

MARK DAVY & ASSOCIATES

# FEASIBILITY STUDY REPORT

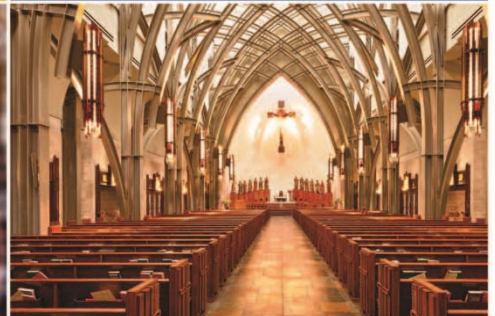
ROOTED IN FAITH



BUILDING COMMUNITY



VISION TO REALITY



PREPARED FOR:

**St. Paul-Reformation Lutheran Church**

St. Paul, Minnesota

**MD**  
&A Mark Davy & Associates

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4035 Brookside Avenue - Minneapolis, Minnesota 55416

August 21, 2025

St. Paul-Reformation Lutheran Church  
100 Oxford St N  
St. Paul, MN 55104

Greetings,

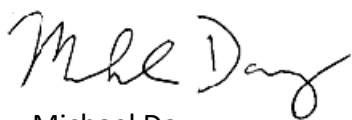
Thank you for inviting Mark Davy & Associates to conduct a feasibility study for St. Paul-Reformation Lutheran Church.

Mark Davy & Associates was provided an opportunity to listen and learn about the vision for St. Paul-Reformation as viewed by interested members. Based on the study results, we believe your church has an ability to conduct a successful campaign.

Please find accompanying this letter our report. We hope the study findings will assist St. Paul-Reformation's leadership in better understanding the possibilities for a campaign and next steps in achieving its vision.

Thank you to all who assisted with the preparation of this study. Finally, we are grateful for the individuals who participated in interviews and surveys and were so generous in sharing their opinions on the proposed vision.

Sincerely,



Michael Davy  
President

# “Christ, The Cornerstone”

## Background & Vision

### Background

St. Paul-Reformation Lutheran Church (SPR) has been “in the city for good” for over 140 years, proclaiming the love of Jesus Christ and serving this city and world. As we embark on the next phase of ministry in this place, it is important to reflect on the many gifts that have been given, including our physical location on the corner of Oxford and Laurel. Our building is a treasure and a tool for accomplishing this witness and ministry. In order to be good stewards of it, St. Paul-Reformation is considering a Capital Campaign so that this ministry and witness can grow and flourish.

Our building was constructed in 1913, and generations of faithful saints have lived out their Christian faith in this place. Generations of new saints continue to find a home here in both worship and in service. With a building of this age, comes significant maintenance challenges and opportunities. To continue adapting and growing as God’s people, our leadership is proposing the “*Christ, The Cornerstone*” Campaign to address matters related to worship, hospitality, administration, and general building upkeep, that will ensure a bright and faithful future for St. Paul-Reformation.

### Planning for the Future

Throughout the past couple of years, St. Paul-Reformation’s leadership has developed a plan to enhance our facilities and strengthen the church’s financial position. The leadership’s plan also serves as a larger vision to ensure St. Paul-Reformation will serve future generations. This vision cannot be funded through our regular budget and would need to be paid for through a capital campaign. The feasibility study will assist our congregation in determining next steps and prioritizing the projects/initiatives below:

#### Tower Tuckpointing

Estimated Cost: \$240,000

Our historic church tower is a visible symbol of faith in St. Paul. Over time, weather and age have worn away mortar between the stones, making tuckpointing essential to preserve our tower’s structural integrity and appearance. Tuckpointing is a process that involves removing old mortar and replacing it with new mortar in brick or stone buildings to reinforce the structure.

#### Exterior Lighting

Estimated Cost: \$28,000

Proper exterior lighting enhances the safety and hospitality of our church grounds. Upgrading our outdoor lighting will improve visibility at entrances, walkways, and parking areas—especially during evening events and winter months. Enhanced lighting also highlights the beauty of our building and demonstrates a warm, welcoming presence to the community.

**Continued...**



### Sanctuary Sound System

Estimated Cost: \$50,000

Clear and consistent sound is vital for worship, preaching, and music. Our current sound system is outdated and no longer meets the needs of our congregation. Replacing it with a modern system will greatly enhance the worship experience for all, including those with hearing difficulties. It will also help improve the quality of livestream services for those joining us remotely.

### Sanctuary Altar Platform

Estimated Cost: \$100,000

The altar platform serves as the focal point of our worship space. We plan to update it to improve accessibility, safety, and functionality, ensuring that worship leaders, musicians, and speakers can serve effectively, while enhancing aesthetics of our worship space.

### Office Suite Improvements

Estimated Cost: \$50,000

Our church offices are the hub for ministry planning, outreach coordination, and daily operations. Improvements to the office suite will create a more welcoming, functional, and efficient space for staff, volunteers, and members alike. These updates support the behind-the-scenes work that keeps St. Paul-Reformation vibrant and responsive to our mission.

### Lower Level Improvements

Estimated Cost: \$50,000

The lower level of our church is a vital area for fellowship, education, and community events; however, these spaces are showing signs of age and no longer fully meet the needs of our congregation and guests. This aspect consists of updates to the auditorium, bathrooms, and common spaces. These improvements will ensure that our lower level continues to serve as a warm and flexible gathering place for all.

### Debt Elimination

Approximate Amount: \$235,000

We have been blessed with previous building improvements that have updated our facilities. Eliminating the remaining debt from those projects will free up resources for mission, staffing, and new opportunities to serve. Becoming debt-free is a step toward long-term financial health and faithful stewardship.

