

Readiness Assessment Report

Central Lutheran School
New Haven, Indiana

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Our Vision

Central Lutheran School will be the benchmark for Christian education in Northeast Indiana, equipping future leaders for service to the church, community, and the world.

STUDY METHOD

PURPOSE:

The purpose of the Focus Group meetings was to present to Central Lutheran School parents, alumni, friends and other supporters the proposed building expansion plan and capital campaign. After presenting this proposed plan during numerous focus group meetings, (both group and personal) feedback was carefully collected from written questionnaires, verbal questions and comments during the meetings, as well as personal conversation. This data will help gain participant's perspective to this need and the relative priority of this need, and will gauge the level of support of a capital campaign for funding the plan.

ACKNOWLEDGMENT:

Excellent preliminary work was instrumental in helping the study process move forward efficiently and effectively. Thank you to Principal Kevin Cruz, Director of Advancement John Weber, and team members Jon Meyer, Cheryl Brockmann, Greg Messmann, Troy Smith, Dennis Stuerzenberger and Don Wichman, for gathering together the necessary information and people to conduct the study.

FOCUS GROUP MEETINGS:

The study scheduled a series of nine (9) public Focus Group meetings involving as many members and friends of Central Lutheran School as possible. In addition, another 150 individual families were specifically targeted for a personal meeting. All those associated with Central Lutheran School and/or one of the three association churches (Emanuel, St. Paul, and Martini) were personally and publicly invited to attend the Focus Group meetings. Invitations consisted of verbal announcements on Sunday morning as well as in the monthly and weekly newsletters, email blasts, and targeted emails or text messages from the school. Meeting dates and times were selected to provide the entire church and school community with an opportunity to attend and offer their input in response to the proposed plan (Appendix A).

One additional public meeting is scheduled to take place on October 16th on Grandparents Day at Central Lutheran School. A few other individual meetings will also take place in late September that could not be scheduled prior to September 20th. These results will be added to this report as an addendum.

Each Focus Group meeting, whether in a group or personal setting, was conducted in a uniform manner with an opening prayer and a common agenda. The presentation included a brief summary of the vision and core values of Central Lutheran School followed by a summary of the

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proposed building expansion. A PowerPoint presentation with appropriate pictures, graphs and data comprised the primary visual presentation material for the group settings (Appendix G), while a printed presentation folder was used during the personal meetings. Questionnaires were distributed at the beginning of the Questions and Comments session (Appendix B). Most attendees submitted their questionnaires immediately following the presentation, while a few took them home and returned them later. There were a total of **198** questionnaires completed and returned by the conclusion of this report (September 22nd).

During each public meeting questions and comments from the participants were also recorded. They are listed in a later section of this report (Appendix F and G). Responses to the Questionnaire are also included in this report under the Responses to Focus Group Questionnaires section (Appendix E). Utilizing this information, we have sought to objectively appraise the responses to identify patterns and sentiments that could influence the accomplishment of the proposed plan for a capital campaign at Central Lutheran School.

ATTENDANCE:

Participation in the Focus Group meetings was adequate for a school this size. Total attendance was **229** which represented a strong sample size, comprising a cross-section of those associated with Central Lutheran School and its association congregations (Appendix C).

Prerequisites for Campaign Success

The directors of James D. Klote & Associates, Inc. have provided counsel and direction to hundreds of campaigns for a wide variety of causes. This experience indicates successful campaigns are most often the result of the following factors:

- 1) Proper Timing** – Proper timing does not refer to timing of the stock market, the economy, or even the school year. It refers to volunteer hours and calendar priorities. Campaigns require time and effort by both staff and volunteers. The fewer distractions occurring during the campaign period the better the results will be. During a capital campaign, individuals must place a high priority and remain focused on the tasks they have been given to help reach the goal within a specified time period.
- 2) Appealing Case** – The client must make a strong “case” or rationale for conducting the campaign. The case must be clearly defined and well documented. It must be visionary and meet far-ranging, long-term needs. Furthermore, it must speak to the needs and opportunities perceived as being most important by the school.
- 3) Influential Leadership** -- There must be access to the top staff and lay leaders who are willing to provide their influence, time and resources to support a campaign. Ideally, a core of these individuals must remain heavily involved with campaign organization and implementation. There is no substitute for active leadership to ensure the success of a capital campaign. A true “team effort” must be evident, with members drawing upon the support and skills of each other. Campaign leaders must be firm yet sensitive, demanding yet understanding. They must also respect the judgment of the campaign consultant and be willing to accept the consultant’s counsel in order to facilitate a successful campaign.

