



ST. BONIFACE PARISH
EDWARDSVILLE, ILLINOIS

**PRE-CAMPAIGN FEASIBILITY STUDY
REPORT AND RECOMMENDATIONS**

PRESENTED BY:
CARGILL ASSOCIATES, INC.
FORT WORTH, TEXAS

SEPTEMBER 11, 2014



CARGILL ASSOCIATES

The Most Trusted Name In Church Stewardship

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September 11, 2014

Father Jeffrey Goeckner
St. Boniface Parish
110 North Buchanan Street
Edwardsville, Illinois 62025

Dear Father Goeckner:

The opportunity to conduct a Pre-Campaign Feasibility Study for St. Boniface Parish has been a distinct privilege and pleasure. The Cargill Associates staff members conducting the study were graciously received by those interviewed. We wish to express appreciation to those who gave counsel and assistance in assembling the necessary information used in preparation for the Pre-Campaign Feasibility Study.

This report is based on **71** leadership interview participants and parishioner questionnaires from **471** respondents. Also included is a thorough analysis of registrants, attendance, and giving trends for the last five years.

The recommendations presented are sound and in keeping with professional principles and experience.

Sincerely yours,

Stephen W. Cargill
President and C.E.O.

SWC/lab
Enclosure: Pre-Campaign Feasibility Study

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I. Introduction

A. History

Founded in 1869, St. Boniface Parish has an extensive history of providing Christian ministry to Edwardsville, Illinois. Its mission calls its parishioners:

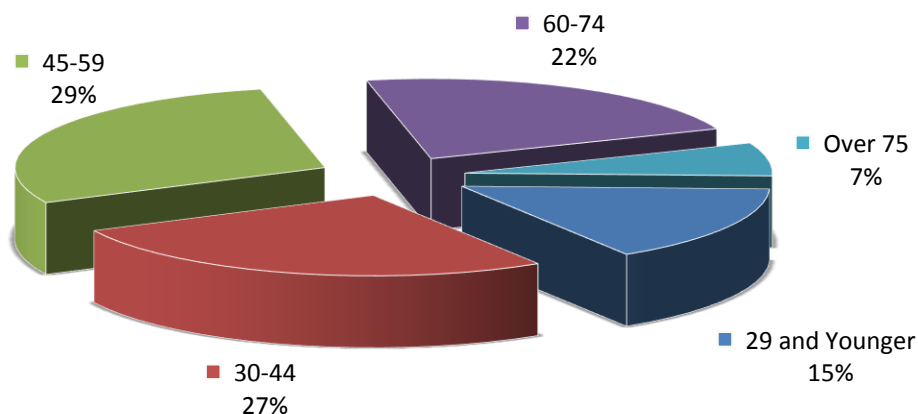
St. Boniface is a Eucharistic based community focused on faith formation, fellowship, and acts of charity.

St. Boniface Parish offers four Sunday Masses as well as one additional Mass every day Monday through Saturday. Parish School of Religion (PSR) classes are provided for all ages. Well-attended music and small group ministries are also available. (The parish's average attendance and registrants are illustrated in graphs on the following pages.)

As the parish celebrates its 145th year of ministry, it continues to respond to the changing needs of the parishioners and community. This study was commissioned to evaluate the potential of raising funds for paying off the debt owed to the Diocese, converting the Vandalia Street property for green space and parking, addressing the repair and maintenance needs of the parish, and establish a Parish School Endowment.