**Total Estimated Cost for All Projects/Initiatives: \$753,000**

# Introduction

At St. Paul-Reformation Lutheran Church's invitation, Mark Davy & Associates conducted a feasibility study to receive feedback on the proposed building projects and debt retirement, to determine the congregation's capacity to move forward with a capital campaign. Our experience has brought about an awareness of seven significant factors to be researched during an assessment:

1

Clarity of St. Paul-Reformation's vision. This assists in determining if the projects and debt elimination are easy to comprehend or need more detail provided during a capital campaign.

2

How important the building projects and debt elimination are to the future well-being of St. Paul-Reformation.

3

Identifying St. Paul-Reformation's strengths and why members are committed to the future. This will determine the focus of a campaign communications plan.

4

Concerns that may affect a capital campaign. Identifying and addressing these concerns and questions is important before moving forward with a capital campaign gifting phase.

5

Communication preferences of participants.

6

Potential volunteers to conduct a successful campaign.

7

The level of financial support available.

## Methodology

The following methods were used to gain members' thoughts and opinions on the above areas of focus:

- Interviews (in-person at St. Paul-Reformation, videoconference and phone)
- Surveys (mail and online)

To obtain candid feedback, we assured participants that their answers would be held in confidence. For this reason, comments included in the report are not identified or quoted by name.

# Participation Results

## Interviews

St. Paul-Reformation invited all 140 households to participate in an interview with a Mark Davy & Associates' representative. The following process was used to schedule interview appointments:

- Letter sent from Pastor Patrick Shebeck inviting participation in the study that included a "Christ, The Cornerstone" Background & Vision document.
- Reminder emails were sent by Mark Davy & Associates, through Constant Contact, to encourage people to sign up for an interview with a link provided to schedule an appointment online.
- Mark Davy & Associates made phone calls to all households that had not responded.
- Surveys were mailed to those who we were unable to reach.

Mark Davy & Associates conducted 49 interviews, which involved 56 individuals. Eleven (11) households were reached and declined participating.

## Surveys

Letter was mailed, from Mark Davy & Associates, to households we were unable to reach (82), that included the "Christ, The Cornerstone" Background & Vision document, inviting them to participate in a survey. Surveys could be completed by mail or online.

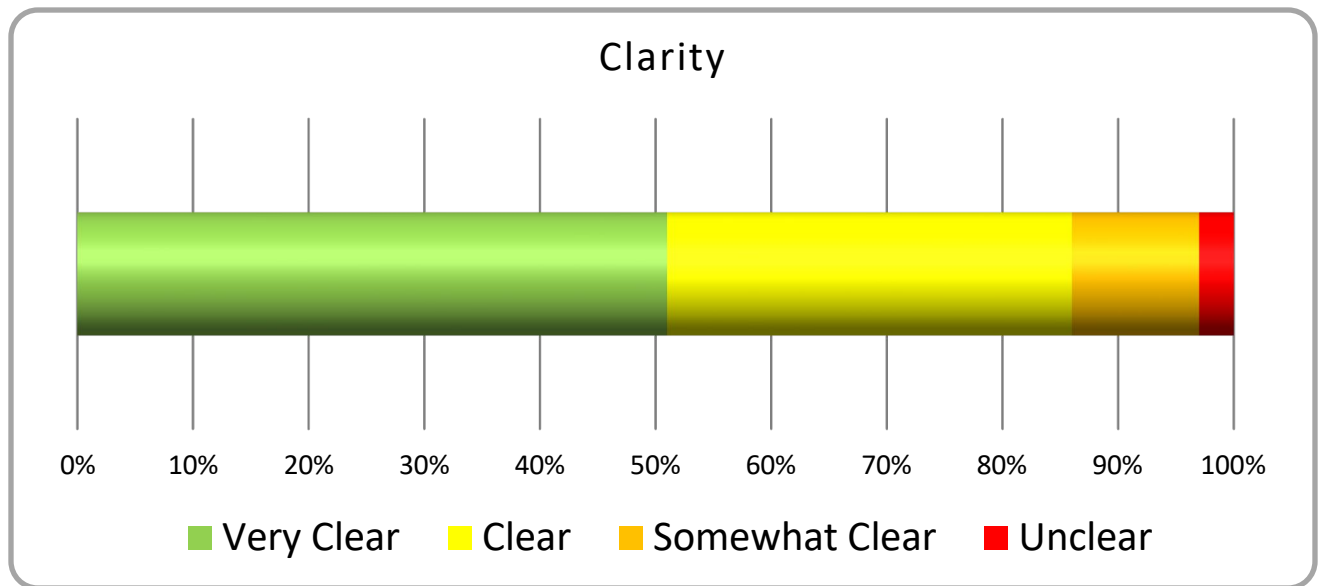
Through these efforts we received surveys from 16 households.

# Responses & Analysis

## 1. How clear are the projects presented in the “Christ, The Cornerstone” Background & Vision document?

|                | RESPONSES |          |
|----------------|-----------|----------|
|                | NUMBERS   | PERCENTS |
| Very Clear     | 32        | 51       |
| Clear          | 22        | 35       |
| Somewhat Clear | 7         | 11       |
| Unclear        | 2         | 3        |

Responses to this question assist in gaining an understanding of how clear the vision was presented and if adjustments need to be made for messaging during a campaign. Each participant was asked to read the “Christ, The Cornerstone” Background & Vision document before participating in the interview or survey, which should have provided a general idea of a potential campaign’s purpose and goal.



Participants indicated that the vision for St. Paul-Reformation was clear. Eighty-six percent (86%) of participants responded “Very Clear” or “Clear”. This response provides confidence that the vision for St. Paul-Reformation is generally understood, but more detail, education and engagement opportunities are needed before asking for financial commitments to a campaign.

