail?
199. In this day and age, the endowment is almost a must have.
200. I don't look at the walls much when I go in there.
201. It's only a couple of weeks we would need the air-conditioning, but it's the impression it gives people.
202. Debt should come second to these needs. I can't say we need to pay it off first. These needs have to be taken care of.
203. Is the road assessment interest free? If so, then it's not important to pay it off right away.
204. I'm against the endowment. We believe that every generation needs to meet the needs. We shouldn't hand out free rides.
205. The confessional is very ugly.
206. The altar and furnishings are probably the most dated items in the church. The church has that look of antiquity but those items scream 1980 or 90. Bring back the marble; it will look new but match with the style more.
207. There is more behind the scenes that just the church right now. The maintenance fund would be important.
208. It certainly sounds better up front than in back.
209. We could save a lot of money with new lights, and you'll have to do the painting if you put lights in because then you'll be able to see how bad it is.
210. Shrines are nice, but it's only a "nice to do". You have to do the structural things first. I also have mixed feelings about moving the choir. I don't really like that idea.
211. It's always been this way to us, but obviously you could update the altar and everything.
212. The air is probably very important to some, just not to me.
213. If we had a good budget and stuck to it, we shouldn't need to pay for all the road assessment up front.
214. We wouldn't be in this mess if we had an endowment.
215. I think we could have fires with that old lighting and electrical system. I think about that with old buildings. Has it been inspected lately?
216. The altar, ambo, and chair are last on my list.

217. Why don't we keep the shrine where we have Mary now and keep the choir where they are?  
A choir isn't a choir if you are looking at their backs.
218. What type of floor and how important it is would depend on the cost. Just tile the shrine area if you need to.
219. If we can't pay for the road assessments out of the campaign, then take the 10-year plan.
220. I'm opposed to a maintenance endowment. We're \$180,000 in debt and talking about endowments.
221. The floor is definitely the lowest priority.
222. I understand the energy efficiencies with the new lights.
223. Though I was disappointed when the altar and everything went in, I don't care that we change it now.
224. It is nice when churches have screens, like at St. John's, and I think there is more participation there because of that. Some of the historical aspects are not as important to me. I'm a little less attached. A lot of these things are "if you're going to do this, then we should also do that." The lighting is decent, so unless there is a cost savings, I'd say leave it be.
225. Replacing the flooring with tile is foolish. It will be slippery, require constant cleaning, and it's more expensive to install.
226. Just pay off the roads. Also, if we collect for roads, use it for the roads. Don't move it to another account.
227. Lack of an endowment is what got us here. Some of this should have been done 10 years ago.
228. If we had to give on one thing, painting might be it.
229. The lighting is not good in there plus the new lighting will pay for itself over time. I think the shrine should be up front, but I'd hate to move the choirs.
230. We say Mass in front of that beautiful altar and I don't know why they don't use it somehow. I'm not complaining, I just don't understand.
231. Just don't put light carpet in; darker will hide more of the wear and dirt. If we do tile, maybe just install it in the heavy traffic areas, but you need some carpet to help deaden the sound.
232. We know the road is going to have to be done and paid for. When I commit to something, I want to fulfill it and pay for it, so however they want to do it, fine. But we need to take care of it; don't let it sit.
233. Everything to care for the structure is very important. Structural needs take priority.
234. As for the debt and road, I'd like to pay them off, but the building has to come first.
235. The pews are a part of the whole picture but only "nice to do" if we have the money. Maybe parishioners with some knowledge can work on them.
236. As long as we are doing a project, we should improve the technology.
237. The confessional is so bad.
238. Many of these items are awesome if we have the money, but they are more wish list items.
239. We need to pay for the roads in our due time. We cannot do less than our neighbors.

240. Before we painted the last time, it was peeling off the walls.
241. Parishioners could get together and do the pews.
242. Those roof shingles are so old, they can't possibly hold out any water.
243. We sit halfway back and don't have problems with the sound, but updating the sound system would be nice.
244. There could be some considerable energy savings if we replaced the lights.
245. My family is huge into the shrine and lighting vigil candles, so that is important to me, but losing the corner for the choir is a concern. Where would they go? Why don't they still use the loft?
246. AC would be nice, but out of 52 weeks, how many do we really use it?
247. Debt should be done before we start on all this.
248. An endowment would be great, but there needs to be checks and balances on how it is handled.
249. People still say that can't hear and the sound system was supposedly fixed a few years ago.
250. I've heard people mention the shrine. I don't know how many, but people have their causes they want to pray for and light candles. Other things would be higher priorities for me.
251. The people who use the altar would know better if we need a new one.
252. I thought the A/C was looked into a few years back and it was said that it couldn't be done.
253. Foundational issues should be the most important.
254. The shrine should be important in this day and age. Mary is important. There should be a shrine and fresh cut flowers next to her every day. I think moving the choir is no problem.
255. The pews need to be done, but when I look at everything, they would only be "nice to do". It's all about prioritizing.
256. I know there are a lot of dead zones for our sound system.
257. If you're talking about fixing the water damage in the confessional, then it's very important. If it's more cosmetic, then it's less important.
258. I'd like to see the shrine if everything else gets done. Having the choir in back or in the loft would be fine. They don't need to be up front or in the front pews.
259. Paying off the road assessment and establishing an endowment is all about practicality. If we have the money, then absolutely.
260. The windows are top priority.
261. My bias would say the sound system is very important.
262. The air-conditioning would be good, not so much for the comfort, but how it would help pull out moisture from the rest of the building.
263. An endowment would be great, but you have to do the basics first.
264. In the 60 years I've been here I can only remember them painting twice. You have to keep a nice house of worship for our Lord.

265. The pews are beginning to look well worn.
266. We sure don't want the steeple to fall down.
267. It is difficult for me to hear, and it's also important to have a good sound system for others too.
268. We need to replace the lights that are going out. We don't want to go to church in the dark.
269. I would like to see the shrine; I miss that.
270. If you have to leave something out, the furnishings would be what I would cut.
271. It's OK to have a little heat in the church because it reminds you of Hell.
272. I had no idea we still had that much debt.
273. Flooring is a first impression thing. It needs to be kept up.
274. I know we have to pay for the road and it's our legal duty, but they give us some time.
275. An endowment would be nice but it wouldn't be my first priority.
276. Maybe we could have a smaller shrine somewhere else. Moving the choir is fine, but most spaces are illogical for the move. Singing towards the congregation is different than singing away from it. All we need is a small space for the shrine. I would not be in favor of it if we have to move the choir.
277. We're wasting money with the old lighting system. We have a breaker that blows every time.
278. All we need is a small space for the shrine. I'm not in favor of a shrine if we have to move the choir.
279. If you go with tile, sound will echo. Be sure to talk to the choir about this. Carpet is also warmer and overall the church is not very warm.
280. Father Tom has talked about the problems at Masses in the past.
281. Basically, I haven't attended Mass at Holy Cross in about five years. We attend another area Catholic church.
282. It seems like a lot all at once. We waited 25 years; now we want it all done now.
283. Up till this project report, I was not aware of the extent of renovation required. I was on the "Buildings and Grounds Committee" many years ago and am somewhat familiar with the requirements of maintenance for a structure such as this.
284. This survey is great for actually talking dollars. Otherwise we do not talk about exact amounts enough. We get a general idea but not actual, so I appreciate this.
285. The church only recently started talking about what needs to be done now that it's gotten so bad.
286. I've been a member for a long time, so I can see what needs to be done.
287. This is the first I heard about the steeple leaking and the past debt.
288. I have read some in the weekly bulletin.
289. Some things we were aware of, but the list is quite long. Do you have a time schedule on items to be done? I don't think it all has to be done for the church's 100<sup>th</sup> anniversary.