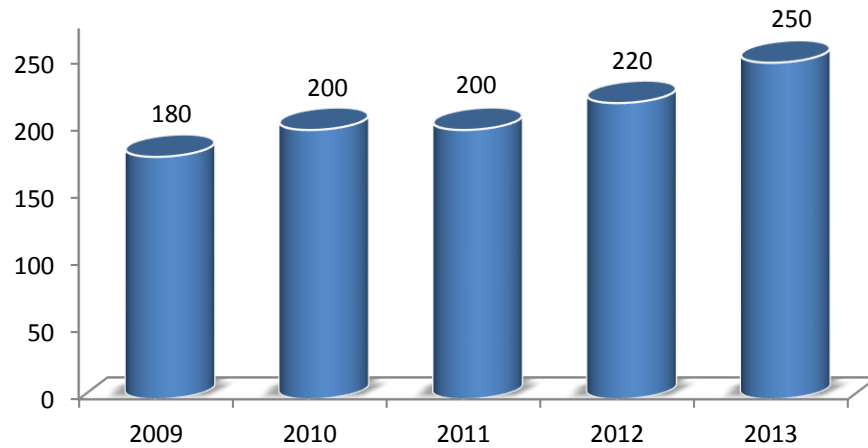
B. Parish Statistics

1. The following graph illustrates the age profile of the parishioners.

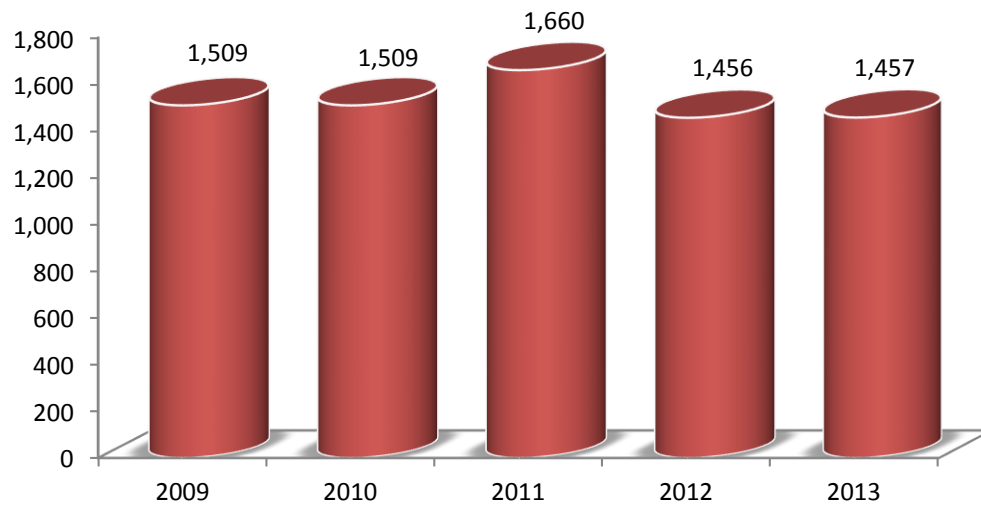


2. Information about PSR attendance and registrants for the past five years is reflected in the following graphs:

PSR Attendance

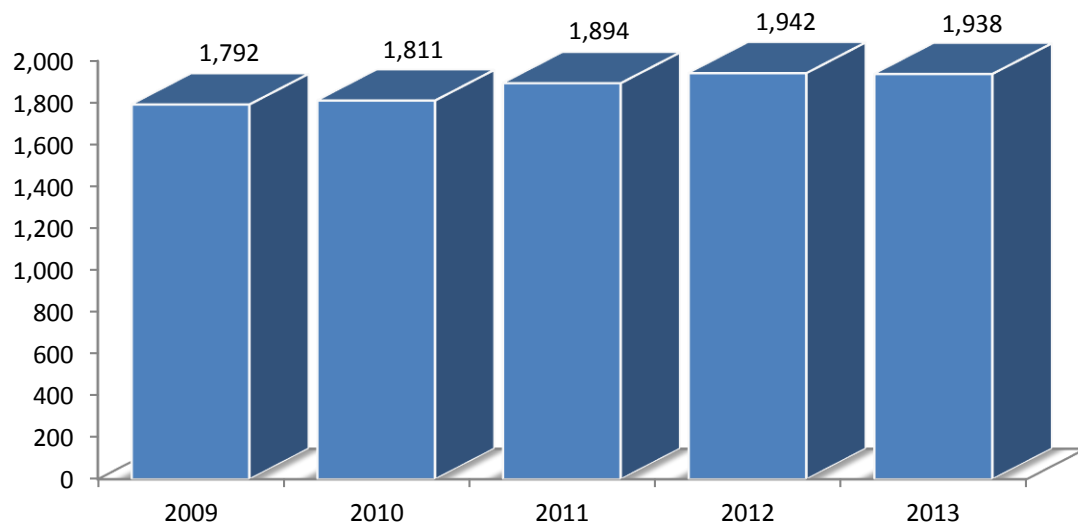


Registrants



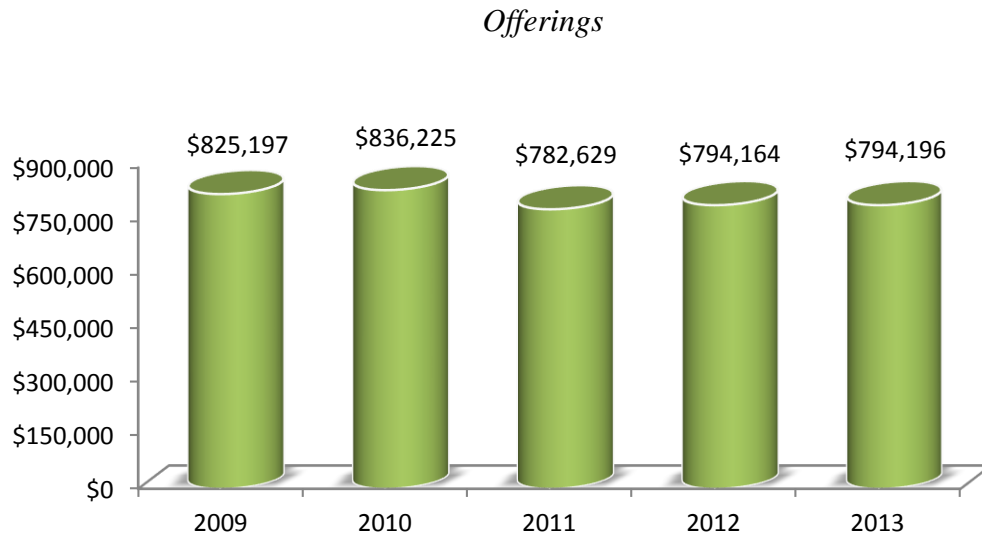
3. Information about the total weekly average of Mass attendance for the past five years is reflected in the following graph:

Mass Attendance

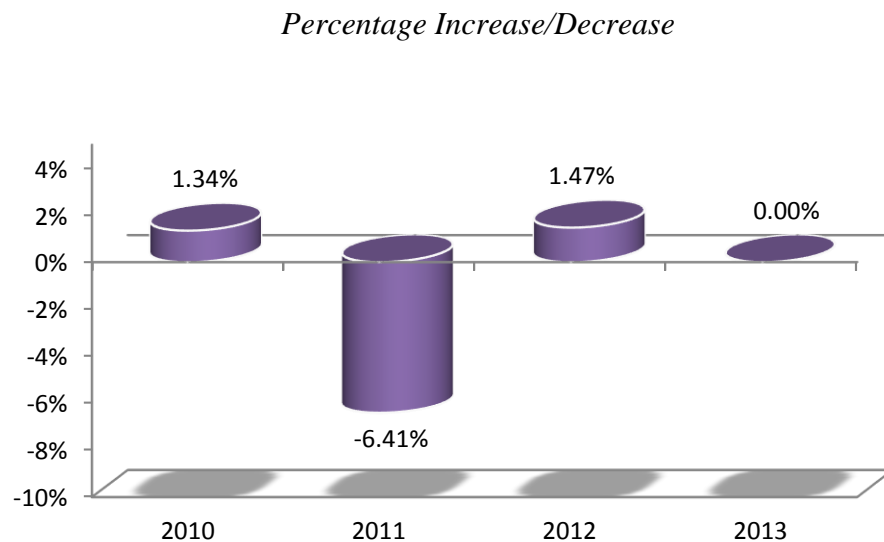


C. **Review of Financial Trends**

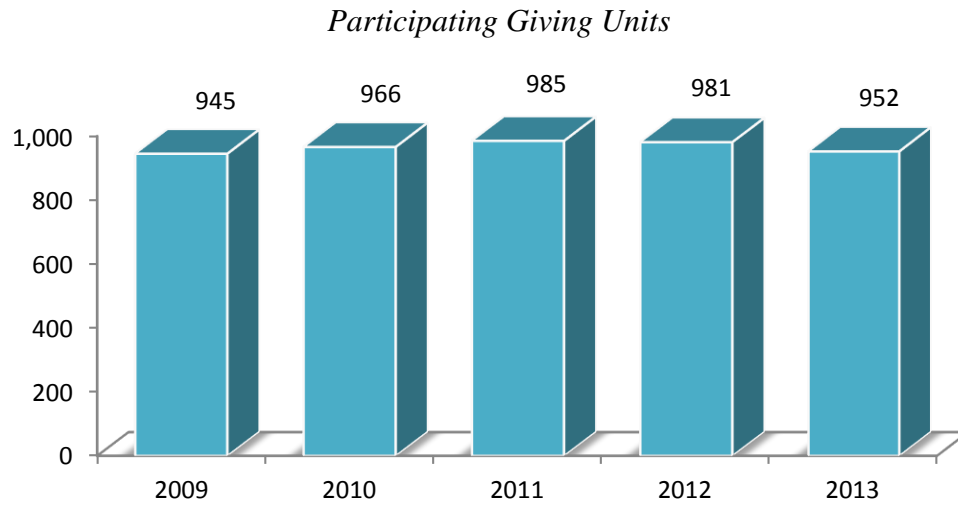
1. Offertory giving for the past five years:



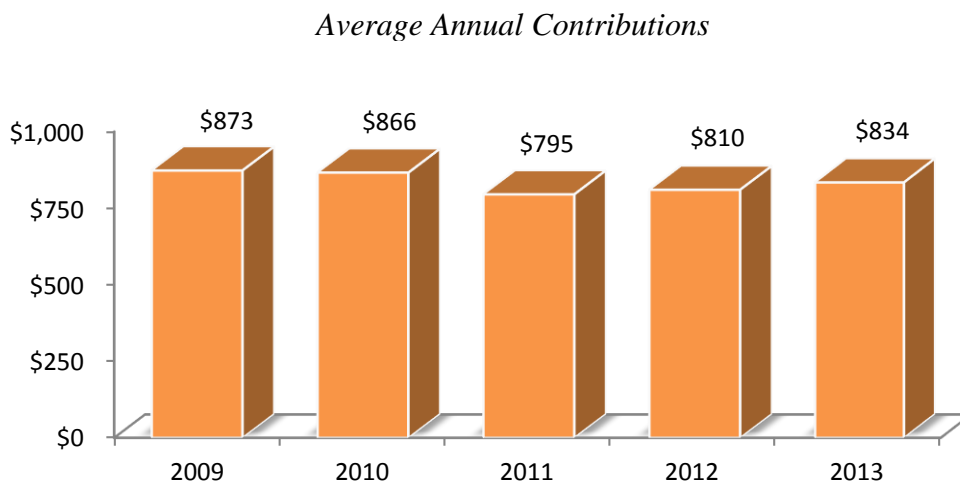
2. Annual percentage variation of offertory giving for the past four years:



3. Participating giving units for the past five years:



4. Average annual offerings per participating giving unit for the past five years:
(Please see the *Offertory Analysis* section for further comment on giving patterns.)

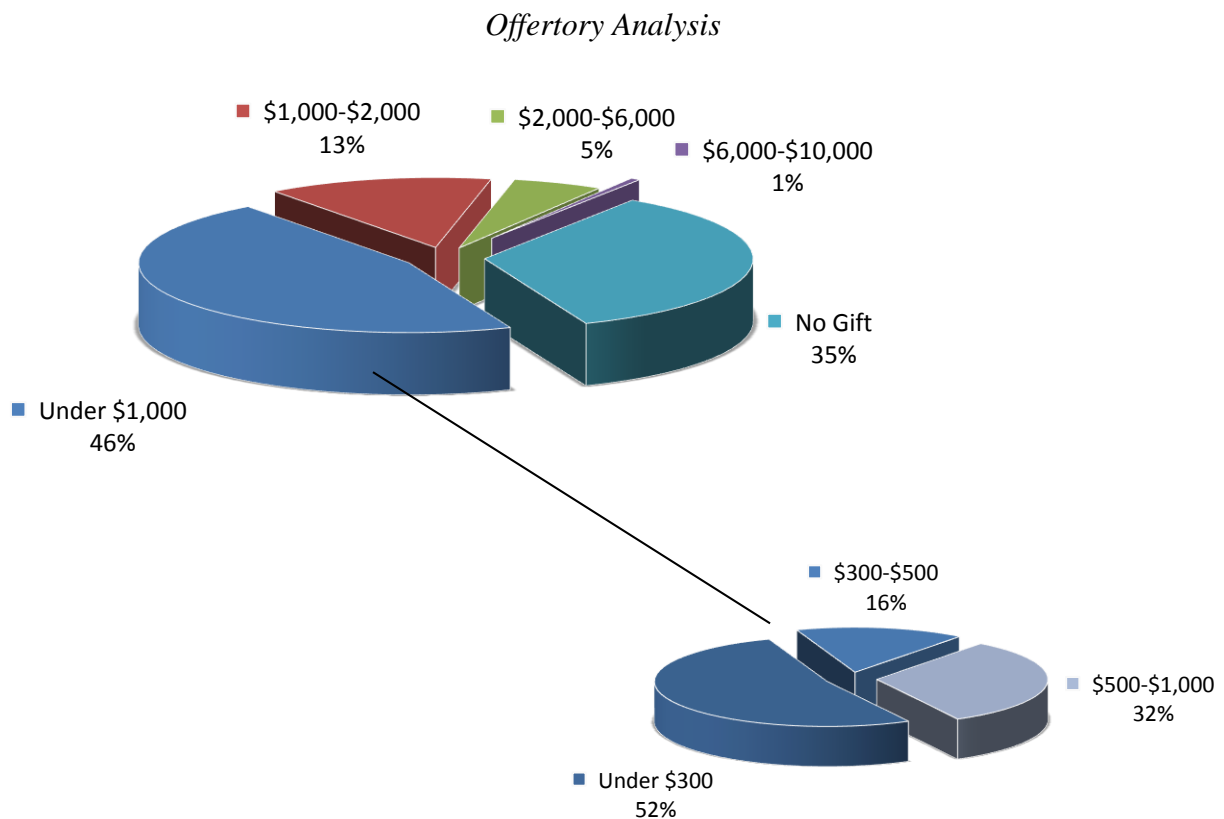


D. Offertory Analysis

Analysis of recorded giving units in 2013 shows the following patterns:

- The parish had **1,457** potential giving units.
- Nine hundred fifty-two (952) units (65% of potential giving units) participated in giving. These units gave **\$794,196**.
- Five hundred five (505) units (35% of potential giving units) made no registered gift.
- Six hundred sixty-nine (669) giving units (46% of potential giving units) gave less than \$1,000.
- One hundred ninety-six (196) giving units (13% of potential giving units) gave \$1,000 to \$2,000.
- Seventy-eight (78) giving units (5% of potential giving units) gave \$2,000 to \$6,000.
- Eight (8) giving units (1% of potential giving units) gave \$6,000 to \$10,000.
- One (1) giving units (0.07% of potential giving units) gave over \$10,000.