**2. How important do you believe each project is to the future well-being of St. Paul-Reformation Lutheran Church?**

**Tower Tuckpointing**

|                    | <u>RESPONSES</u> |                 |
|--------------------|------------------|-----------------|
|                    | <u>NUMBERS</u>   | <u>PERCENTS</u> |
| Very Important     | 53               | 79              |
| Important          | 11               | 16              |
| Somewhat Important | 3                | 5               |
| Unimportant        | 0                | 0               |

**Exterior Lighting**

|                    | <u>RESPONSES</u> |                 |
|--------------------|------------------|-----------------|
|                    | <u>NUMBERS</u>   | <u>PERCENTS</u> |
| Very Important     | 14               | 21              |
| Important          | 21               | 32              |
| Somewhat Important | 27               | 41              |
| Unimportant        | 4                | 6               |

**Sanctuary Sound System**

|                    | <u>RESPONSES</u> |                 |
|--------------------|------------------|-----------------|
|                    | <u>NUMBERS</u>   | <u>PERCENTS</u> |
| Very Important     | 32               | 47              |
| Important          | 20               | 30              |
| Somewhat Important | 11               | 16              |
| Unimportant        | 5                | 7               |

**Sanctuary Altar Platform**

|                    | <u>RESPONSES</u> |                 |
|--------------------|------------------|-----------------|
|                    | <u>NUMBERS</u>   | <u>PERCENTS</u> |
| Very Important     | 18               | 26              |
| Important          | 25               | 37              |
| Somewhat Important | 19               | 28              |
| Unimportant        | 6                | 9               |

### **Office Suite Improvements**

|                    | <u>RESPONSES</u> |                 |
|--------------------|------------------|-----------------|
|                    | <u>NUMBERS</u>   | <u>PERCENTS</u> |
| Very Important     | 6                | 9               |
| Important          | 35               | 53              |
| Somewhat Important | 22               | 33              |
| Unimportant        | 3                | 5               |

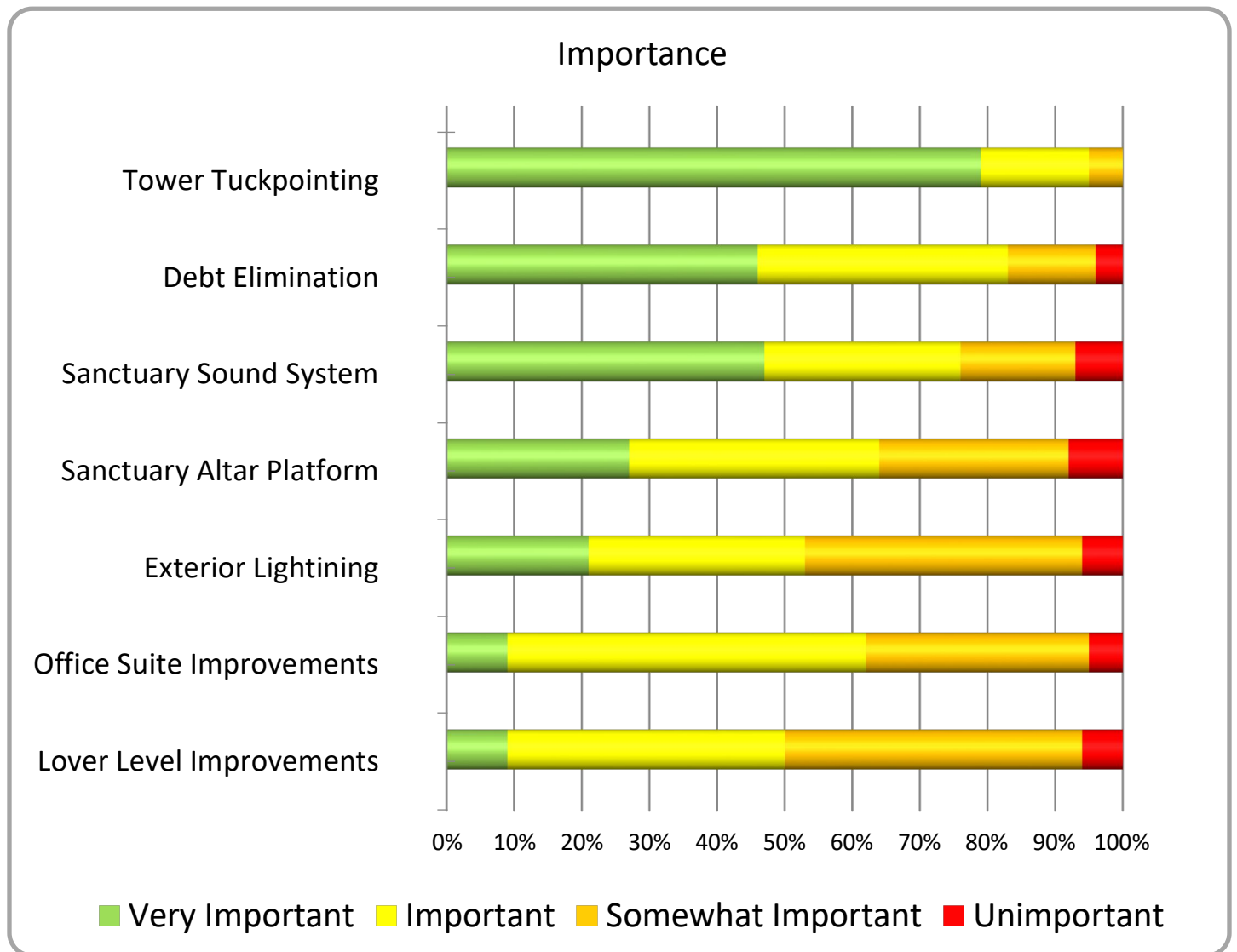
### **Lower Level Improvements**

|                    | <u>RESPONSES</u> |                 |
|--------------------|------------------|-----------------|
|                    | <u>NUMBERS</u>   | <u>PERCENTS</u> |
| Very Important     | 6                | 9               |
| Important          | 28               | 41              |
| Somewhat Important | 30               | 44              |
| Unimportant        | 4                | 6               |

### **Debt Elimination**

|                    | <u>RESPONSES</u> |                 |
|--------------------|------------------|-----------------|
|                    | <u>NUMBERS</u>   | <u>PERCENTS</u> |
| Very Important     | 31               | 46              |
| Important          | 25               | 37              |
| Somewhat Important | 9                | 14              |
| Unimportant        | 2                | 3               |

This question helps in prioritizing projects. Although this is not a vote, St. Paul-Reformation's leadership can review the responses to determine what projects are most attractive to potential donors.