290. It's a great idea to install air conditioning!
291. I am willing to give what we can towards the renovations in the next 3 years.
292. Windows first!
293. Changing the sanctuary is not a high priority. I have just covered a story where an area church added a new, simple wooden altar. I personally do not think we have to match old marble with new nor do I think a Marian altar is a priority. As a veteran choir member, I wonder where singers and musicians would go.
294. First, a study needs to be conducted by the Green Bay Diocese to determine if a church consolidation needs to be done. There are too many half-filled churches in Kaukauna (3 Catholic churches for a total population of 12,500 in Kaukauna).
295. It wouldn't get any cheaper if we wait, and it HAS to be done.
296. I think some of these issues should be completed each year so they do not stack up like they are now.
297. Do what we need, then do what we'd like.
298. We feel it is necessary to address the most needed repairs. The "wants" should be put off until the needed repairs are paid or nearly paid for. Let us set an example by not over spending on the "wants" of life.
299. We need to get our parish back.
300. I think most of the needs are high. If we don't take care of Holy Cross Church's needs, we are speaking volumes as a parish. Previous parishioners have sacrificed. I would hate to see their efforts be diminished by current parishioners.
301. Maintenance issues are very important, but some items are on the "want" list.
302. Some are very important, some are not. It's just like a household budget; do it when you can afford it.
303. Some items are critical and need to be taken care of.
304. Fix the windows and the steeple area first.
305. Some are more important than others, but, all are important. It is especially important to protect against the weather damage related items.
306. Too bad we didn't start this year's ago.
307. The windows need repair; the pews and the carpet can wait.
308. A lot of the older parish members who will be expected to pay for this are not computer literate and would have been able to take the online survey. Have they been considered?
309. It would be nice to keep the padded seats in the pews, if possible.
310. Church lights should be turned off after every service. Occasionally they are left on overnight. Nobody checks. This is a waste of electricity. Air conditioning should only be used for Masses. It should not be used for small services. Who would turn it off at night? There are many times when it is not needed. That is a potential for a large waste of electricity. People only have so much money. No one talks about energy efficient projects.
311. The windows and steeple are absolute immediate needs!

312. My question is why did we wait 40 years to address some of these issues and now have an exorbitant financial problem?
313. I think the pews are fine and removing the cushions would be a loss of comfort for the many older parishioners. The windows are a major concern!
314. If we replace the flooring and repair the pews, please reinstall the pews in their more spacious order. Back when they took out the kneelers they moved the pews closer together. Now we have reinstalled the kneelers without moving the pews back. So with the kneelers down when you stand your legs are against the edge of the kneeler and the edge of the seat. This is not to mention all the times people have hit their legs on the kneeler feet at communion time for lack of space between the pews.
315. For paying off the roads and debt, it depends on the interest rates being charged and the payment schedules available.
316. The endowment is not practical until all debt is significantly reduced.
317. Maintenance endowment should be paid for by all members, not just church-goers.
318. My concern is why wasn't the air conditioning added to the entire church when we added that back gathering space? There is a lot of expense being thrown away for the past years. Also the tile flooring is a very nice idea but it will make the sound echo in the church. Please go to St. Paul's in Combined Locks if you don't believe me. It's very loud in that church.
319. An endowment pledge is O.K. for people who have the money.
320. In redoing everything else, plans to re-roof the rest of the church with a 100-year roof might as well be included.
321. If we can't afford to pay bills now, how are we going to pay for increased utility bills if we have AC? I see nothing wrong with the altar, ambo, font and presider's chair. I believe it ties the wooden pews to what is going on in the front. An endowment fund is long overdue! Go for it.
322. The main concern is the structural integrity of the building. While the road construction is out of our hands, we need to take care of the structure first. If the building deteriorates, the new sound system, carpeting, pews, paint would be a waste (if done before the structural needs). We need a strong base before we continue forward. Protecting the \$2 million windows and the steeple would be number one.
323. The road assessment and maintenance endowment are both important but high costs. One wonders how the parishioners could bear both these costs at once unless they are spread out over a period of years or someone has more money on hand than I do. I'm just waiting for a check now to help get caught up on my parish dues for the year! Unless someone has a major gift to give, I wonder about some of these large costs all at once. I'm wondering how to make a pledge of any decent amount at this time.
324. I just feel we should do the repairs that are needed, establish the endowment, then tackle the items that are nice to have but could wait. Our church is beautiful and I understand why we want some of the other items, but what we really need is a place to worship. So take care of the leaking and damage first, then lighting and sound, and finally the cosmetic "nice to have" last.
325. I would like to see an adoration area also.

326. I feel all of these items need to be taken care of now. If left undone, future damage will continue to affect the structure of the church.
327. Paying off prior debt should be more important.

#### CAMPAIGN AWARENESS AND ACCEPTANCE

328. I am aware of a campaign because of this mailing.
329. A campaign seems logical. They haven't come right out and said it though.
330. We were not aware of the fundraiser until this letter.
331. I figured that in order to address these things we'd need a fundraiser.
332. Start with the business people and have some challenge pledges.
333. It just started being mentioned a few weeks ago, so I'm not sure how aware we could be of a fundraiser. We knew sooner or later it was going to have to happen.
334. How else would we pay for it?
335. I was only aware of the windows, though I expected more things would get added.
336. We figured a campaign would be coming.
337. I did not specifically know we were planning a campaign, but I sensed it was coming. I knew it was inevitable.
338. Prior to the pictures on Facebook, I had no idea. Once Fr. Tom alluded to the windows, I knew it wasn't coming from the budget.
339. It's overdue.
340. For a few years now, it has been coming.
341. Recently we have become aware. The windows have been mentioned.
342. I knew there was concern for the windows, but I didn't know about everything else until I was called for the interview.
343. We were not aware of a fundraiser until just recently.
344. I don't recall hearing specifically, but I can read between the lines. We knew it was coming.
345. That's what life is. We own this church. We have to take care of it.
346. I think we are ready for this. We (parishioners) have to see that things are going downhill. You have to sense that the church is reaching out too, though. You want to preserve our history and love for our parish but remember that we are part of a larger picture.
347. We've been getting the word out and it has been going well.
348. If they see all the needs, acceptance would be very good, but probably not everyone pays attention.
349. Right now, there is poor morale. It's not any one person's fault, but we need to correct that. The hard job is finding out why people are leaving and not paying.
350. It's an old parish. We're landlocked. We're not attracting young families. The school is struggling. Can I buy into this?