(Percentages less than one will not be shown on the following graph.)



II. Determination of Priority and Potential

St. Boniface Parish has approved a program to assess support for raising funds for facility needs. Specific priorities, with an estimated cost of approximately **\$3,000,000**, have been identified. Planning has begun to address these issues. Cargill Associates has been retained to determine the feasibility of this plan.

This plan includes:

- Pay off the debt owed to the Diocese
- Converting the Vandalia Street property for green space and parking (*securing of this property happened after this study had already begun*)
- Address repair and maintenance needs of the Parish
- Establish a Parish School Endowment

A total of **71** leadership interviews were conducted. For most questions, the response base is **71**, since responses of both spouses were counted when both were interviewed. Questions regarding support and giving have a response base of **40** to represent a giving household unit.

The response base of the parishioner questionnaire phase of the Pre-Campaign Feasibility Study is **471**. Questions regarding support and giving have a response base of **323** to represent a giving household unit.

A total of **363** households responded to the survey. Forty (100%) interviewed households and 301 (93%) parishioner respondent households represent **36%** of the **952** households that presently participate in giving. This percentage represents a participation level consistent with Cargill's experience of conducting surveys of this nature with parishes of similar size.

For both phases of the study, individuals responded to a series of questions concerning parish relationship status, awareness levels, personal involvement, and future parishioner needs. Some percentages have been rounded in order to have an even 100% total. Every effort is made to be consistent throughout the report with these amounts. Respondents offered comments to some questions. The comments are summarized by listing the most frequently noted statements. The results from both the parishioner questionnaire and the leadership interviews are published in this report.

III. Compilation of Responses

Leadership Interviews and Parishioner Questionnaires

A. Relationship

- Seventy-eight percent (55) of those interviewed and forty-six percent (219) of questionnaire respondents have been attending Mass at St. Boniface Parish for 16 years or longer.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
0-5 years	5 (7%)	93 (20%)
6-10 years	6 (8%)	94 (20%)
11-15 years	5 (7%)	63 (13%)
16 years or longer	55 (78%)	219 (46%)
No response	<u>0</u> (0%)	<u>2</u> (1%)
Total	71	471

- Ninety-four percent (67) of those interviewed and sixty-eight percent (323) of questionnaire respondents attend Mass weekly.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Daily	1 (1%)	19 (4%)
Weekly	67 (94%)	323 (68%)
2-3 times a month	3 (5%)	80 (17%)
Once a month	0 (0%)	18 (4%)
Several times a year	0 (0%)	19 (4%)
Rarely, if ever	0 (0%)	10 (2%)
No response	<u>0</u> (0%)	<u>2</u> (1%)
Total	71	471

3. *Forty-two percent (30) of those interviewed are between the ages of 45 and 59 and thirty percent (143) of questionnaire respondents are between the ages of 60 and 74.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
18 and under	0 (0%)	1 (1%)
19-29	0 (0%)	20 (4%)
30-44	13 (19%)	115 (24%)
45-59	30 (42%)	123 (26%)
60-74	27 (38%)	143 (30%)
75 and up	1 (1%)	65 (14%)
No response	<u>0</u> (0%)	<u>4</u> (1%)
Total	71	471

B. Perspective

4. *One hundred percent (71) of those interviewed and sixty-four percent (303) of questionnaire respondents indicated feelings of moderately high to very high enthusiasm about the programs and ministries of St. Boniface Parish.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Very high enthusiasm	33 (46%)	75 (16%)
Moderately high enthusiasm	38 (54%)	228 (48%)
Moderately low enthusiasm	0 (0%)	86 (18%)
Very low enthusiasm	0 (0%)	22 (5%)
No opinion	0 (0%)	54 (12%)
No response	<u>0</u> (0%)	<u>6</u> (1%)
Total	71	471

5. *Ninety-four percent (67) of those interviewed and ninety-six percent (450) of questionnaire respondents indicated the parish communicates well to very well with the parishioners involving events, plans, and programs.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Very well	50 (70%)	285 (61%)
Well	17 (24%)	165 (35%)
Not well at all	4 (6%)	15 (3%)
No response	<u>0</u> (0%)	<u>6</u> (1%)
Total	71	471

6. *Thirty-four percent (24) of those interviewed and thirty-eight percent (181) of questionnaire respondents indicated St. Boniface Parish meets its current financial obligations very well. Thirty-four percent (24) of those interviewed also indicated the parish meets its current financial obligations with occasional difficulty.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Very well	24 (34%)	181 (38%)
With occasional difficulty	24 (34%)	110 (23%)
Not well at all	2 (3%)	27 (6%)
Does not know	21 (29%)	149 (32%)
No response	<u>0</u> (0%)	<u>4</u> (1%)
Total	71	471

7. *Forty-one percent (29) of those interviewed and fifty-four percent (255) of questionnaire respondents indicated adequate information is available about the handling and allocation of parish funds.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Yes	29 (41%)	255 (54%)
When asked for	26 (37%)	56 (12%)
No	13 (18%)	64 (14%)
No opinion	3 (4%)	89 (19%)
No response	<u>0</u> (0%)	<u>7</u> (1%)
Total	71	471

8. *Eighty-three percent (59) of those interviewed and seventy-five percent (354) of questionnaire respondents indicated St. Boniface Parish teaches the giving of time, talent and treasure.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Yes	59 (83%)	354 (75%)
Yes, too much	0 (0%)	30 (7%)
Yes, but not enough	6 (8%)	37 (8%)
No	4 (6%)	7 (1%)
Does not know	2 (3%)	37 (8%)
No response	<u>0</u> (0%)	<u>6</u> (1%)
Total	71	471

9. *The following are perceived to be the parish's greatest strengths:*

<u>Leadership Interviews</u>	<u>Responses</u>	<u>Parishioner Questionnaires</u>	<u>Responses</u>
Music/Mass/Homilies	51	Music/Mass/Homilies	379
St. Boniface School	51	Building and Facilities	321
Parish Staff	48	St. Boniface School	301
RCIA Programs	40	Celebration of the Sacraments	294
Celebration of the Sacraments	33	Parish Staff	272
Building and Facilities	32	RCIA Programs	184
Adult Faith Formation Programs	16	Youth Programs	133
Youth Programs	11	Adult Faith Formation Programs	101
Missions and Outreach Programs	3	Missions and Outreach Programs	66
Spanish Ministry	2	Spanish Ministry	60
Other	1	Other	27

Other (Leadership Questionnaire)

- We are now getting too much information about the finances and none of it makes much sense in the weekly bulletin.