- 4) **Constituency With Adequate Resources** -- There must be adequate financial potential within a sufficiently large constituency to meet the needs identified for the campaign. In addition, experience has shown that the following pattern of gifts is sought to increase the chances for success:

\$1- \$1.5 Million	Lead Gifts (2)	Up to 20% of Goal
\$4,000,000	Top 15% of Gifts	40-50% of Goal
\$4,000,000	Remaining Gifts	40-50% of Goal

This is not a magic or exact formula, but our experience with hundreds of successful campaigns confirms the value of seeking to establish a giving pattern of this nature.

Addressing the Prerequisites for Success

1 Proper Timing?

Of the **229** who attended Focus Group meetings, there were **198 responses** received through questionnaires. Of these responses, **92 individuals, or 46%**, indicated that they would volunteer time to the campaign (Appendix D). An additional **72 individuals, or 36%** of the respondents, indicated a desire for more information before answering the question. **23 individuals, or 12%** of the respondents, didn't answer the question. **11 respondents, or 6%** of the total responding, indicated that they would not be interested in volunteering time in support of the campaign.

These statistics as a group are very strong and indicate a positive indication of commitment within the core membership. Beyond the large group that indicated "yes" is also a sizeable group that marked "need more information." Our experience has been that "need more information" generally means that the individual is receptive to volunteering but simply wants to know more about what is required before saying "yes." There appears to be a strong core group of volunteers committed to this cause from which to build an adequate team for the personal visits. However, it will also be important for the leadership to set a positive example by its own volunteer involvement and commitment.

As of this writing, a chair for the campaign has already been secured and a majority of the steering committee has already been formed. The commitment level and enthusiasm in this group is very high. Overall, based upon direct comments on questionnaires and during Focus Group meetings, the strong consensus was that the need to move forward with the proposed building project at CLS was both appropriate and necessary (Appendix E, F & G).

From a practical perspective, it will be important to keep the public focus of the school over the next 8 months on the capital campaign. Raising the capital to fund this vision will be a tremendously large effort for Central Lutheran School. Therefore, retaining focus on the campaign and raising capital must take priority.

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A phrase we will use repeatedly throughout this campaign among the leadership is one that should be added, figuratively, to the CLS vision statement. “...and will secure the funds to accomplish it.” This phrase underscores the critical nature of securing adequate funding to accomplish the vision of any organization. Without proper funding, a vision statement is simply words on a page.

Central Lutheran School will be the benchmark for Christian education in Northeast Indiana, equipping future leaders for service to the church, community, and the world ...
and will secure the funds to accomplish it.

Since adequate funding is a prerequisite to fulfilling the vision of any organization, the proper time and energy must be committed in order to ensure a successful outcome.

2 Appealing Case?

When presented with the facts of the proposed building program for Central Lutheran School there was strong agreement that many, if not all of the elements in the plan were not only desired, but necessary. Overall, it was hard to find much in the way of criticism that would be considered significant. Although every individual will have suggestions and may feel more strongly about one aspect of the plan over another, there was almost no opposition to the conceptual plan as a whole.

The gymnasium was seen as long overdue and necessary in order to provide quality spaces for athletic education, practices and competition, as well as performances and other large events. For many, there is a sense of frustration that the gym has been proposed for over 30 years but hasn't happened. One donor in particular said that he would not donate until he actually sees the shovel in the ground and the project taking place.

But in spite of the long history, the new gymnasium was not the item cited most frequently as being primary, or most important. That honor went to the Early Childhood space (Preschool). Reasons cited for choosing this rather than the gymnasium included the perceived benefit of growing the preschool once it is out of the basement, the opportunity to firm up the enrollment in K-8 through a healthy preschool, an opportunity to help support the school financially once the appropriate level of enrollment was reached, and a general sense that the Early Childhood center would do more to grow enrollment than a gymnasium.

The Administrative area also received strong support as part of the overall plan primarily because of the student safety features that the space provided as well as the professionalism that would be presented as a 'first impression' of Central Lutheran School.

Classroom additions and upgrades were also a desired part of the overall plan. Participants noted the need for upgrading the rooms to a 21st century environment as well as general remodeling to the interior spaces that are, in many cases, very tired from over 60 years of use.