351. 10 years ago the church was full for every Mass. If you came late, you were standing. Now, you have the pick of your seat. I don't know how many are enrolled; it doesn't matter. They aren't coming. I don't see \$1.5 million other than from wills.
352. I think that a lot of folks are concerned with the volume of money we can raise even against 10 years ago due to the declining attendance and other aspects. They may see things as cosmetic and "good enough" other than the steeple, windows, and water damages.
353. People realize it has to be done. There is frustration as to why it's taken so long to start.
354. We have to do it. It is a way of life. No one is going to donate without a little push.
355. I would say acceptance would be "fair" just because nobody likes fundraisers.
356. I was here for the last campaign, but that was over 10 years ago. You can see the damage. Everyone is aware of the A/C in the summer. People know these things.
357. I would say acceptance would not be "excellent" because there are always a few. It's not unlike your house, though; you need to keep it up. I think everyone agrees on the windows.
358. For those who are here and committed, support will be good.
359. The support will depend on what is included. Acceptance for taking care of water damage and repairs will be good, aesthetics will be poor. We did this for the altar 30 years ago and now we don't like it anymore; that's just vanity.
360. The people who actually use it would be more for the project.
361. If you are speaking of all parishioners (paying and non-paying) then acceptance would just be "fair". But it will be "good" among those who care and attend.
362. It has been a long time and I think people are ready. It's good to have a common objective.
363. If they are active, I would hope acceptance is "good". My concern is that Kaukauna is very blue collar. Our contributions drop off considerably. 20% really support the church.
364. People are realistic. As long as it's presented in a positive manner. Some of us are blue collar and may perceive some of this as extravagant. If we concentrate on the needs, it will go better.
365. There will be a good response to the fact that everyone knows what has to be done.
366. Nobody wants to spend money, so acceptance will not be "excellent". Some people have a problem with Fr. Tom and how he does things. If that's the case, fine, but he is only here part-time. This is OUR parish.
367. I'm hoping acceptance would be "good", but I am a little worried.
368. Among the very active parishioners acceptance would be "excellent". Among the occasionally attending parishioners, it could be as low as "fair" because they just don't know or see the needs. A big part of this will be education and being able to show it. There will be a breakdown by age, too. The older generation will want their church to look nice even after they are gone. Holy Cross is getting people of any age more involved. Fr. Tom has been doing a good job in front of the church to raise people's awareness.
369. The bishop's appeal has gone better in the past few years.
370. I don't think the economy is just quite good enough yet. It's good, but just not quite there. Another year or two and people will be spending big again.

371. Acceptance would certainly be high for the windows.
372. I think we're going to have to sell it still, but the acceptance will be good once they see it. I think people don't know or realize how bad it has become.
373. You will have a good response from 50% of the parish and the other 50% don't pay anything now so why would they for this? People want to be married and buried but don't want to have to pay dues.
374. There will be some that can't give, but you'll always have that.
375. I'd like to say acceptance would be "excellent". If it is communicated well and we get people pumped up, we can get them on board. It must be presented in a way to get people excited though.
376. Most will give what they can, but there will always be grumblings.
377. I'm sure there will be people out there that say "let's live with what we have" but these are real needs.
378. We need our parish back before we worry about the building.
379. I question whether there is the potential to pull this off. If we have not been able to pay off an old debt after all these years, how do we expect to come up with the money needed for these projects? I have no idea how many actual parishioners are contributing to the year-to-year expenses, and again I fear it will be a minority percentage of registered parishioners who will bear the responsibility of the commitment of dollars of this magnitude. Attendance at Mass seems to be down. Are parishioners going elsewhere to worship? If so, why?
380. Even though I was not aware of their plans, it is obvious that this must take place.
381. I've been only aware of the needs the last couple of weeks. We should have known several years ago.
382. I have heard about this campaign but I think the timing of it has not been well thought out. Trying to get in touch with people during the summer is difficult. Many people do not attend services here during the summer, and vacation plans will keep people from giving you the feedback you need.
383. I expected a major fundraising campaign to raise the funds since Father Tom first raised the issue.
384. I have heard vignettes from time to time but have been rather on the sidelines with singing often at St. John and being out of town at other times. I only get to Holy Cross sporadically these days.
385. I only became aware of a possible campaign over the last few weeks.
386. I just learned about it the last 2 weeks. If it is in the works, why are we sending our reply to Walsh and Associates?
387. I am aware of what needs to be fixed and updated and realize funds need to be raised to complete the projects.
388. Fewer people go to church now. Addressing and outreaching those not attending every week would drastically increase the giving for endowments.
389. I'm afraid that quite a few people don't think the updates need to be done and won't be willing to contribute to the repairs.

390. It seems it is all cut and dried. Just like the last one. How much money is spent on this campaign? We have no problems on things that have to be done. We disagree to have them done before the 100<sup>th</sup> anniversary.
391. There will be some that will be over the top in giving and some that will not.
392. People wonder if the money raised will be spent wisely.
393. It all depends on what sort of fund raiser it is. Door to door is getting old.
394. Holy Cross parishioners have been incredibly generous in a number of ways over the years. I'm sure they will do all they can to make this happen. But I would suggest some re-prioritizing. I'm still skeptical about the need for changing what we have in the altar areas. The priority seems to be structural and exterior first, something like air conditioning and paint but not as much the sanctuary. I think that is one of the strong points of our physical church. It is beautiful in its simplicity.
395. We have been experiencing a great divide in incomes. The rich are getting richer. Middle class is getting poorer. We live in a community with a lot of middle class. Paper mills in the area employ many. These companies have cut wages by as much as 20% (Appleton Coated's last contract, for example). Double-time is no more. Two-tiered employment is the norm where new employees start out considerably lower than established employees. We came from a time where a mom could stay at home with her kids. Now, most families need 2 incomes to make ends meet. It makes getting donations very difficult. Our church seems to have a dwindling attendance as well, so we have lost many long-standing families who would tend to have a connection with Holy Cross and make a decent donation.
396. If the grand style and expense of the new vestments is any indication of what is to come, no thanks. How would Jesus view these expenses?
397. Additional financial burdens are a challenge for many of us.
398. Our church is wearing out. It must be preserved for future generations.
399. Of the 1600 people, only a small amount gives now. Will everyone do their fair share?
400. It's tough to accept when you are on a limited income. Age and health problems become a factor to deal with.
401. How much does this fundraising cost?
402. After seeing the percentage of units that participate in the Bishop's appeal, it is very disheartening that there isn't more participation among the whole parish. I do hope they all embrace this "upkeep" so it will last.
403. I believe the acceptance level would be higher if we stuck to doing the necessary structural repairs and pay off the past debt first. Then begin to build the endowment to move into the "Nice to Do" or "Wish we could do" things. Stay focused on fixing the detrimental. A smaller list always seems more doable. A large list seems too overwhelming.

#### VOLUNTEER AND VOLUNTEER LEADERSHIP POTENTIAL

404. It's people who have money who should be on these committees but others need to be on there too.
405. We need someone that's passionate about the cause and really fired up.

406. Get at least one of the deacons involved. Someone from Finance Council, too, and then a banker or a lawyer, someone who is used to dealing with big dollar amounts.
407. Fr. Tom is not going to get it done, but he can stand up in front of church and talk about it. We need more involvement.
408. We may want someone outside of the staff.
409. The people who should lead are the Building and Grounds Committee, Finance Committee, and Fr. Tom.
410. If we get leaders, we can't put someone over the top of them. We need to let them do their thing.
411. We need someone with some business background, someone who can oversee the project and make sure we're selecting things for the long term.
412. I'd volunteer, but not asking people for money.
413. I wouldn't go house to house.
414. This is a job for younger people.
415. We are not physically here in the area enough to undertake this role.
416. I hate asking for money. I won't even ask if it is owed to me, much less ask for a donation.
417. I would be willing to help in any way that I can, but being on the Oktoberfest Committee and CRHP this year, I don't have a lot of extra free time. I may be able to help out more next year.
418. I am not a leader, more like a worker bee. Give me something to do and I can do it but do not want to be the one in charge.
419. It all depends on what it would be. I do not want to ask people for money.
420. I have been involved in all the major fundraising projects in the past 25-30 years. I headed up the Advancing the Mission Campaign and my experience was mixed.
421. It would depend on the details. I have a very busy work and family life.
422. I have done that in years past, and found it to be very frustrating. I'm getting too old for that!!!!

#### FINANCIAL POTENTIAL

423. I think with the right marketing, people are generous. I hate to use the word marketing for a church, but you have to appeal to people.
424. We are really going to have to work for that \$1,000,000.
425. Be straightforward with the parish and ask for the money and for what we need.
426. We need to see how much the average guy will give. We want to see that everyone is behind this and not just a few.
427. I think this will be a real struggle. Giving has changed a lot over the years.
428. I'm not up on how fundraisers have gone in the past so my opinion here may not mean anything, but I think we can do OK.