Other (Parishioner Questionnaire)

- Community fundraisers (2)
- Father Jeff (5)
- Fr. Jeff brings younger families in (2)
- Friendly, welcoming, great homilies, choir, mass times
- Greeters, clean-dusting church (2)
- I love that the Parish recognizes those who give their time and talent. It seems many are always asking for money. Money is always the focus. I love how St. Boniface realizes that they need time and talent as well and appreciate anything you can give.
- Large music productions
- Location, well known in the community of Edwardsville
- Membership
- Parish community (2)
- PSR (3)
- So many parishioners involved with helping
- Teachers (2)
- Very good at fundraising
- Visitation Ministry (2)

10. *The following are suggested areas, which need to be improved or expanded:*

<u>Leadership Interviews</u>	<u>Responses</u>	<u>Parishioner Questionnaires</u>	<u>Responses</u>
Missions and Outreach Programs	32	Youth Programs	88
Youth Programs	25	Missions and Outreach Programs	81
St. Boniface School	13	Adult Faith Formation Programs	62
Adult Faith Formation Programs	12	St. Boniface School	42
Building and Facilities	12	Parish Staff	29
Spanish Ministry	6	Music/Mass/Homilies	24
RCIA Programs	2	Building and Facilities	23
Music/Mass/Homilies	1	Celebration of the Sacraments	13
Celebration of the Sacraments	0	Spanish Ministry	12
Parish Staff	0	RCIA Programs	5
Other	3	Other	33

Other (Leadership Questionnaire)

- Given the size of this parish, Father could really use an additional priest on staff.
- Freshen up the RCIA program by helping the newest members feel more connected and welcomed, and taking the time to get to know them. We need a stronger youth program with less of a revolving door in youth ministry leadership.
- Parking lot

Other (Parishioner Questionnaire)

- Adult Bible programs
- Advocacy for social justice
- At least one or two music events each year open to the public
- Be more excited about adults loving God
- Change Mass time to 7 p.m. hour
- Do not overextend your resources (2)
- Faith Formation programs are being developed and introduced to the parish (2)
- Family Programs (2)
- Hospital/Sick Visitation
- Older adult social programs
- Outreach for elders in care facilities
- Play area for students (grass)
- Programs for children under 5, Nursery during Mass (2)

- Pro-life/theology of the body (2)
- PSR is unorganized and difficult to get information on
- Reduce parish staff (2)
- Senior programs
- Social events
- Sometimes I wish there was more for the middle age group (25-35) who aren't moms or who want to go to a bar
- Stop creating expenses
- There should be no crossover or family relationships between the pastor's cabinet and parish staff
- This church is very concerned with money. Even in times of trouble, I don't feel it's reaching out to those in need. The entire parish is more concerned with being affluent in the city of Edwardsville. I hope that the people will have a change of heart because it's the belief in God that keeps me here. Why are we doing even more to the building when it's the community that matters?
- Volunteers for ministries
- Welcome input as to ministries (2)
- Work-out facility for parishioners and helping hands for senior citizens (2)

11. *Eighty-three percent (59) of those interviewed and thirty-four percent (158) of questionnaire respondents indicated the parish needs to proceed at this time with plans as outlined in the Vision Statement. Forty-four percent (209) of questionnaire respondents are undecided at this time.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Yes	59 (83%)	158 (34%)
No	8 (11%)	80 (17%)
Undecided	4 (6%)	209 (44%)
No response	<u>0</u> (0%)	<u>24</u> (5%)
Total	71	471

12. Priority Need

One hundred percent (71) of those interviewed and ninety percent (423) of questionnaire respondents ranked the funding needs. Individuals ranked the priorities being considered according to their perception of the parish's needs.

**Leadership
Interviews**

**Parishioner
Questionnaires**

<u>Rank</u>	<u>Average Ranking</u>		<u>Rank</u>	<u>Average Ranking</u>
1	1.76	Address repair and maintenance needs of the Parish	1	1.75
2	2.29	Pay off the debt owed to the Diocese	2	2.01
3	2.71	Secure and convert Vandalia Street property for green space and parking	3	2.99
4	3.24	Establish a Parish School Endowment	4	3.25

Average Ranking (weighted average) of all Respondents:

<u>Rank</u>	<u>Average Ranking</u>	
1	1.75	Address repair and maintenance needs of the Parish
2	2.05	Pay off the debt owed to the Diocese
3	2.95	Secure and convert Vandalia Street property for green space and parking
4	3.25	Establish a Parish School Endowment

Cargill Associates tested for an overall funding need of less than \$1,000,000 to more than \$2,500,000 or more in a three-year Capital Campaign above giving to the annual offertory.

13. *Fifty-two percent (37) of those interviewed considered \$1,500,000 to \$2,000,000 to be attainable and twenty-nine percent (139) of questionnaire respondents considered \$1,000,000 to \$1,500,000 to be attainable.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
\$2,500,000 or more	16 (23%)	18 (4%)
\$2,000,000 to \$2,500,000	12 (17%)	30 (6%)
\$1,500,000 to \$2,000,000	37 (52%)	92 (20%)
\$1,000,000 to \$1,500,000	4 (6%)	139 (29%)
Less than \$1,000,000	1 (1%)	135 (29%)
No response	<u>1</u> (1%)	<u>57</u> (12%)
Total	71	471

C. Support

TO AVOID DUPLICATE RESPONSES, ONLY ONE RESPONSE PER FAMILY WAS GIVEN FOR THE FOLLOWING QUESTIONS - 14 THRU 20:

Forty (40) households are represented in the following Leadership Interview responses.
Three hundred twenty-three (323) households are represented in the following Parishioner Questionnaire responses.