Participants indicated that the Tower Tuckpointing and Debt Elimination are the most important, however; all proposed projects were considered important in varying degrees.

## **Additional Comments Regarding the Clarity and/or Importance of the proposed projects:**

### **Tower Tuckpointing**

- Do tuckpointing first (2)
- Has the rest of the building been tuckpointed?
- The tower is revenue for our church, as cell phone providers use the tower, so should do right away.

### **Exterior Lighting**

- Need more information on exterior lighting
- Not convinced we need better exterior lighting

### **Sanctuary Sound System**

- Need a lot of research on the sound system, so you don't make it worse than it already is.
- Think the sound is good as is
- I thought the church updated their sound system within the last five years. If so, I would like to know why more improvements are necessary.

### **Sanctuary Altar Platform**

- Need more information about the altar platform (5)
- At very least would like the carpet replaced on the altar platform
- Would the back wall be included?
- Make sure to include a ramp in the altar platform
- Should focus on finishing/improving sanctuary – should be first priority

### **Office Suite Improvements**

- Need more information about the office suite improvements (2)

### **Lower Level Improvements**

- Need more information about the lower level improvements (3)
- How much of the lower level has been remodeled?
- Understand the need for this improvement, but now is not the time.

### **Debt Elimination**

- Would like more information on debt, such as interest rate, how much longer we have to pay and why it would be included in a campaign. (2)

### **Other or Multiple Projects**

- Need to prioritize the projects (5)
- Would like more detail on all projects and how the estimates were created
- Do not paint over the back mural – that would be horrific
- Do the essential and needed projects and forget the rest.
- We should not go into more debt
- All projects seem reasonable, but unsure how we will do all of them.
- Are the windows fixed?
- We have been hearing about these projects for years
- Should some of the smaller projects not be included in a campaign?
- Create a package of projects to present to the congregation
- List consequences if we don't move forward, such as cost increases.

### **3. Are there any additional projects or initiatives that should be included in a potential capital campaign?**

- Update/Improve entrance on Oxford side of building (4)
- Include a mission aspect to the campaign (3)
- Additional staff/youth staff (3)
- Increased outreach in neighborhood and community (2)
- Better internet connection for online Services (2)
- Accessibility within entire church (2)
- Signage (2)
- Additional handicapped parking
- Improve and enlarge the church history room – update and expand exhibits – move contemporary icon series back to wall by side front entrance
- Website refresh
- Outreach to more people in the community to increase diversity
- Electric stair lift on Oxford Street entrance door that could bring people up to office level
- Increasing the endowment fund
- Programming
- Clean, organize, sort current spaces so they can be utilized better.
- Put money into people
- Promoting children's programming
- Windows
- Update/remodel the "pink" bathroom
- Raise railings higher inside and outside of the building
- One project should focus on ministries
- Keep projects focused on the building
- Does any work need to be done to the roof?
- Tidemann Hall carpet
- Youth component
- Outreach to homebound members

#### 4. What do you consider to be two or three of St. Paul-Reformation Lutheran Church's top strengths?

- Music (26)
- Welcoming (21)
- Pastor Patrick Shebeck (20)
- Preaching/sermons (19)
- Liturgy/Worship (17)
- Sense of community (15)
- Social justice (14)
- People (11)
- Inclusive (8)
- Friendly (7)
- Outreach (6)
- Diversity (6)
- The building/sanctuary (5)
- Sister parishes (4)
- Warm (4)
- LGBTQ+ (3)
- Mission work/mission driven (3)
- Size of congregation (3)
- Supportive (3)
- Committed members (2)
- High Church (2)
- Warming hub (2)
- Staff (2)
- Feels like home (2)
- Open (2)
- Long history of SPR (2)
- Smart members (2)
- Life-long members (2)
- Embedded in neighborhood
- International outreach
- Gay ministry
- Location
- Growing congregation
- First RIC congregation
- Increasing number of youth
- Kitchen
- Tradition
- Ministries
- Tight-knit community
- Image within community is positive
- Special place in the city
- Extension we provide to community
- People like one another
- Adult education
- Openness to all people
- We live the faith
- Relaxed
- Adult formation
- Speakers at events
- Like-minded progressive people
- We are present
- Take risks as a congregation in a positive way
- We do a lot with a little
- Capitalize on people's strengths and ability to contribute
- Step outside our comfort zones
- Music Director
- Long family history
- Variety of membership
- First Lutheran church to hire a gay pastor
- People feel strongly about keeping SPR up
- There is little feeling of hierarchy
- Forward thinking
- People stand up and speak up for important causes
- Important part of St. Paul community
- Handbells
- People want to help others in the church and community
- Celebration of festivals throughout the liturgical year
- Impressive congregation
- People are connected to one another
- Community service
- Loyal members
- Humble people

## Responses to #4 Continued...

- Long history of members
- Many ministries
- Choir
- Children's programming
- Foundation of the Gospels
- Care and concern for the community
- There is a place for everyone
- Able to watch Service online
- Coffee hour
- Service as a whole
- Potluck of people
- International engagement and missions
- Leadership
- Hospitality
- Pastors over the years
- Bible driven
- Camaraderie
- Fellowship
- Feels like family
- Wing Span Ministries
- Who they support
- What we stand for
- Sister Stacie
- Our communal desire to live our faith
- Engaged congregation - creating hope
- Outreach to community