429. I have no idea how much we can raise. I know we have some poorer people, and we always will and need to help them. But everyone has to give and has to sacrifice a little. Sometimes that one dollar is more important to some. And those with more should look into doing more.
430. The reason I think we can do the full amount is because we have made the bishop's appeal the last 3 years now.
431. I think \$1,500,000 is doable with you guys on board. My goal is \$2.2 because there are more issues and we shouldn't sell ourselves short.
432. Just look at everybody's annual sacrificial giving and if it is high, ask those people first.
433. Fr. Jack may play a role in this whole thing. He knows some of the people in town and could help with calling and influencing.
434. The small businesses in the community usually step up for things here.
435. It's hard to say what we could raise, considering the amount of money we take in weekly. We always short of budget.
436. Take 1600 people and multiply it by 20%. If you get \$500 to \$1000 from them, it would optimistic to get \$750,000.
437. My understanding is that a small percentage of the parishioners are paying to support the church on a regular basis.
438. Based on the week-to-week sacrificial giving reported in the bulletin, I feel that it is a stretch to believe that the goal of \$1,500,000 would be attainable in three years.
439. I'm not sure how much some of the senior citizens would be able to contribute.
440. Old people are on a fixed income and the younger families just don't pay to support the church.
441. It depends on if the entire membership is responsible or just the regular church-goers. Some members are there for Easter and Christmas only and do not give weekly or even bi-weekly.
442. What we raise depends on who finds this important.
443. We hope you have a lot of younger people involved. It is for their benefit more than the part of the parish over 70. We will do our part.
444. Do you really think people will give life insurance policies and so forth if they have growing families?
445. Why do we need a fund raising company? How much do they take of all donations? Are they friends of anyone?
446. I feel the project needs to be scaled back as something of this nature will be a challenge for Holy Cross parishioners.
447. Holy Cross is not transparent in YTD financial reporting during the year. They only report YTD numbers at the end of the fiscal year. Therefore, I have no idea what financial shape the parish is in and if they can absorb unfulfilled pledges.
448. Isn't there a problem with funds now? Wasn't a large amount required from the Diocese Foundation for School in 2014?
449. Having ALL members participate would be key.

450. I believe less than 1/2 of families listed would pledge. The final payments would depend on how many large gifts would make up the difference.
451. My husband's job as a millwright is not on a steady basis. For the past several years, since the economy became bad, he has been laid off more than he works. We have a hard time paying bills from month to month, and everything seems to cost more each month. I would love to be debt free, as I am sure everyone else would, but it is not going to happen anytime soon. I don't think you can keep asking people for more money. There is no more middle class, so maybe the people who are well off may be able to help, but most of us live payday to payday, and do not need any more expenses. When we go up north to stay with friends, I go to church up there, and they are always in need of money as well. My husband is not even Catholic, but still we support the church as much as we can.
452. I would absolutely give – whatever I could afford and maybe a little more.
453. I would give, but it would depend on the priorities.
454. We cannot afford to make a gift at this time.
455. I'm on a fixed income.
456. Unfortunately, my husband and I don't have a lot of extra money after the bills are due. We would be able to help out some, but I don't always get a steady paycheck. I would be more than willing to hold fundraisers through a benefit of membership that I have through my employer.
457. At our age there have been commitments of an on-going nature that factor in to this type of decision.
458. Being on a fixed income, it's hard to figure at this time what I would be able to give. I need to have some time to figure what I need to live on and can contribute over three years.
459. Nobody has prepared a cost benefit analysis. Money raised should be spent wisely. Don't let this project become like the Appleton Public Library.
460. How about getting all members to give what they requested they would give to the parish when they joined Holy Cross. I know not everyone is giving to this parish in dues.
461. I'm sorry to say that I don't think we fully honored our pledge the last time we did this. Our lives changed over time, which we didn't plan for retirement, etc.
462. I would give about \$200 a year. If possible I would give more, but I don't want to make a high projection.
463. A gift would probably be more consistent with my weekly donations. I would probably set up an automatic withdrawal.
464. I'm thinking 5% of our income. I don't know how that'll change over the next 3 years.

#### OTHER

465. I think things are going well so far.
466. We need a maintenance plan - for this and beyond this.
467. Prioritizing is key.
468. I'm so excited to hear about all these improvements.

469. We need to do the basics and what is most important. Fix the leaks.
470. There are many worthy appeals and one's income only goes so far. We get hit a lot, not from our church though.
471. I'm concerned about how we are going to contact the members. We need to ask everyone and make sure we involve them, too.
472. Moving the choir to the back could be nice. It would be like the voices are washing over us.
473. The more open and honest people are, the better we are.
474. Maybe add screens to broadcast the Mass on. Or put hymns and readings on screens so people could follow along easier. I'm not sure if anyone has looked into that or if it could work out.
475. There is wood paneling from the rectory in the church and everything else is arches and plaster. It would be nice to update that. The wood paneling is very dark. We could use some light in there.
476. I do not like the idea of the piano in the front and raised up.
477. Could we shorten up a pew or two for wheel chairs? That would be nice.
478. The gathering space has A/C and it has a speaker, but they can't see what is going on in the Mass.
479. Some of these items are absolutely necessary. Why are we spending money on a consultant when they are necessary and have to be done? We are wasting time and money here that could be spent on the roof and windows.
480. The A/C is wholly unnecessary for the time people spend in church, and some of the rest of the items are just vanity. A Marian Shrine would be nice, but we're still in debt. When we're flush we can talk about those things.
481. I hope and pray that the campaign goes well and that people really look at their finances and give what they can.
482. At what point do you reevaluate how many buildings the Church supports in Kaukauna?
483. We need to focus on two things; the stained glass and the steeple. Everything else is secondary.
484. This cannot be just told to people and railroaded through. People have to buy into this.
485. The choir needs to be involved and talked to if we are looking at moving them. Involve the groups this affects and make sure their needs are met and that financially this doesn't hinder this group.
486. I don't know how many people were involved in the original study, but we need to ask the school and involve the school in these discussions.
487. The school needs supersede any of these needs in my mind.
488. Putting the choir in back somehow would be nice. It would get those in the back more involved and move them forward, too.
489. I have to keep my house up and if I belong to the church I expect to keep that up too.
490. I think there will be fears of cost overruns and fear of people backing out due to past issues.

491. If everybody does a little bit, it will be OK.
492. I hope people share their talents to help us save money.
493. We need to be welcoming as a church, and that starts with the office and ministry side.
494. I want to see things selected that will last for a long time.
495. I'll pray it all works out because I know this is needed.
496. We're involved and we love this parish, but there are those who are less happy than before and that may make it more difficult to raise money.
497. Many people don't like all the old traditions being brought back. Reading the Gospel and then explaining it instead of relating it to the present day has not been well received.
498. The reason it's hard to answer a lot of these questions is because there are an awful lot of unhappy people here. They are either unhappy or they have just left. People loved Fr. Jack, and following that is hard. It has led to some animosity.
499. The parish enrollment is declining and we have to set something up to hold us over till the next generation steps up. I believe the next generation will step up, but we need to get there. That endowment fund would be a good idea.
500. Doing EFT will be very important.
501. We should do these types of interviews with parishioners more often – about how we can do better.
502. What are we doing about the cushions? Replace or remove?
503. There seems to be a long lapse of time in many communications from the office and groups or parishioners. Sometimes on special gifts, we never receive acknowledgement until we follow up. We don't need anything special; we just want to know it was received.
504. I'm not exactly sure how well the funds are managed or kept track of.
505. Between the wheelchair ramp and the church, there was a lot of water coming into the church. There is a lot of rubber, like a flat roof. Is this a permanent fix or just a band aid? The perfect fix would be to go down to the footings, but that would be expensive.
506. The heating system needs to be looked at. The registers bang away in the winter. Something needs to be done about that.
507. Keep as much of the contracting local and use parishioners where possible and make it known that you are doing so – when you were able to do so.
508. We need to keep everybody informed.
509. I see a lot of Fr. Tom in this case statement "liturgical norms" but we need to look at cost and functionality. What do you really need for worship?
510. We're an old parish. We need to be in their face or hold their hand a bit. Pictures and displays are great.
511. We should get a case for the oils. It's cool to have people be able to have ownership or naming rights of an item or space.
512. The leadership is important. Fr. Tom has to drive.
513. People could put something in their wills as a donation to the church.