14. *One hundred percent (40) of those interviewed and ninety-three percent (301) of questionnaire respondents participate in the financial support of St. Boniface Parish.*

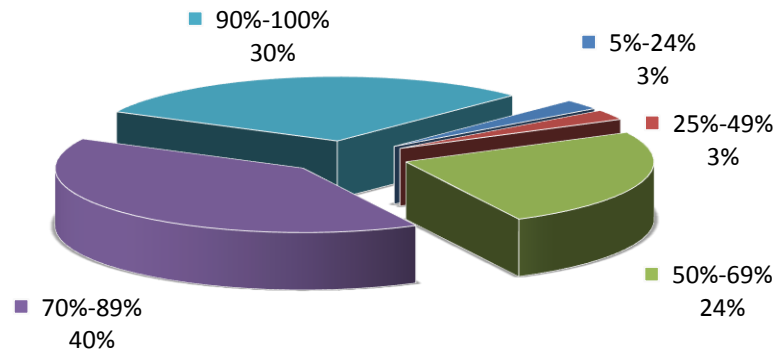
<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Yes	40 (100%)	301 (93%)
No	0 (0%)	16 (5%)
No response	<u>0</u> (0%)	<u>6</u> (2%)
Total	40	323

15. *Forty-eight percent (19) of those interviewed indicated giving decisions are based on a dollar amount and forty-eight percent (155) of questionnaire respondents indicated giving decisions are based on what is affordable.*

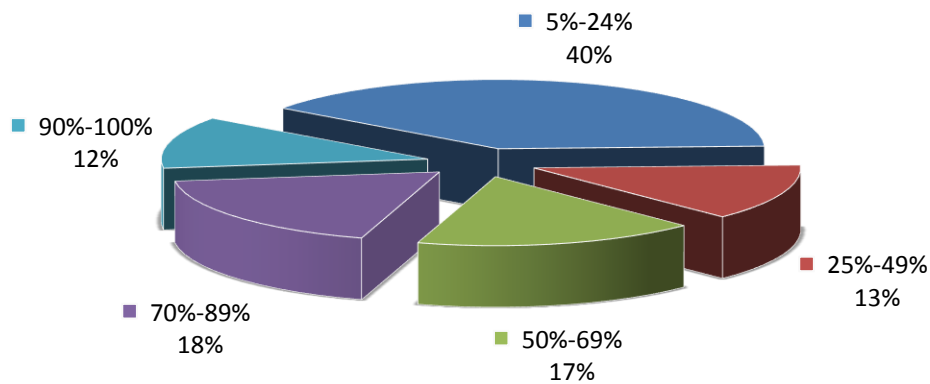
<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
10% or more of income	4 (10%)	3 (1%)
A percentage of income	4 (10%)	16 (5%)
A dollar amount	19 (48%)	142 (44%)
What they can afford	13 (32%)	155 (48%)
No response	<u>0</u> (0%)	<u>7</u> (2%)
Total	40	323

16. Each household was asked to estimate what percentage of total giving to charitable causes was directed to St. Boniface Parish. The following reflects estimated percentages:

Leadership Interviews



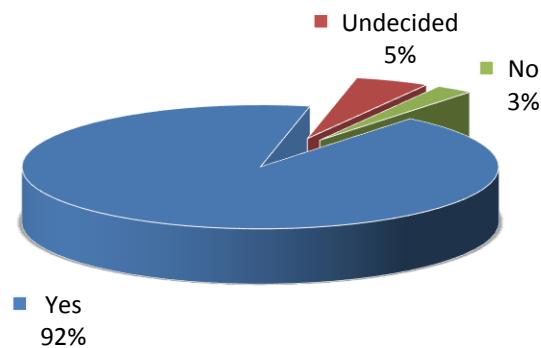
Parishioner Questionnaires



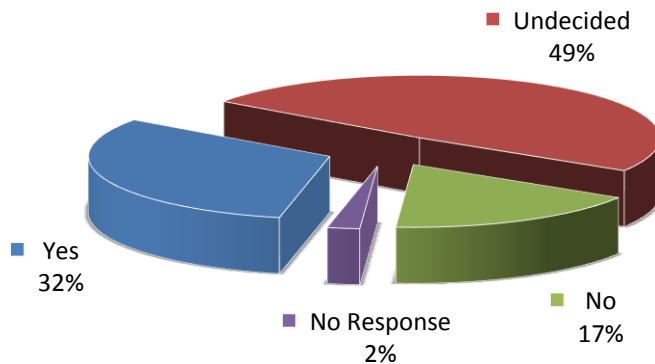
17. *Ninety-two percent (37) of those interviewed and thirty-two percent (102) of questionnaire respondents will consider a personal gift to support a Capital Campaign by means of a three-year commitment above giving to the annual offertory. Forty-nine percent (158) of questionnaire respondents are undecided at this time.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Yes	37 (92%)	102 (32%)
No	1 (3%)	56 (17%)
Undecided	2 (5%)	158 (49%)
No response	<u>0</u> (0%)	<u>7</u> (2%)
Total	40	323

Leadership Interviews



Parishioner Questionnaires



18. *Seven percent (3) of those interviewed and two percent (7) of questionnaire respondents expressed an interest in other methods of giving, such as non-cash gifts-in-kind, stocks or bonds, real estate, life insurance policies, charitable trusts, etc.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Yes	3 (7%)	7 (2%)
No	36 (90%)	250 (77%)
Undecided	0 (0%)	45 (14%)
No response	<u>1</u> (3%)	<u>21</u> (7%)
Total	40	323

19. Three-Year Giving Responses

Each household was given an opportunity to respond to questions regarding personal financial potential in relation to the proposed Capital Campaign. These responses do not include participants who indicated they were undecided about contributing to a Capital Campaign.

Leadership Interviews:

The following reflects self-perceived gift responses totaling \$353,500.

	<u>Responses</u>
\$100,000	1
\$25,000	2
\$15,000	5
\$10,000	7
\$8,000	1
\$5,000	2
\$3,000	12
\$2,000	1
\$1,500	1
\$1,000	<u>1</u>
Total	33

DNI: Four respondents indicated they would make a gift but Did Not Indicate an amount.