Although the new Music wing received support, and very few indicated that it would be 'unnecessary' it was the item most mentioned as a 'last priority' or one that could be

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eliminated if the budget didn't support it.

In all, the case seems to be resonating with your leadership, parents and selected donors targeted during the readiness assessment phase. It has received high marks for support and although many acknowledge the financial challenge, almost everyone was in favor of pursuing the project and completing everything proposed in the plan provided the funds were raised.

It should be noted that there does not seem to be any appetite for taking on any long term debt to finish the project (mortgage) while the necessity for a construction loan over the five year pledge period seemed appropriate and necessary to those who commented on the financing.

One minor concern that should continue to be addressed is a misconception among a few that \$10 MM is going to be the project no matter how much money is raised in the campaign. Although this was not stated quite so bluntly, it appears to be the concern behind a number of the questions. This type of thinking is what motivates individuals to begin (mentally) cutting pieces out of the project before pledges are even solicited. You will need to communicate repeatedly that no final building decisions will be made until the campaign is essentially over in the spring of 2016 and the association votes on a project that will be in harmony with the amount of dollars pledged. At the same time, the stated goal of this project is to raise approximately \$10 MM so that the entire project can be completed as one unit.

On other persistent issue that surfaced in the readiness assessment meetings is one of frustration that the gymnasium was not built in 1983 when it was intended, or since then. Although the frustration is understandable, as leaders it will be important to continually emphasize that the reason the gym was not built was not due to anything other than the fact that ***“not enough dollars were given to complete the job.”*** This should provide an opportunity for encouragement to today's donors to pledge at a sufficiently high level so that CLS does not run short of funds to achieve the goal.

“...and will secure the funds to accomplish it.”

As the silent phase of the campaign moves forward it will be important for the ad hoc building committee to address some of the more frequent questions and concerns raised during the readiness assessment regarding the building expansion. These can be found in both my “Recommendations” on page 12 as well as by reading through the verbatim comments found in the Appendix. When the campaign kicks off publicly in early 2016, these adjustments can also be made public and will accomplish several goals:

1. It will show responsiveness to your supporter's comments and concerns during the readiness assessment. It will show you have listened.
2. It will make the final product better because you will have enlisted specific comments and suggestions of committed and interested parties who have knowledge and experience to share.
3. It will provide an incentive for a personal meeting in order to solicit a pledge as you will be able to show the changes and updates to the project.

4 Adequate Resources?

Whether or not Central Lutheran School has the ability to meet the funding of this project is a question facing all of us. Given our experience and the present level of stewardship at the association churches and school as well as the apparent commitment, meeting the need will be very challenging, but possible. It will, however, require acts of significant and inspirational giving by supporters. Those families with above-average ability to give will be instrumental in setting the stage for reaching and perhaps surpassing any challenging campaign goal. The success of an appeal will require inspirational financial support from all members of the church.

Campaigns traditionally follow a formula that is skewed toward obtaining “lead” gifts from those most blessed with the ability to give. As our Lord clearly states: *From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked (Luke 12:48b)*. Central Lutheran School is not an exception to this pattern. It must be noted that this does not in the least detract from the shared importance of the vast majority who will provide less than “lead” gifts. The advantage of being able to test the goal during the early phase, or “Advance Gifts” Phase, of a campaign will help the leadership in evaluating what James D. Klote & Associates believes to be a realistic fund-raising goal. In other words, ***the goal can be evaluated in light of the results of early solicitation.***

It is significant to note that with brief discussion of the estimated costs; **142 or 72%** indicated that this is a campaign they would support financially. There were **37** others, an additional **19%**, who needed more information before supporting financially. Additionally, **9** respondents, or **4%** did not respond to the question of financial support. Only **10, or 5%**, indicated they would not support the campaign financially. It has been our experience that “need more information” almost always results in a pledge once the donor receives and is satisfied with the information they’re looking for. Overall these numbers are very strong and indicate a broad consensus of support among the members of CLC.

James D. Klote & Associates does not ask focus group participants to indicate an amount they are willing to give at this point in the process. It’s too early and would only serve to re-enforce past performance. Rather, the “ask” will come during that donor’s personal visit and will be based on the scale of gifts and a review of donor capacity from the donor review process. Adhering to the plan of campaign will be vital to securing these results as will strong performance from the leadership. “As goes the leadership, so goes the membership,” is a very accurate statement regarding any fundraising effort.