514. It's Fr. Tom's way or the highway. He will make the final decision regardless of the councils. When they put a group together for the campaign, he will have to have an open mind and let people do their job. He won't be here forever; this is our parish. We are all willing to step up, donate, and work, but he needs to listen.
515. I'm not sure what else we could do to raise money. Our Festival is our biggest. I don't know if you could do a basketball tournament and profit much off that.
516. I like the idea of tapping into local businesses. It will be tricky because of religion.
517. I like how all the information was presented so I hope we can build on that – showing how we have needs and it's not just beautifying the church. Leading with the windows is a good idea.
518. Hopefully people will be as generous as possible.
519. A lot of people missed the Sunday meeting. We did. It would be nice if there were more of those to explain the project.
520. I like the idea and we certainly need it. But it will be difficult to raise that much money.
521. Some money fell through in the last campaign and that was tough.
522. I think comments about the campaign and how we are coming along should be made by whoever is running the campaign (the leaders). The more layers it goes through, the more miscommunication can happen, and it can be made to sound like we are better off than we really are. We need to stay honest and be able to know where we stand.
523. Shop locally where possible especially with the parish businesses. Keep it local as much as we can.
524. The church has a very homey feeling. Part of that is maintaining the traditional look but also the cushions, carpeting, and other comfy things.
525. I don't know what kind of fundraisers people are thinking about. Some of the things they have here are not all that well attended.
526. When you ask for too much, it shuts people down.
527. The personal touch is very important. Blanket asking all to do this doesn't work. One-on-one contact is so important.
528. Let's face it. We're supporting a school and this is a big item in the budget. It should be; I want the school, but it's a big item.
529. There are some real limitations for the choir if we place the shrine in the current choir area. We need a lot of dialog for the choir area. It is not a great current location for them, but I'm not sure where to move them.
530. The overall prioritization will be key.
531. Is there any talk of combining parishes? We need to look into that before we do anything and disclose it if there is talk of that.
532. Most of what is proposed is stuff that needs to happen.
533. For some people it will be important to have a named gift.
534. We need to get going on the windows NOW. We can't let that go any longer.

535. There is talent within any parish and this is a big parish. The more we can do with parishioners, the better. Some of the work, like the steeple and windows, is specialized. But some of the work is just time intensive, like the pews.
536. Be here for what Jesus calls us to and it will shine though. Be true to our mission.
537. I don't need a glossy booklet; that's overboard. People don't expect that.
538. There are people that worry we are paying an organization like Walsh when we are trying to raise money.
539. I think legacy sales would be big, like bricks or something with names on them. Being able to contribute directly to the preservation of a window and putting a family name on it would be special. They would know that they helped with something specific too.
540. We need to get more feedback from parishioners and on a regular basis. They need to be heard.
541. We are the only site for catholic education in Kaukauna now. We should ask those individuals whose kids go here to help support this as well.
542. I like the idea of establishing a fund for the future.
543. It's going to have to be done anyhow, and we can't wait. Regardless of the campaign, these need to be done. And I don't want to go into debt.
544. We need to show the gift ranges to acknowledge there is a problem. It would show how many give so little and how it is just a few, really, keeping the church running.
545. Keep everyone aware of what is going on and the cost. We budget ourselves so we should here, too.
546. There is not a really good energy in this parish right now and I'm afraid it might dampen things.
547. Start charging for weddings.
548. We are missing a plan.
549. Fr. Tom is great, but he is not a businessman.
550. We have to find our roots again.
551. This is really 2 churches and a school, and all together that is \$3,000,000 annually.
552. Getting a proxy is a waste of time. We need to do this ourselves.
553. Our last project failed. Do some little projects and start some excitement.
554. Now that the Finance Council has outside accounting, it is much better. That is the best decision we ever made.
555. We need to get a group together to get bids. We're not ready yet. I would not want to have to sell this.
556. I like the thermometer and graphs. Something visible so people can see where we're at throughout.
557. The packet that you sent out was very informative.
558. We should look into grants, both nationally and locally.

559. Maybe we need to start small. Get some small wins. We don't need to do it all at once. Pick a project and bring it along slowly.
560. What took them so long?!
561. I do have a concern that the funds allocated for this end up going elsewhere.
562. What happened to the marble Marian Altar and marble Baptismal font we used to have?
563. We assume that insurance would cover major damages such as water, roof, steeple, wall and floor issues, much like a homeowner's policy would do. Our input is minimal since retirement has allowed us the privilege of spending 6+ months away each year. Therefore our knowledge of parish programs, etc. is not sufficient to comment. We pray for guidance for everyone involved in making good and sound decisions in this major undertaking.
564. I believe the results of this survey need to be made public, so the parish can see the priorities as the parish sees them, not just the chosen few whose criteria may be different than the overall parish. With the survey results made public, a list could be developed as to what items have priority in spending money. That may dictate the parish's sense of participation and financial support. I know these would have an effect on my participation.
565. We need to get the parishioners on board with the need and get lots of feedback on the campaign. Create excitement about the need. Maybe have an outdoor displayable graph with the progress posted.
566. Do the windows and steeple roof, then pay off loans and then do the rest as we have the money.
567. It will be hard to get people to give like our parents did in the past. We need to get more people in church. How can we get people to pay thousands of dollars when they don't even go to church? The Bishop let us down when he changed the Mass. He had an opportunity to make progress, but he went backwards. Now we the few that are left that didn't go to Christ the Rock are stuck trying to pay the bills. We need to get our heads out of the sand and look at what is going on. I don't see a big future for our church unless something changes. I would hold off on any grand ideas.
568. Please spend the money carefully. Fewer people attend church now. They are not active in the parish. They see no need to donate to a big project. Air conditioning will not make them come more often. Lights in school should also be turned off.
569. Doesn't the Green Bay diocese have any endowments that help in these matters?
570. Please do not put the pressure on anyone or you will have members leaving like crazy. Some will leave no matter what.
571. I will pray that God will help us find the money to make these improvements.
572. I would like to see more effort and money spent on keeping our school open since these are our future leaders, and the ones who can help make the world a better place. Many of the suggested needs I see as "nice to do", but I feel there is a more important aspect, and that is encouraging attendance at a good Catholic school with teachers who are happy to be there, and paid accordingly. I would prefer to see more money spent in that area.
573. I'm very happy to hear that the altar and baptismal font will be replaced. What is there now just is not appealing and takes away from the beauty of the main altar.
574. I think this is a lot to take on all at once. It should be done over a longer period of time.