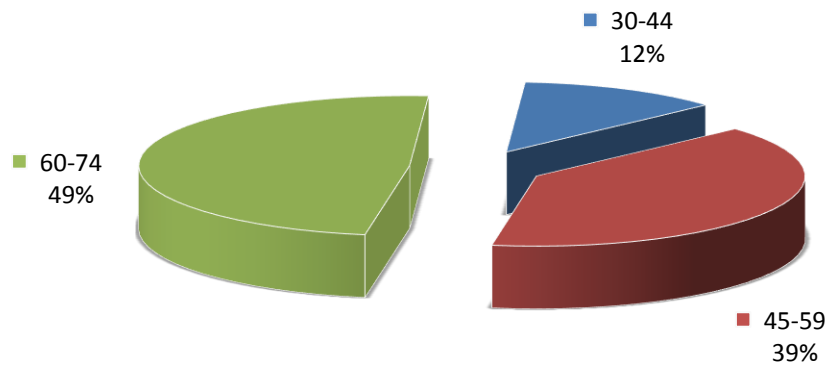
Parishioner Questionnaires:

The following 93 self-perceived gift responses represent \$290,860 in gifts. Signed questionnaires accounted for \$253,760 of that total. Unsigned questionnaires totaled \$37,100.

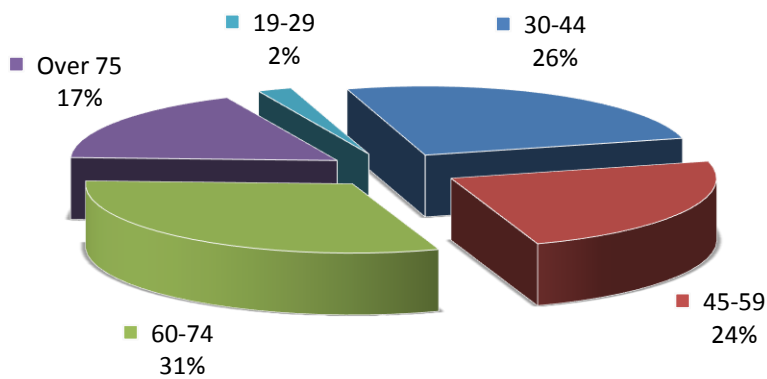
	<u>Signed Responses</u>	<u>Unsigned Responses</u>	<u>Total</u>
\$15,000	3	0	3
\$10,000	5	0	5
\$6,000	1	0	1
\$5,000	4	0	4
\$3,000	30	9	39
\$2,500	0	1	1
\$2,100	1	0	1
\$2,000	6	2	8
\$1,800	4	1	5
\$1,500	10	0	10
\$1,000	4	1	5
Less than \$1,000	<u>9</u>	<u>2</u>	<u>11</u>
Total	77	16	93

DNI: Nine respondents indicated they would make a gift but Did Not Indicate an amount.

Of the **33** interviewees who indicated gift amounts totaling **\$353,500**, the percentages of pledge amounts by age groups are listed as follows:



Of the **93** questionnaire respondents who indicated gift amounts totaling **\$290,860**, the percentages of pledge amounts by age groups are listed as follows:



20. *Thirty-seven percent (15) of those interviewed and seven percent (22) of questionnaire respondents will consider placing the parish in their will.*

Fifteen percent (6) of those interviewed and three percent (8) of questionnaire respondents have made that provision.

<u>Category</u>	<u>Leadership Interviews</u>	<u>Parishioner Questionnaires</u>
Yes	15 (37%)	22 (7%)
No	17 (43%)	150 (46%)
Included	6 (15%)	8 (3%)
Undecided	2 (5%)	126 (39%)
No response	<u>0</u> (0%)	<u>17</u> (5%)
Total	40	323

D. Leadership

Individuals were asked to suggest volunteers they would trust to give direction to a Capital Campaign. Leadership respondents offered the names of **76** people. Questionnaire respondents offered the names of **103** people.

IV. Observations

Programs and Ministries

- ◆ Sixty-nine percent (69%) of respondents indicated feelings of moderately high to very high enthusiasm about the work and programs of St. Boniface Parish.
- ◆ Ninety-five percent (95%) of respondents indicated the parish communicates well to very well with the parishioners involving events, plans, and programs.
- ◆ *Music/Mass/Homilies*, *St. Boniface School* and *Parish Staff* were ranked by interviewees as the parish's greatest strengths, and *Music/Mass/Homilies*, *Building and Facilities* and *St. Boniface School* were ranked by questionnaire respondents as the parish's greatest strengths.
- ◆ Interviewees indicated *Missions and Outreach Programs*, *Youth Programs* and *St. Boniface School* as areas in most need of improvements and/or expansion, and questionnaire respondents indicated *Youth Programs*, *Missions and Outreach Programs* and *Adult Faith Formation Programs* as areas in most need of improvements and/or expansion.
- ◆ While some have questioned the decision to purchase additional properties as they became available, other respondents expressed delight in the wisdom of parish leaders for seizing the opportunities for the parish's future growth and expansion.

Giving/Indebtedness

- ◆ Seventy percent (70%) of participating households give less than \$1,000 annually. This is a spiritual issue that needs to be addressed. Stewardship education is needed.
- ◆ The average annual offering per contributing household of St. Boniface Parish is \$834. This is another indicator that stewardship education is needed.
- ◆ Forty-eight percent (48%) of those interviewed indicated their giving decisions are based on a dollar amount. The largest percentage (48%) of questionnaire respondents indicated their giving decisions are based on what is affordable. "What is affordable" is not a biblical principle.
- ◆ St. Boniface Parish currently has an indebtedness of \$2,177,150 from the purchases of additional property for future growth and parking needs, and from interest owed. All property loans are at an interest rate of 4%, and it is costing the parish approximately \$125,400 annually to service this debt, interest only, from building funds.

- ◆ Thirty-eight percent (38%) of respondents indicated St. Boniface Parish meets its current financial obligations very well and 31% indicated they do not know how the parish meets its current financial obligations.
- ◆ Fifty-two percent (52%) of respondents indicated adequate information is available about the handling and allocation of parish funds and 17% state they have no opinion on the matter.