In addition, it will be absolutely critical for Central Lutheran School to set a new level of expectation for this campaign in comparison to previous efforts. Previous campaigns that did not reach anywhere near the goal does not accurately reflect CLS’s capacity nor does it reflect sacrificial giving on the part of the membership as a whole. Therefore it will be important to emphasize the differences in this campaign as much as possible in order to differentiate it from past efforts. If donors begin to lock into a default position in relation to previous commitments it will be difficult to achieve CLS’s true potential.

The single best way to break out of this pattern is for leadership to demonstrate the difference through its own performance. Leadership also must remain locked in on the campaign. Although it certainly isn’t the only priority of CLS, it needs to be the #1 priority of the school for the next 6-8 months. In addition, every effort must be made to communicate that the goal of CLS is to fund this effort in its entirety. The goal is not to phase this project over many

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years or campaigns, but to ask for a significant commitment once, so that the entire project may proceed and maximum efficiency can be achieved without having to continually plan for future phases. There are few dynamics that cause donors to commit less than the knowledge that multiple campaigns are being planned in the future for multiple phases. When this is the case, donors will usually default to the lowest common denominator, or the least amount required. Therefore it will be critical to emphasize sacrificial giving in the context of what will be required to fund the entire project through one, major campaign. Since very few respondents truly felt that any of the project was unnecessary but that it was all needed for the general health of the school, it truly is a case of *“Pay me now, or pay me later.”* Except that “pay me later” always costs a lot more as construction costs escalate plus the added cost of starting and stopping the project.

Results will be enhanced and encouraged through the personal visitation model that this campaign will use.

Following is a Scale of Gifts for Central Lutheran School based on a total of \$10 million.

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Central Lutheran School						
Scale of Gifts - \$10,000,000						
Advance Gifts Phase						
A	<u>Amount</u>	<u># of Gifts</u>	<u># of Prospects</u>	<u>To Raise</u>	<u>Accumulative Total \$</u>	<u>% of Total</u>
	\$1,000,000	2	3	\$2,000,000	\$2,000,000	20%
	\$750,000	1	2	\$750,000	\$2,750,000	8%
	\$500,000	2	3	\$1,000,000	\$3,750,000	10%
	\$250,000	3	5	\$750,000	\$4,500,000	8%
	\$150,000	2	4	\$300,000	\$4,800,000	3%
	\$100,000	4	10	\$400,000	\$5,200,000	4%
	\$75,000	9	20	\$675,000	\$5,875,000	7%
Total	23	47	\$5,875,000	\$5,875,000	59%	
Pattern Gift Phase						
B	<u>Amount</u>	<u># of Gifts</u>	<u>Prospects</u>	<u>To Raise</u>	<u>Total \$</u>	<u>% of Total</u>
	\$50,000	10	25	\$500,000	\$6,375,000	5%
	\$40,000	12	35	\$480,000	\$6,855,000	5%
	\$30,000	20	50	\$600,000	\$7,455,000	6%
	\$25,000	30	60	\$750,000	\$8,205,000	8%
	\$15,000	40	90	\$600,000	\$8,805,000	6%
Total	112	260	\$2,930,000	\$8,805,000	29%	
Victory Teams Gifts Phase						
C	<u>Amount</u>	<u># of Gifts</u>	<u>Prospects</u>	<u>To Raise</u>	<u>Total \$</u>	<u>% of Total</u>
	\$10,000	40	80	\$400,000	\$9,205,000	4%
	\$5,000	60	110	\$300,000	\$9,505,000	3%
	\$2,500	70	150	\$175,000	\$9,680,000	2%
	\$1,000	170	300	\$170,000	\$9,850,000	2%
	\$500	300	1000	\$150,000	\$10,000,000	2%
Total	640	1640	\$1,195,000	\$10,000,000	12%	
Grand Total	775	1,947		\$10,000,000	100%	
\$10,000,000	Total Need					

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Finally, in the words of several respondents when asked about the greatest benefit of this project:

It is hard to pinpoint just one single part. The preschool is very important to ensure future enrollment and to build a Godly foundation as early as possible. More classroom space is important to keep up with technology and keep the class sizes small. I also think the gym is very important to accommodate our athletic program and other programs that will take place in that location. I also believe the changes to the entrance and administrative area are key to keep our children and faculty safe.

Hard to say that any are unnecessary. I suppose maybe the music wing, but the arts are very important too. In some ways, the gym might be the least important since Central already has a gym, although it is clearly outdated and too small. I would be hesitant to take anything out.