575. Holy Cross has lost many good members since Fr. Pomeroy has come to Holy Cross. He and I have had a full discussion about that. While he has been doing a bit better of late, the parish is in very serious condition because of losing so many good paying members. In my opinion this situation will not significantly improve as long as Fr. Tom is at Holy Cross. There needs to be a change in that leadership before a capital campaign of this magnitude would have a chance to be successful. The membership needs to be built back up getting back prior good members. To put this size of project on the current membership is asking way too much. I have chaired 2 prior major fund drives and have done more than my share - we are now in our retirement years and cannot help in a significant way. Many of the remaining members are in the same situation. Holy Cross needs to look to the next generation to support this project and, unfortunately, that group has been seriously weakened over Fr. Tom's time at Holy Cross.
576. I would most like to see the items in need of immediate attention done (like preserving the stained-glass windows) before items that would just be nice to have (like air-conditioning). Thank you! Even though we would not be able to pledge much cash towards the project, our family would help with fundraising efforts by volunteering our time and labor.
577. We have a beautiful church with wonderful loving people. I will pray we raise enough to complete the projects!!!!
578. I don't know if we can get \$1.5 million in 3 years just by asking for pledges alone, but I think that we need to call on our members that are also members of Thrivent. They have benefits that could help for needs such as these. I would be more than willing to share how we can all help! I know some members in the church and it would be a huge asset. My number is (920) 843-2054. If you have any questions let me know.
579. Why have all these things been let go? They sure did not all come up at one time.
580. How is the campaign funded? Up front or by percentage? This is not being addressed. Tell the people.
581. I just want a friendly place to go, and worship like it was.
582. Why is there no information on the cost of this fundraising feasibility and planning study?
583. Again, I stress stay focused on the main concerns first. The others will fall into place. Maybe putting it out there as a To-Do list (no other option 3 year plan); and a "Wish We Could Do" list (7 year plan). Wouldn't a smaller loan seem more doable? People would still know that there will be more work to do, more money needed. But, they would know that the main projects are being addressed that will make the smaller ones seem more worth the time and money.
584. We have gone through a Catholic Church consolidation in Manitowoc, WI. The six churches were merged into one church with three locations. Three of the catholic churches were sold. There is one church - St. Francis of Assisi - with one business office, one bulletin, and one school. The priests rotate monthly to one church location and this rotation is published in the bulletin ahead of time. Manitowoc has a population of over 35,000 and there is always a seat for all the parishioners and attendees. This transition was very successful. Kaukauna has a population of about 12,500 with three catholic churches. All three parishes should become one. So, I do not believe that Holy Cross should be renovated before other options are seriously considered.
585. Ask all members to be required to do as much as they can.

586. If I was involved in a parish leadership role I would suggest not biting off more than people can handle. I was around 25 years ago when things were remodeled and a lot of work was done by volunteers in addition to contracted work. I'm sure you need to aim high but please consider your priorities and the overall parish's ability to pay. I understand there are musts like protecting the building from decay, etc., and one can't do a lot about street assessments but it would seem some of the concerns could be deferred to another time. I do think something like air conditioning would not only help people but help the building from weather extremes--humidity, changes in heat and cold. I have seen changes done in some other parishes over the years and sometimes people aren't happy with the outcomes. My hometown parish still has mixed feelings about a change that was needed in their aging church structure. I'm sure prayers and patience will guide good people in the proper direction this time just as it has in past years if people listen to one another's expertise and prayerfully consider the merits and weaknesses.
587. Our attendance is dwindling. Long-standing families are leaving and these are the families that would have the emotional attachment to Holy Cross and be willing to donate. We seem to be heading back to a pre-Vatican II church which is not desirable to most. They are looking for something closer to Appleton Alliance and we are heading in the opposite direction. I think that this will be a very hard fought campaign. Also, this survey site is awful. I had made other comments that explained my answers but it kicked me out twice so this is the 3rd time filling it out. So I gave up on the comments. Would have been nice to be able to save it as I went along.

**SECTION D**  
**CONCLUSIONS**

## CONCLUSIONS

### A. SATISFACTION WITH THE CHURCH

The level of satisfaction with Holy Cross Catholic Church is high at the present time. In fact, 89% of interview participants and 87% 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.

People were especially appreciative of Deacon Bruce Corey and the work that he and the staff have been doing to enhance current programs and engage more people and age groups. They feel Holy Cross has made great strides at increasing community within the church and feel that this will only increase in the coming years. People are also pleased with the school and the excellent education it provides for its students. They feel it is an important part of the parish and a training ground for new leaders.

Sources of discontent were minimal but bear mentioning. While people were pleased overall with the increased number of programs available, they still felt that more programs were needed to attract and keep the youth and younger families in the church. A men's group was also mentioned as something that was needed. Many were worried about the loss of members and the dwindling attendance and were frustrated that more wasn't being done to retain or bring these people back to Holy Cross. Some expressed discontent about the church "returning to the past and pre-Vatican II" ways and feared that this was one of the reasons they were losing the youth to neighboring parishes. And while many viewed Holy Cross as a beautiful church, they did indicate that updates and renovations were needed to brighten and refresh the interior. Since this is

something that this proposed campaign is designed to address, it can only help to increase the overall satisfaction with the church that already exists which will be helpful for your campaign.

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

Ninety percent (90%) of interview participants and 86% 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 high at the present time. Quite a few respondents, however, mentioned that while they were generally aware of some of the major needs, like fixing your stained glass windows, they had little knowledge of the multitude of your other needs. Many also mentioned that this study and the preliminary case statement that was prepared as part of it, were very helpful in clarifying the parish's needs.

In addition, 97% of those interviewed and 91% of survey respondents overall felt that addressing your needs as expressed was either important or very important. This is a very high level of acceptance for the proposed project overall, which is 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 most received majority acceptance among survey respondents.

Rated the highest priority among survey respondents was your expressed needs and proposed plans for repairing and protecting the stained glass windows. Ninety-nine percent (99%) of those interviewed and 98% of survey respondents overall rated this as important or very important to do. Most understood the value of the windows and felt making needed repairs was essential to not

only preserve and protect the church's investment but also retain the beauty and legacy the windows bring to Holy Cross.

Your proposed plans to repair the steeple roof and clock tower were rated as your second highest priority with 95% of interview participants and 91% of survey respondents overall indicating this was important or very important to address. As with the windows, structural issues of the church were viewed as more pressing to address, and the fact that rain continuously soaks the steeple's floorboards and has caused considerable rot had many viewing this as imperative to address before more damage can occur.

Rated the third highest priority among survey respondents was your expressed needs and proposed plans for paying off prior debt. Ninety-four percent (94%) of those interviewed and 89% of survey respondents overall rated this component as important or very important to do. Many felt that after structural issues were taken care of, the debt should be retired before anything else was undertaken.

Repainting the church interior was rated the fourth highest priority among those we heard from with 83% of those interviewed and 70% of survey respondents overall saying they felt this component was important or very important to address. Since the church had not been painted for quite a while, many felt a fresh coat of paint could breathe fresh life into the church and brighten up the interior.

Your expressed needs and proposed plans for establishing a parish maintenance endowment fund was rated as the fifth highest priority with 70% of interview respondents and 67% of survey respondents overall rating this element as important or very important to do. Many understood the

importance of having this fund so that maintenance issues could be handled as they arose instead of deferring maintenance on a number of items and having to do everything at once as many feel is the case at this time.

Rated the sixth highest priority was your expressed needs and proposed plans for installing a new sound system. Seventy-eight percent (78%) of those interviewed and 60% of survey respondents overall rated this component as important or very important to address. Most agreed that there were certain areas in the church where people could not hear the liturgy or homilies adequately. Some people requested that a hearing loop be installed at the same time as the sound system, if possible, to help those who were harder of hearing.

Installing all new lighting was rated the seventh highest priority with 72% of those interviewed and 57% of survey respondents overall saying they felt this component was important or very important to address. Some mentioned that the energy savings would pay for the new lighting in the long run.