## 5. Would you see any areas of concern that may affect a capital campaign?

- Dollar amount/Ability to raise the money (16)
- Economy (12)
- Ageing/Older congregation (10)
- Older people on fixed incomes (6)
- Size of congregation (5)
- Outstanding debt/Taking on more debt (4)
- Not many young families or youth (3)
- Political climate (3)
- What if Pastor Patrick Shebeck or Sister Stacie leave? (3)
- Inflation (3)
- Current administration in office (2)
- Tariffs (2)
- Decline in membership over the last few years (2)
- Not many major donors within our congregation (2)
- We just did a campaign (2)
- These projects may not be a high priority for people
- Adapting to the competitive nature of losing young families to youth sports
- What are we doing to grow our congregation?
- Let's not stretch ourselves so thin that we can't help others
- What are SPR's future financial projections
- Recession
- Some of these projects, like tuckpointing, not an easy sell, may be hard to get people on board.
- Mixed feelings regarding the mural behind the altar
- Many members have passed away
- Should the five other Lutheran ministries in the area merge? All of their buildings need work.
- People that promise to give and then don't
- Young families don't have the means to give
- We have many members that can't give anything
- People are already stretched
- Would we merge with another church, like Gloria Dei?
- People having trouble with the website or not getting sermons online may not learn about the campaign
- Not sure how gifts were tracked last campaign, but didn't feel like we paid debt off as we should have.
- Is this the right time?
- SPR's past capital campaigns have met challenges, and sometimes even meeting monthly expenses fall short. With two to five households being responsible for the lion's share of giving, it gives the congregation a skewed picture of the financial picture.
- Hesitation among members
- High Church – may be off putting to some people on getting new members
- Destination church, not many within the neighborhood attend.

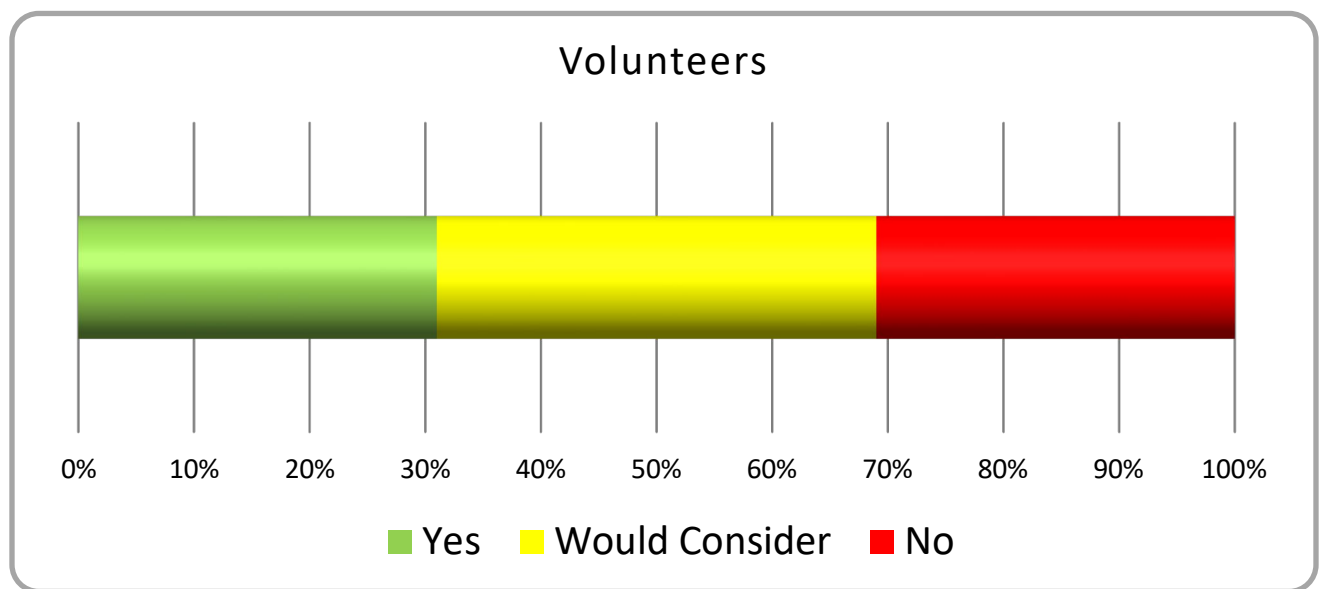
**6. Who, in your best judgment, would be three to five individuals who could provide the necessary leadership to make a capital campaign successful?**

- Deanna Sande (13)
- Sarah Matala (11)
- Susan Martyn (7)
- Stephen Winfield (7)
- Matt Entenza (6)
- Judi Fluger (6)
- Gwendolyn Peyton (6)
- Chris Thomforde (6)
- Luke Hanson (5)
- Sandy Iverson (4)
- Cynthia Peyton (4)
- Alyn Bedford (3)
- Tim Iverson (3)
- James McGowan (3)
- John Rent (3)
- Pastor Patrick Shebeck (3)
- Jon Stevens (3)
- Kris Stevens (3)
- Kathy Thomforde (3)
- Matthew Webster (3)
- Kristin Benson (2)
- Marilyn Harder (2)
- Scott Hanson (2)
- Roman Hund (2)
- Pamela Peyton (2)
- Margaret Schuster (2)
- Kayla Ulsby (2)
- Diane Aase
- Ian Block
- Jamie Block
- Diane Brennan
- Linda Dahlen
- Kristen Damberg
- Sarah Gjerdrum
- Karen Hanson
- Stacie Lightner
- Christopher Lymann
- Kristine Matenaer
- Marilyn McGowan
- Bonnie Olson
- Brian Olson
- Andrew Puroway
- Dawn Puroway
- Ed Stuart
- Alice Swan

**7. A capital campaign will need many volunteers to ensure its success. If asked, would you accept a leadership or supportive role?**

|                | RESPONSES |          |
|----------------|-----------|----------|
|                | NUMBERS   | PERCENTS |
| Yes            | 21        | 31       |
| Would Consider | 25        | 38       |
| No             | 21        | 31       |

Volunteers are a key element to success in a capital campaign. They provide a major role in informing the congregation and others regarding a campaign vision and asking for financial support. Another benefit to recruiting a large number of volunteers is people are more likely to give and/or increase their giving to a campaign in which they are involved.