We've been known as one of the outstanding schools in the Fort Wayne area, not to mention the entire church body so we need to continue improving. This plan keeps us moving forward.

It will present a positive view to the community that we are growing and that we have a first class facility that is properly updated.

Bringing the preschool into the same building will help transition families to the school. The plan also provides great facilities for extra-curricular activities.

This plan would be an outstanding way to more positively impact the community for Christ.

The gymnasium is most important. And not just for the sports. It's something that everyone uses. I'm sometimes embarrassed by our gymnasium. There's no place to sit. We can't have tournaments here. It seems to be the worst in the area.

It adds things the school needs now and will need in the future. Administrative space is needed, conference space, resource room, tutor rooms. I hope that the appearance in the new parts will be brighter, newer and more modern.

The extra space and administrative offices would provide a safer learning community. In addition, the larger classrooms may allow for enhanced learning experiences.

Since we have grandchildren at Central we have wondered how things have been coming together. Thanks for sharing the plan with us because this really seems to be well thought out and put together. It appears to be a plan that will serve the children very well.

Our forefathers were wise beyond their years in their foresight when they built this school. We would do well to have a similar vision

Enrollment will only continue to grow. Although vouchers make it easier, the quality of education at CLS is what will attract students. This plan appears to accommodate both current and future students.

As we renovate our buildings and classrooms we will be better able to provide our students with updated resources needed for a 21st century education.

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If you can convince the people that the needs are real and the need is there, the money will come. Personally, I'm all for it. It's all well needed.

I think you need it all. I wouldn't prioritize any one thing over another. You need to do it all and get it over with. Phasing is no good.

Thank you for all the time and effort you've already put into this, as I can tell it's been tremendous and it shows your dedication to the development of students as administrator.

This is something Central has needed. I'm excited we finally took action.

"There's never a right time. There's always something. If God doesn't want this to happen he'll hit us on the head and make it obvious. Otherwise we should keep moving forward and go for it.

If we get a good, all around collaborative effort, then yes I think we can do this.

The gym is most important. The current one is an embarrassment compared to the other Lutheran schools. Practices run way too late, we can't have concerts or events. The gym is long overdue.

Education of our youth is so important. People will see that. It's extremely important for us to take care of what we have and to improve on it and once we see that and understand that, the money will come. It'll happen. It's going to happen because there's a reason for it.

In the preschool (and really the entire school) the teachers, the education, the values, are all top notch. Now we just need the right facility to go with it.

I can't say enough about this school, the academics, and the faith. There is nothing I wouldn't do for this school.

Summary of Respondents Perceived Benefits

- Construction of a new Early Childhood wing will allow appropriate expansion for the newly created pre-school. A large and growing preschool will ensure solid enrollment for Central Lutheran School as well as contribute financially to the overall operational budget.
- Construction of an appropriately sized gymnasium will greatly relieve the pressure on the current gymnasium allowing for more reasonable practice and competition schedules as well as space for concerts and the arts as well as other large functions. It has also been a perceived need for over thirty years and is seen by most as being long overdue.
- Construction of a new Administrative area and entrance will ensure child safety as well as provide appropriate space for administrative offices, conferences, resources, and tutors.
- Construction of the new classroom wing on the east end of the building is necessary in order to construct the gymnasium and to provide the proper administrative space at the new entrance. It will also allow the construction of four new 21st century classrooms for enhanced learning opportunities.
- Remodeling of the current classrooms will provide the tools and space necessary for 21st Century learning.
- Construction of a new music wing will enhance an already excellent music program and allow for appropriate practice space.

Summary of Study Statistical Data

Focus Group Meetings		
Measurement	Qty	Ratio
Quantity of Individuals listed in the School database	2500	
Total Quantity of unique attendees at meetings (% = 229 divided by 2500)	229	9%
Quantity of Public Focus Group Meetings offered	10*	
Quantity of Questionnaires Returned (%=198 divided by 229)	198	86%
Quantity of Persons Identified as Potential Campaign Leaders	85	

* The final public focus group meeting will take place on October 16th during “Grandparents Day” at the school. Data will be added after that group session takes place.