Your expressed needs and proposed plans for replacing the flooring in the church and paying the road construction assessment were tied as the eighth (and ninth) highest priorities with 56% of survey respondents overall (and 67% and 56% of interview participants respectively) rating these elements as important or very important to do. Many people saw the benefits of tile versus carpet, but some feared that using tile throughout the church would make the church loud and cause echoes. Many favored a combination of tile and carpet. As for the road assessments, while many agreed it would be nice to pay off the assessments right away, others felt money could be more wisely used on more pressing issues in the church and, as long as the interest rates were not burdensome, spreading payments to the city over a set number of years might be a wiser course of action.

Rated the tenth highest priority (and the last component to receive majority acceptance from survey respondents overall) was your expressed needs and proposed plans for repairing the confessional. Sixty-five percent (65%) of those interviewed and 52% of survey respondents overall rated this as important or very important to do.

The four components of your plan that did not receive majority acceptance at this time were your proposed plans for adding air conditioning (rated as important by 47% of interview respondents and 47% of survey respondents overall), restoring the pews (rated as important by 52% of those interviewed and 41% of survey respondents overall), adding a Marian Shrine with vigil lights (rated as important by 40% of those interviewed and 30% of survey respondents overall) and replacing or updating the baptismal font, altar, ambo and presider's chair (rated as important by 38% of those interviewed and 28% of survey respondents overall). This is not to say that people were not in favor of these parts of the project, but that they felt the other components of your plan were definitely higher priorities and should be addressed first. It was very evident in the individual interviews (as people specifically mentioned it) and was carried through to the online survey responses as well, that the congregation is prioritizing structural needs over items they feel to be more cosmetic in nature.

So, in summary, your overall plan was well received and supported for the most part, and people clearly do understand the importance of the various components. The positive perception of your proposed project and the majority of its parts will be quite conducive in the success of your planned campaign.

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

Awareness of a fundraising effort designed to address your expressed needs is fairly high at the present time with 69% of those interviewed and 68% of survey respondents overall saying that they knew a campaign was being considered or planned. Again, many commented that while they had not been specifically informed that a fundraising campaign was planned they did know that a campaign was probably imminent based on your expression of needs.

Acceptance for such an effort is viewed to be moderately high at the present time with 71% of those interviewed and 59% of survey respondents overall saying that they felt that acceptance for such an effort would be “good” or “excellent.” A few were concerned about overall participation among members and the overall cost of the project. They were afraid that the responsibility of paying for the project will fall on the shoulders of approximately 20% of the membership. But a good portion of these fears can be allayed with timely and transparent communication in various forms and mediums so that everyone will know and understand what it is you are hoping to accomplish, how the money will be being spent, and how it can and will benefit the entire church community.

Finally, it was also encouraging to note that 100% of interview participants and 95% of survey respondents overall said that they would either make or consider making a gift to the campaign. This is exceptional and further demonstrates that a very high level of supportiveness for your project and campaign effort already exists which underscores the importance of moving forward relatively immediately to address what most clearly see as critically important needs.

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

Competition for philanthropic funds does not seem to be a major issue for you at the present time. In fact, 80% of those interviewed and 90% 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. The only item mentioned multiple times as a potentially competing effort was the local library, which in our experience 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 775 contributing households, this translates into having up to 129 people actively involved in the campaign as volunteers, at least ideally. At least 20% of these, or 26 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 52 key leadership candidates to assure that these critical positions are filled. During the course of our interviews, 47 different individuals or couples were named among the best possible leaders

for a campaign. This approximates but still is slightly lower than the ideal pool of quality candidates that we would need, which indicates that you may have a bit of a problem attracting and 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 the typical one-out-of-three willingness-to-lead response that we ideally like to see which indicates that you shouldn't have too much of a problem attracting the quantity of leaders you would need for an optimally successful campaign. Still, key leaders of the church need to know that their personal participation, while not involving an extensive amount of time over an extended period of time, is still critical to the campaign's outcome and realizing your campaign potential.

On an even more positive note 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 22 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 15 of them, and 8 of the 15, or 53% indicated a willingness to get involved in a leadership role if offered or asked. Furthermore, of the 8 individuals or couples that were suggested four or more times as being the best to lead your campaign, we interviewed or received a survey from 7 of them, and 3 of the 7, or 43% said that they would or might accept a leadership role in your campaign if it were offered to them. This 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.

Additionally, it was encouraging to note that 85% of those interviewed and 63% 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.

So, in summary, your prospects for getting both the quality and quantity of volunteers and volunteer leaders that you would need for a successful campaign looks to be promising at the present time.

## **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 (56%) believe that at least \$1,000,000 can realistically be raised over a three-year pledge period for your proposed campaign.

We also look at prospects for pacesetting 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 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 \$100,000. This would 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 church should be able to raise at least two 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 \$671,444 in such income was received over the past 12 months. This would indicate a potential for raising at least \$1,342,888 in your campaign.

The average of the aforementioned indicators amounts to \$1,085,722. Consequently, we believe that you have the potential to raise a minimum of \$1,000,000 to \$1,300,000 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 up to two phases, if needed, based on what people want, will support and to what extent, as well as what seems to make the most practical sense. What seems to make the most practical sense to us is that you plan to complete all of your planned structural improvements (repairs to your stained glass windows, steeple roof and clock tower) and most of your planned cosmetic and functional improvements (repainting the church interior, installing new flooring, lighting and sound system and repairing your confessional) minimally, and possibly even completing the planned installation of air conditioning, refinishing of your pews and the relocation of your choir and installation of a Marian shrine if physically and financially prudent to do so at the same time. We also suggest that the retirement of your debt and payment of your road assessment be done in what should be the suggested initial phase of your campaign. Then, if or as sufficient funds are or become available through this initial effort, another successive capital campaign effort or other means, we suggest that you complete the remaining parts of your plan including the installation of new altar furnishings and the establishment of an endowment fund for future improvements. Alternatively, you could elect to do all but the planned endowment part of your plan all at once and set a goal for establishing and funding an endowment as another goal in this or in a future campaign.
2. That you begin the planning and organizational work for your capital campaign as soon as possible and by no later than the first week of August so that your campaign can be completed by or before the end of the year. This will also 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 most accepted 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 \$1,000,000 for your planned campaign effort or a minimum goal equal to the total project cost exclusive of endowment, which would enable

you to effectively address most, if not all, of your planned structural, functional and cosmetic improvements and retire your various debts. Any sums raised over and above this minimum sum could then be used to fully fund any remaining or unpaid parts of your plans including the establishment of an endowment fund to fund future maintenance needs. A challenge goal of \$1,500,000 million should also be set which will enable you to fully fund all elements of your plan without having to take on any additional or interim debt. This higher goal will also keep people reaching and from becoming complacent once the minimum goal is met.

4. That you secure or begin to finalize plans and secure concrete cost estimates for the proposed project and that you begin to identify and quantify specific needs or dreams that you have as a church and what you might be able to address once your debt is ultimately reduced or eliminated, such as the improvement of programs for youth and younger families or the establishment of a maintenance endowment fund, which were suggested as needed.
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. The most prominent among these were the proposed size and location of your planned Marian Shrine and resulting displacement and relocation of your choir to an unknown appropriate space.
6. That you develop with our assistance 'giving opportunities' that give people an idea of what their gifts at various levels will enable the church to do. Such opportunities inspire people's generosity and will help you to stimulate substantially larger gifts than you otherwise might get without them.
7. 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.

8. 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.
  
9. That as part of the preparation process for your campaign, you have us help organize and conduct a “member census” to gather more extensive contact and other information about your members which will help you not only during, but also after your campaign. A member census could and should be used to gather multiple phone numbers and email addresses and it can easily be done as a part of your scheduled services over successive weekends with an all-member mailing to non-respondents to follow, if desired.
  
10. 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 which we can also 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 more deeply involved in the life of your church; 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 enable you to finish addressing your needs sooner than might otherwise be possible without it.