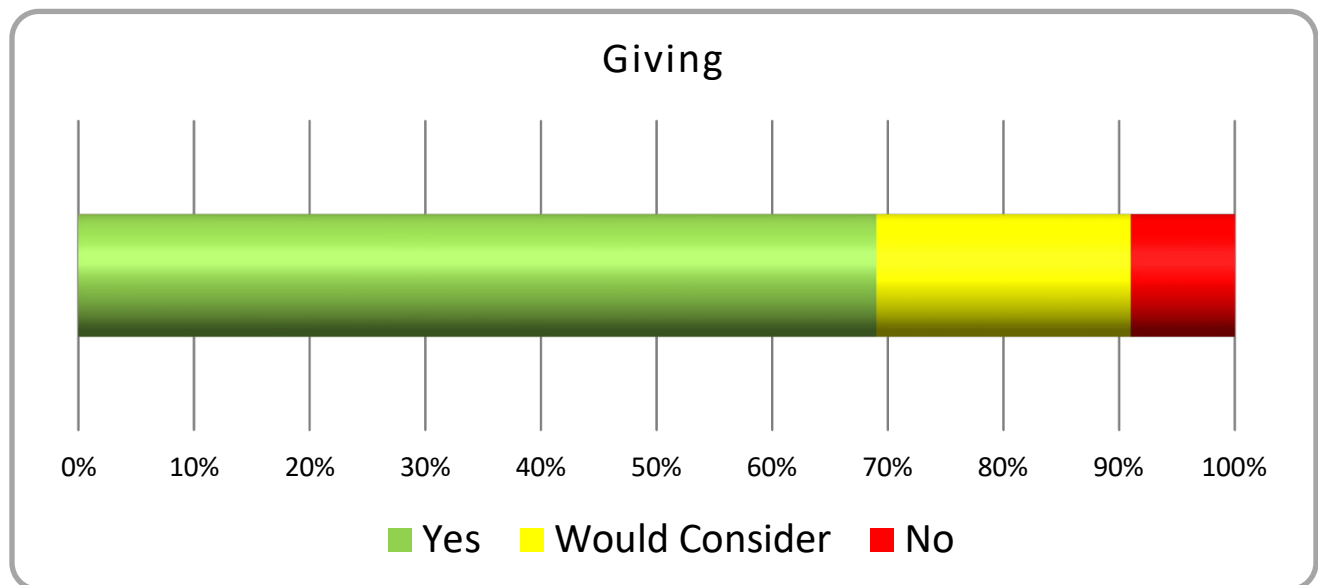


Responses indicate a strong willingness to accept or consider a leadership or supportive role. People can sometimes be reluctant to commit when they are not sure of the job description or specifics of the projects. In a positive sense, there is a pool of 46 people who would agree to or consider taking a volunteer role.

8. **Would you make a gift to a capital campaign, above and beyond your ordinary giving, payable over a three-year period?**

|                | RESPONSES |          |
|----------------|-----------|----------|
|                | NUMBERS   | PERCENTS |
| Yes            | 38        | 69       |
| Would Consider | 12        | 22       |
| No             | 5         | 9        |

This question is valuable in determining if there is genuine support for a campaign. Participants can often feel that the vision is important, but a financial commitment above and beyond their regular giving demonstrates assurance that they want to see the church's vision achieved.