Persons Willing to Volunteer Time		
Measurement (of the 198 responses)	Qty	Ratio
• Yes	92	46%
• No	11	6%
• Need More Information	72	36%
• No Answer	23	12%
Totals	198	100%

Persons Willing to Support a Campaign Financially		
Measurement (of the 198 responses)	Qty	Ratio
• Yes	142	72%
• No	10	5%
• Need More Information	37	19%
• No Answer	9	4%
Totals	198	100%

Professional Recommendations for Central Lutheran School

James D. Klote & Associates, Inc. respectfully makes the following recommendations to the Governing Board of Central Lutheran School:

1. Prayerfully review the Questionnaire Responses and the Questions & Comments findings included in this report;
2. Evaluate all of the input regarding the proposed building plan paying particular attention to the following subjects that were cited repeatedly and/or were items of significant interest:
 - a. A plan for adequate storage throughout the building, particularly in the new gymnasium
 - b. A plan for additional classroom space or program space, particularly if enrollment should increase
 - c. Address areas where future additions could be made (should enrollment increase significantly)
 - d. Address access issues to the soccer fields from the parking lot (in the current plan, the new Early Childhood space seems to block the most natural access area)
 - e. Evaluate the concern for 'blind spaces' created around the Early Childhood wing and the new Music wing
 - f. Evaluate the concern over access to and use of, the 'courtyard' area
 - g. Prepare an estimate for expected additional operational expenses for the new campus
 - h. Explore any issues that may surround the easement for Elm Street and any setback issues for the neighbors on Park Ave.
 - i. Prepare a simple conceptual plan for using the current upstairs space (current classroom and library)
 - j. In working with Design Collaborative, seek at least one more 'enhanced' computer or artist's rendering of the most attractive portion of the outside, as well as one inside rendering of the gym that can be used in the view book and brochure. Invest some time and attention to the 'curb appeal' and how it will appear from Green Street.
3. Immediately begin a capital fundraising campaign to benefit from the momentum, enthusiasm, and communication efforts of the Readiness Assessment;
4. Communicate a pledge period of up to five years. While receipt of pledge funds as soon as possible will be the most economical, it is simply not reasonable to expect all donors to fulfill their pledge upfront. Since this will be the largest campaign attempted by Central Lutheran School it will be important to give donors every opportunity to reach that goal. The option of pledging over five years will allow larger commitments to be made and will help differentiate it from past campaign efforts.
5. Refer to the Preschool wing as the Early Childhood Space in future marketing. The narrow term "Preschool" was confusing for many since that area also included the Kindergarten and First Grade rooms and added to a general sense of confusion as to how many total classrooms would be in the final design and where they would be located.
6. Pray – every day! Ask that God's will for Central Lutheran School be served through the efforts of the various volunteers and action teams. Encourage one another to be receptive to the ideas and suggestions forming your capital campaign. Give thanks for those who in the past have planned and sacrificed for Central Lutheran School. Pray for those who are to come and share in the results of this plan.

Plan of Campaign

Phase I Advance Gifts Phase (Silent Phase)

- ❖ Enlist Campaign Steering Committee & Hold weekly meetings (A small group of outstanding leaders)
- ❖ Prepare campaign materials (View Book, Pledge Cards, Brochure, etc.)
- ❖ Seek above-average gifts on a limited, highly selective basis
- ❖ Plan a Campaign Kick-off event
- ❖ Plan events for the Pattern Gifts Phase that promote the campaign among all association churches and supporters
- ❖ Enlist and train Chairpersons and team members for Pattern Gifts Phase of the campaign

Phase II Pattern Gifts Phase (Public Phase)

- ❖ Conduct Training and Card Selection Session(s)
- ❖ Hold Campaign Kick-off Event
- ❖ Begin Pattern Gifts visits immediately after the Kick-off event
- ❖ Hold Pattern Gifts Report meetings
- ❖ Produce and disseminate inspirational campaign stories via video, internet, newsletters, special mailings, etc...
- ❖ Prepare and send a solicitation mailing to alumni who live out of the area
- ❖ Plan and conduct a “Celebration” event for the end of the campaign (associated with the annual alumni event)

Calendar

- ❖ Recommended campaign is 20+ weeks: September 20 through March 5 or until complete
- ❖ The Advance or “Quiet” phase is September 20 through January 10 +/-
(Breaks in the 20 week schedule occur for Thanksgiving (1 week) and Christmas (3 weeks))
- ❖ Kickoff on or about January 10
- ❖ Pattern Gifts Phase – January 10 through March 5 or until complete
- ❖ Celebration in late May/early June in conjunction with alumni event