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

## SUMMARY OF INTERVIEW RESPONSES

A total of 45 individual interviews were conducted, involving 74 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 Holy Cross Catholic Church and the programs and services the church provides?
- 

	<u>No.</u>	<u>Percent</u>
Very Satisfied	28	36%
Satisfied	41	53%
Somewhat Dissatisfied	8	11%
Dissatisfied	0	0%

---

2. How well informed would you say that you've been about the church's needs and plans to restore and renovate the church?
- 

	<u>No.</u>	<u>Percent</u>
Well Informed	37	48%
Have General Knowledge	32	42%
Know Very Little	4	5%
Uninformed	4	5%

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

	<u>No.</u>	<u>Percent</u>
Very Important	49	79%
Important	11	18%
Nice to Do	1	1.5%
Not Needed	1	1.5%

6. 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. Repairing and protecting stained glass windows	70 / 95%	3 / 4%	1 / 1%	0 / 0%
2. Repainting the church interior	17 / 23%	44 / 60%	12 / 16%	1 / 1%
3. Restoring the pews	10 / 14%	28 / 38%	31 / 42%	5 / 6%
4. Repair the steeple and clock	60 / 81%	10 / 14%	4 / 5%	0 / 0%
5. Installing a new sound system	35 / 47%	23 / 31%	12 / 16%	4 / 6%
6. Installing all new lighting	18 / 25.5%	33 / 46.5%	17 / 24%	3 / 4%
7. Repairing the confessional	13 / 18.5%	33 / 46.5%	20 / 28%	5 / 7%
8. Adding a Marian Shrine with vigil lights	12 / 16%	18 / 24%	39 / 53%	5 / 7%
9. Replacing/Updating the baptismal font, Altar, ambo and presider's chair	9 / 12%	19 / 26%	31 / 42%	15 / 20%
10. Adding air conditioning	15 / 20%	20 / 27%	29 / 39%	10 / 14%
11. Replacing flooring in the church	14 / 22%	29 / 45%	15 / 23.5%	6 / 9.5%
12. Paying off prior debt	39 / 55.5%	27 / 38.5%	4 / 6%	0 / 0%
13. Paying for the road construction assessment	20 / 28%	20 / 28%	16 / 23%	15 / 21%
14. Establishing a parish maintenance endowment	20 / 28%	30 / 42%	17 / 24%	4 / 6%

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

---

	<u>No.</u>	<u>Percent</u>
Yes	49	69%
No	22	31%

---

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	11	14%
Good	43	57%
Fair	17	22%
Poor	5	7%

---

7. The cost of the project is estimated to be in the \$1,500,000 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>
\$1,500,000 or more	11	18%
\$1,250,000 – \$1,499,999	5	8%
\$1,000,000 – \$1,249,999	19	30%
\$750,000 – \$999,999	19	30%
\$500,000 – \$749,999	5	8%
\$250,000 – \$499,999	4	6%
Less than \$250,000	0	0%

- 
8. In your opinion, who would be the best people to lead a fundraising campaign for Holy Cross Catholic Church if we could get them?
- 

(Names provided under separate cover.)

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

(Names provided under separate cover.)

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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?

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(Names provided under separate cover.)

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

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	<u>No.</u>	<u>Percent</u>
Yes	4	6%
Maybe	17	24%
No	49	70%

---

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

---

	<u>No.</u>	<u>Percent</u>
Yes	32	43%
Maybe	31	42%
No	11	15%

---

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

---

	<u>No.</u>	<u>Percent</u>
Yes	44	96%
Maybe	2	4%
No	0	0%

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

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Of the 45 individuals or couples who were interviewed and said they would make or would consider making gifts, 34 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 \$100,000 range. 2 individuals or couples said they would make or consider such a gift. Specified gifts ranged from a low total of \$399,200 to a high total of \$450,900.

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15. Are you aware of any other campaigns that are in progress or being planned that might conflict with a campaign for Holy Cross Catholic Church?

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	<u>No.</u>	<u>Percent</u>
Yes	9	20%
No	35	80%

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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?

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(Comments included in Section C.)

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

## SUMMARY OF OTHER SURVEY RESPONSES

A total of 84 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 Holy Cross Catholic Church and the programs and services the church provides?
- 

	<u>No.</u>	<u>Percent</u>
Very Satisfied	23	28%
Satisfied	47	57%
Somewhat Dissatisfied	11	13%
Dissatisfied	2	2%

---

2. How well informed would you say that you've been about the church's needs and plans to restore and renovate the church?
- 

	<u>No.</u>	<u>Percent</u>
Well Informed	25	30%
Have General Knowledge	44	52%
Know Very Little	12	14%
Uninformed	3	4%

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

	<u>No.</u>	<u>Percent</u>
Very Important	39	46%
Important	34	40%
Nice to Do	10	12%
Not Needed	2	2%

8. 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. Repairing and protecting stained glass windows	62 / 75%	19 / 23%	2 / 2%	0 / 0%
2. Repainting the church interior	11 / 13%	37 / 45%	34 / 41%	1 / 1%
3. Restoring the pews	6 / 7%	21 / 25.5%	45 / 54%	11 / 13.5%
4. Repair the steeple and clock	45 / 54%	28 / 34%	10 / 12%	0 / 0%
5. Installing a new sound system	15 / 18%	21 / 25.5%	35 / 42%	12 / 14.5%
6. Installing all new lighting	9 / 11%	28 / 34%	35 / 42%	11 / 13%
7. Repairing the confessional	8 / 10%	25 / 30%	33 / 40%	17 / 20%
8. Adding a Marian Shrine with vigil lights	7 / 8.5%	10 / 12%	35 / 43%	30 / 36.5%
9. Replacing/Updating the baptismal font, Altar, ambo and presider's chair	3 / 4%	12 / 14%	32 / 39%	36 / 43%
10. Adding air conditioning	21 / 25.5%	17 / 20.5%	28 / 34%	17 / 20%
11. Replacing flooring in the church	8 / 9.5%	32 / 38.5%	33 / 40%	10 / 12%
12. Paying off prior debt	31 / 38%	39 / 48%	11 / 13%	1 / 1%
13. Paying for the road construction assessment	15 / 18%	31 / 38%	26 / 32%	10 / 12%
14. Establishing a parish maintenance endowment	15 / 19%	36 / 44%	26 / 32%	4 / 5%

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

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	<u>No.</u>	<u>Percent</u>
Yes	56	67%
No	28	33%

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

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	<u>No.</u>	<u>Percent</u>
Excellent	5	6%
Good	34	42%
Fair	37	46%
Poor	5	6%

---

7. The cost of the project is estimated to be in the \$1,500,000 dollar 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>
\$1,500,000 or more	9	13.5%
\$1,250,000 - \$1,499,999	1	1.5%
\$1,000,000 - \$1,249,999	9	13.5%
\$750,000 - \$999,999	19	28%
\$500,000 - \$749,999	18	27%
\$250,000 - \$499,999	4	6%
Less than \$250,000	7	10.5%

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

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	<u>No.</u>	<u>Percent</u>
Yes	1	1%
Maybe	8	10%
No	75	89%

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

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	<u>No.</u>	<u>Percent</u>
Yes	3	4%
Maybe	31	38%
No	47	58%

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

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	<u>No.</u>	<u>Percent</u>
Yes	50	60%
Maybe	28	33%
No	6	7%

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

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Of the 78 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 \$10,000 range. 5 individuals or couples said they would make or consider such a gift. Specified gifts ranged from a low total of \$59,960 to a high total of \$105,350.

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15. Are you aware of any other campaigns that are in progress or being planned that might conflict with a campaign for Holy Cross Catholic Church?

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	<u>No.</u>	<u>Percent</u>
Yes	3	4%
No	79	96%

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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?

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(Comments included in Section C.)