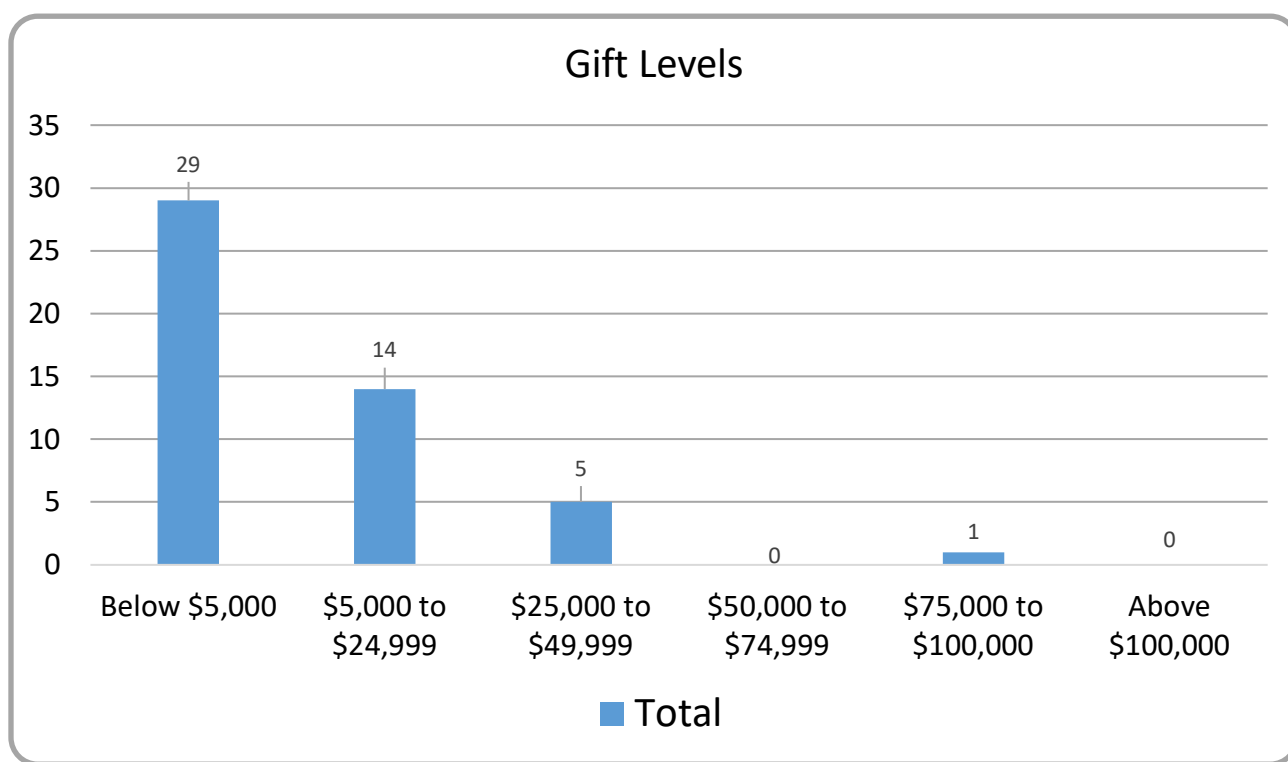


Responses to this question were extremely positive with 91% of participants indicating that they would or would consider giving.

**9. If so, in which level would your gift be over a 3-year pledge period:**

|                                 | RESPONSES |          |
|---------------------------------|-----------|----------|
|                                 | NUMBERS   | PERCENTS |
| Level I: Above \$100,000        | 0         | 0        |
| Level II: \$75,000 to \$100,000 | 1         | 2        |
| Level III: \$50,000 to \$74,999 | 0         | 0        |
| Level IV: \$25,000 to \$49,999  | 5         | 10       |
| Level V: \$5,000 to \$24,999    | 14        | 29       |
| Level VI: Below \$5,000         | 29        | 59       |

Measuring the level or range at which members will give to a campaign is a helpful indication of St. Paul-Reformation's capacity to achieve its vision. For the church to conduct a successful campaign, it is necessary to have numerous gifts at most levels.



St. Paul-Reformation will need gift sizes to increase in order to realize its vision, but overall the results demonstrate a strong initial response. During a campaign, members will be further educated regarding the building projects and debt elimination, and engaged through volunteer opportunities. This will assist in increasing giving levels.

**10. Without making a commitment, could you share what your gift might be?**

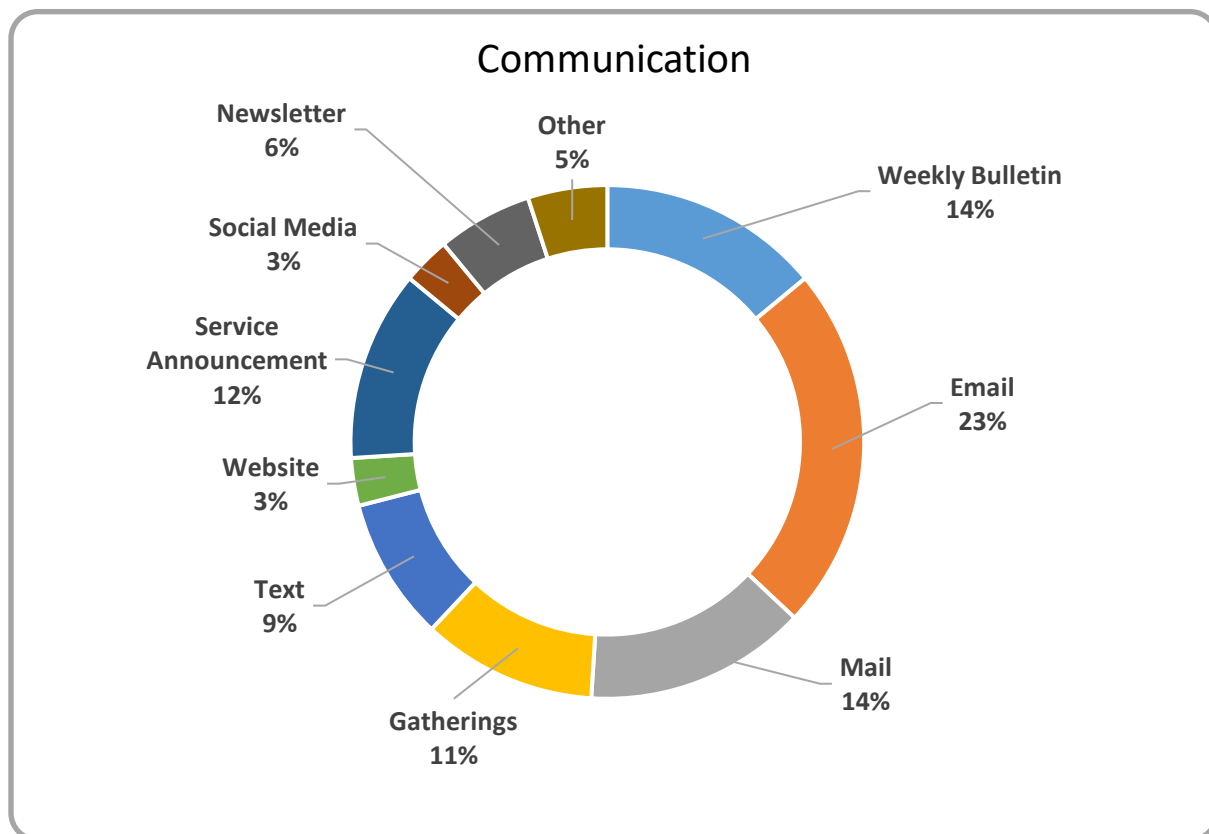
\$\_\_\_\_\_ per year for three years, totaling \$\_\_\_\_\_

This question assists Mark Davy & Associates in better understanding the church's financial capability to pursue a campaign; however, the responses are not all-inclusive or comprehensive enough to report. Gifts ranged from \$20 to \$100,000 and a total of approximately \$475,000 was indicated.