Facility Expansion/Improvement/Debt Reduction

- ◆ Forty percent (40%) of respondents indicated the parish should proceed at this time with plans as outlined in the Vision Statement and 39% of respondents indicated they are undecided at this time.
- ◆ Ninety-one percent (91%) of respondents ranked the facility needs. *Address repair and maintenance needs of the Parish (1.75)* was identified as the first priority by respondents and *Pay off debt owed to the Diocese (2.05)* was identified as the second priority.
- ◆ The reality of just coming off a campaign for St. Boniface School, with many in the parish still giving to it, seems to be a heavy factor in respondents feeling a need to proceed at this time. On the other hand, when those who were interviewed were informed of the possibility of a Diocesan-wide campaign sometime in the near future, many of them felt it would put a burden on the parish to carry the present debt for several more years, as well as postponing needed improvements. Consequently, many of them felt the parish should have its own capital campaign soon, but over a period of time (with options of three, four, or five-year terms) to enable those contributing to the school campaign to complete their pledge to it first.
- ◆ Parish leaders made a strong case for addressing repair and maintenance needs and reducing the debt. Based on the present size, giving levels, and results from this study these two options seem to generate the most interest and support and, based on our experience, both are achievable and should be vigorously undertaken.
- ◆ Keeping intact the debt service line item (Building Fund) in the annual offertory budget, and then raising funds in a three-year capital campaign for reducing the principal on the debt, could reduce the total amount of debt by 35% to 50%. This process is called “doubling up to catch up” and would accelerate debt reduction. Reducing the debt in this manner would allow the parish to refinance the remaining amount on the loan at the end of the three-year capital campaign to be 12% or less of the annual offertory budget. This will give additional breathing room to the missions and ministries of the parish and offset the debt’s negative effect on the budget.

- ◆ Since this study began, the securing of the Vandalia Street property has been completed and is now a part of the debt; originally \$1.78 million dollars, this brings the total debt at the completion of this study to \$2.18 million dollars. There does not seem to be enough support, however, to convert the newly-acquired property into green space and parking or establishing a Parish School Endowment at this time. During the capital campaign, these two items could be held out as third and fourth funding priorities once the first two priorities have been fully funded. However, the parish would be better served to wait to accomplish these projects until the Father McGivney Campaign is completely finished, repair and maintenance needs are addressed and the debt is paid down to a much more manageable level.

Capital Campaign

- ◆ Ninety-two percent (92%) of those interviewed and 32% of the questionnaire respondents will consider a personal gift to support a three-year commitment above their regular giving to the annual offertory. Forty-four percent (44%) of respondents indicated they are undecided at this time.
- ◆ There is a noticeable degree of giving fatigue within the parish. Consequently, every effort should be made in this campaign to raise as much as possible for the parish's current needs and then a period of respite is advisable before additional capital campaigning is undertaken. In the meantime, encouragement and training in Christian generosity and giving should be vigorously undertaken as well as focusing on raising the weekly household giving average of \$16.
- ◆ Self-perceived gifts totaling \$644,360 were discovered from 126 households, representing approximately 9% of the 952 households that presently participate in annual giving.

V. Recommendations

- A. In light of the Pre-Campaign Feasibility Study, Cargill Associates finds a reasonable expectancy of **\$1,150,000 to \$1,350,000** for the capital project. This expectancy is based on the **\$353,500** identified among **33** of the **40** participant households in the leadership interviews, and the **\$290,860** identified by **93** of the **323** respondent households in the parishioner survey. The above participating households include only the households that indicated a gift amount. *Though a campaign could yield more or less than the reasonable expectancy, this is a conservative projection based on the combined responses of parishioners to the perceived needs of the parish. Our experience indicates capital giving receipts would follow this customary pattern:*

First Year	40-45%
Second Year	30-35%
Third Year	20-30%

- B. Based on these results, Cargill Associates recommends that St. Boniface Parish proceed with plans for a Capital Campaign. The schedule should be **September 2014 to March 2015, with pledges received in March of next year.**

1. Cargill Associates recommends that the project involve **addressing the repair and maintenance needs of the Parish and reducing the debt owed to the Diocese by as much as possible.**
2. Cargill Associates recommends that the present debt service line item in the annual operating budget continue to service the debt during the three-year giving period of the campaign. This will pay for the interest on the loans, while campaign funds dedicated towards debt reduction go solely towards reducing the principal.
3. Cargill Associates recommends that the church refinance the remaining amount on the loan at the end of the three-year capital campaign, and then, hopefully provide a respite in capital campaigns for an appropriate period of time.
4. The campaign should center on raising the maximum dollars for the plan between **September 2014 and March 2015.** In **April 2015**, based on the strength of the capital campaign, charge leadership to devise a plan for moving forward by **Summer 2015.**
5. Cargill Associate's recommends a combination campaign, which would include raising the annual and capital funds simultaneously. Based on Cargill Associates' track record over the past five years, we would find a reasonable expectancy of a **5 to 10 percent** increase in annual offertory giving when a combination campaign is conducted.

- C. A Capital Campaign adhering to Cargill Associates counsel will produce the following:
1. A clear *vision* of the parish's future mission ministry based upon the discerned will of God.
 2. *Ownership* in the parish's vision by a large number of the parish's registrants.
 3. Increased *involvement* by a greater number of parishioners in the development and support of the parish's vision.
 4. Motivation of parishioners to grow in their level of *stewardship commitments*.
 5. Encouragement of parishioners to make the most generous, pacesetting *expression* of their commitments to the parish's vision.
 6. A disciplined *follow-up*, which will enable the parish to achieve all that is committed in the campaign.
- D. Parish leadership will need to continue developing a comprehensive information flow to parishioners.
- E. We recommend that St. Boniface Parish prepare and mail statements of giving to all resident households on a quarterly basis. Currently, the parish provides giving statements annually. Such a practice serves as a reminder of giving needs and stimulates greater participation.
- F. St. Boniface Parish needs to passionately promote stewardship among all parishioners, especially for those not regularly supporting the parish. Newer parishioners usually have a two-year "lag" time before they become fully involved in supporting the parish. Stewardship promotion will speed up this process for newer parishioners and create a broader giving base in the parish.
- G. During the capital giving period, a consistent, solid program of offertory growth is essential. Following the campaign, Cargill Associates would be delighted to show how other parishes have established effective, long-range plans to create larger offertory-giving bases.

The response of those participating in the Pre-Campaign Feasibility Study was supportive and helpful. The Cargill Associates representatives were graciously received by those interviewed.

The staff of Cargill Associates wishes to express appreciation to the individuals of St. Boniface Parish who gave counsel and assistance in assembling necessary information in preparation for the Pre-Campaign Feasibility Study.