**11. What is the most effective way for St. Paul-Reformation Lutheran Church to communicate with you? (check all that apply)**

|                                                    | RESPONSES |          |
|----------------------------------------------------|-----------|----------|
|                                                    | NUMBERS   | PERCENTS |
| Weekly Bulletin                                    | 28        | 14       |
| Email                                              | 42        | 23       |
| Mail                                               | 28        | 14       |
| Gatherings                                         | 20        | 11       |
| Text                                               | 16        | 9        |
| Website                                            | 5         | 3        |
| Service Announcement                               | 23        | 12       |
| Social Media                                       | 5         | 3        |
| Newsletter                                         | 11        | 6        |
| Other (Phone Calls, Personal Contact, Temple Talk) | 10        | 5        |

Each church has a preferred way of receiving communication. The responses to this question make a distinction between what materials members will generally pay more attention to than others.



Email was indicated as the most effective way to receive communication. During a campaign all forms of communication should be utilized, but the results demonstrate which vehicles should be the primary focus.

**12. Do you have any additional advice or comments for the leadership of St. Paul-Reformation Lutheran Church regarding the proposed projects and/or a potential capital campaign?**

- Make sure to communicate often and share updates throughout the process (7)
- It is important to hire an outside firm to help with the campaign (3)
- Glad we did the feasibility study (2)
- Are there avenues for sources to get other gifts? (i.e. grants, foundations, etc.) (2)
- Would include estate planning/gifting (2)
- Address how we are going to pay for projects (i.e. take out a loan, etc.) (2)
- Trust leadership in making decisions (2)
- All projects and goal seem doable (2)
- We need to continue to grow the congregation (2)
- Debt elimination is an important aspect to include in this campaign (2)
- Would like to see how projects would further our mission
- Pay good attention to the economy
- Committee has done a good job putting projects together
- Mood of congregation is positive, so good timing to do a campaign.
- It is important to move forward
- Important to have the right leaders in place
- How are we paying the current debt?
- Could people designate their gift?
- Need people to get involved
- Make personal contact when asking people to give
- Making giving easy and automated is important – want to give online
- Offer question and answer sessions for people
- Consider possible naming opportunities as an incentive to give more
- Need a lead gift to inspire others to give
- Celebrate victories along the way
- What is the current interest rate of our loan?
- Emphasize the positives of doing each project
- Prioritize the projects
- Did not realize we had debt
- People don't attend adult education hour
- Would like to see missions have more of a focus
- Think beyond the building
- Share all of the ways to give (i.e. stocks, IRA, etc.)
- Should ask opinions of those on building committee for ideas and advice on projects
- Be realistic about expectations for this campaign
- Estimated costs were provided for all projects - were there two or three estimated bids for each project? If so, is that information accessible to the congregation? Given the estimated costs provided for each project, what determined/why did the leadership at SPR decide to go with that proposed bid/company?
- What is our outreach to the local community?
- Get the sound system updated before December 2025

# Recommendations

Below are Mark Davy & Associates' key findings for St. Paul-Reformation Lutheran Church regarding the implementation of a capital campaign:

## Campaign Goal

Based on our findings, St. Paul-Reformation has potential to raise between \$600,000 and \$750,000 over a three-year period. It is our sense that this amount represents current willingness of your congregation to participate in the proposed endeavor.

Although one three-year campaign may not fund St. Paul-Reformation's entire vision, it does represent a strong base of support considering its membership size. We recommend prioritizing the proposed projects/initiatives, communicating this to the congregation and working as a faith community to fund each project/initiative as money becomes available.

Regardless of what is decided, transparency and tempering expectations is critical to ensuring donors understand what will be achieved through their generosity and that pledges are fulfilled.

## Timing

Once approved, St. Paul-Reformation should plan to move forward with the following phases of a capital campaign: *(Timeframes below are estimated and can be adjusted based on St. Paul-Reformation's needs)*

### **Leadership Recruitment & Education (September – October 2025)**

- Enlist a Campaign Committee
- Prepare communication and financial commitment materials
- Educate and inform members regarding the campaign vision

### **Leadership Gifts (November 2025)**

- Ask St. Paul Ref's volunteer leadership and other potential major donors for financial commitments

### **General Gifts (December 2025)**

- Ask the general congregation for financial commitments

### **Follow Up (January 2026 – January 2029)**

- Thank donors for their pledges and contributions
- Communicate progress regarding building projects/debt elimination and campaign financials
- Send reminders to donors regarding pledge fulfillment
- Continue fundraising with those who have not responded

## Campaign Leadership & Volunteers

St. Paul-Reformation's leadership should begin immediately determining who is best to lead this effort. Selecting the right leadership is crucial to a campaign and should not be taken lightly. A successful campaign will require energetic and enthusiastic leadership.

Reviewing responses to question number six in this report will assist in determining the best candidates for chairing a campaign and serving on the core committee. We would recommend a committee of 6 to 8 people. The following are some key characteristics to look for in a potential campaign chair and/or committee members:

- Passionate about St. Paul-Reformation and its future
- Positive attitude toward the congregation and working with others
- Supports the campaign vision and will make a financial commitment
- Has time and dedication to oversee the completion of a successful campaign
- Well known in the church

Enlisting a large number of volunteers is critical to a capital campaign's success. The study indicates willingness to participate; however, this is an area requiring focus in order to engage as many members as possible. Personally asking individuals to volunteer is critical for success.

## Education

Study responses indicate a need to provide more detail regarding the projects/debt elimination. Mark Davy & Associates' recommendation is to complete an all-inclusive education effort using the many different way of communication. The primary purpose of this effort will be to ensure each household has an opportunity to fully understand what will be accomplished through a campaign, why a campaign is being conducted and how to make a pledge/contribution.

## Prayer

Pray and encourage others to pray for God's guidance regarding the capital campaign. Ask the Lord to inspire all within the St. Paul-Reformation community to join in this effort with a joyful commitment and a spirit of gratitude in all that the church provides.