

A Feasibility Study Report

For

Luther Crest

Alexandria, Minnesota

24 July 2012

# Introduction

Luther Crest, as part of its planning process, engaged Gronlund Sayther Brunkow (GSB) to conduct a Feasibility Study among the constituency. The purpose of this study was to determine the potential, timing and capability of Luther Crest successfully conducting a capital appeal for \$6.5 Million. These funds would be used to implement capital improvements and expansion outlined in the recently completed Master Site Plan.

Each person to be interviewed was mailed a Prospectus. This Prospectus outlined the needs, the building plans and costs, and the campaign plan which included the proposed goal, schedule, and campaign methodology.

Persons to be interviewed were selected by Luther Crest board and staff. Staff made the appointments and arrangements for the interviews. Persons interviewed were representative of the constituency: clergy and lay, from town and country, and from a variety of congregations. Thank you to the people who were willing to share their thoughts and opinions in the interviews. Their names are listed as Appendix A of this report.

During June and early July 2012, forty-six (46) personal and confidential interviews were conducted. Richard Sayther interviewed twenty-nine people and Jennie Wolf-Smith interviewed seventeen. A written questionnaire was used in the interviews to guide the discussion, with the interviewer noting responses and insightful comments.

The results of this feasibility study are presented here in three sections.

First, answers to questions are tabulated to give the overall response. Representative comments are quoted directly from the interviews. Our evaluation of the tabulation and comments for each question is given.

Second, in the section Findings and Analysis, our appraisal of Luther Crest's plan and situation is presented. This appraisal is based upon our assessment of the interviews, responses given to the questions, and our experience in interviewing hundreds of people in similar studies.

Third, specific recommendations for action are given. These recommendations are a result of information gathered in the interviews and from conducting similar feasibility studies and capital campaigns across the country, throughout the church and within the Outdoor Ministry network.

# Questionnaire, Assessments And Representative Comments

1. How familiar are you with Luther Crest and its ministry? How have you or your family been associated with it?

22 Very familiar;

21 Familiar;

3 Not very familiar;

Not familiar.

People were familiar with Luther Crest with some having more recent involvement than others. They were able to give informed comments.

## Comments:

*On Luther Crest staff years ago*

*Send campers from our church*

*Volunteered there years ago*

*I/Our child was a camper/counselor there*

*Have friends currently on staff at Luther Crest*

*Served as a board member in the past*

*Participated in adult gatherings/retreats at Luther Crest*

*Former campaign chair for Luther Crest*

*All my Thrivent dollars go to Luther Crest*

*Was a camper as a kid*

*I've led retreats*

*Volunteer regularly*

*Helped with phonathon*

*Both kids have gone to camp*

*On retreats a few years ago*

*I'm a donor*

*Been involved since 1956*

*We're Founders.*

*Child on staff this summer*

*Not involved but am a donor*

*Meetings once in a while*

*Active in the Golf Outing.*

**2. Does your congregation use Luther Crest's programs and facilities?**

**39 Yes**

**1 Not sure**

**6 No**

**This is a very positive response. People are supportive of ministries they use and value.**

**Comments:**

*We have a history of supporting Luther Crest—quilting and confirmation*

*Women's groups use Luther Crest facilities on occasion. Luther Crest led Vacation Bible School off-site for us. It was a good experience*

*It's limited. We're disappointed that local churches don't patronize Luther Crest more. They aren't in sync with Luther Crest and are sending their youth elsewhere. Using the camp as part of the confirmation experience no longer happens; that's too bad.*

*The Synod intentionally makes use of both Luther Crest and Pathways.*

*Some staff retreats, about 50-60 summer campers. We don't use it to the extent that we could.*

*Used Luther Crest West, but not Luther Crest since West was sold. We use Mount Carmel for a couples' retreat. It's geared more for marriage and family programs.*

*We promote Luther Crest, but kids don't go there. I'm not sure why.*

*People say it's more expensive than other camps near us. They are using Inspiration Point more often for summer campers.*

*Our church is one of the founding churches.*

*A little bit. Retreats. Adult fun days. Day camp. Summer Bible Camp.*

*Summer camp for 3<sup>rd</sup> grade through 8<sup>th</sup>. Senior High is challenging.*

*Less success with getting kids to camp than I'd like. Kids connect to local Evangelical Free Camp and Camp Beauty. Kids recruit their friends.*

*No activity with adults and Luther Crest.*

*Yes, but can't get big numbers. Local camp is not as sexy. No one asks us for scholarship help. Don't know how to get them to Luther Crest.*

*Council retreats. Summer Bible Camp for kids.*

*Stronger connections at one time. General decline over the past 5 to 10 years.*

*Summer Bible Camp and Women's Week.*

*One or two going to Luther Crest while 12 going on a Mission Trip.*

*Yes, but sparse lately.*

*Day Camp. Give scholarships. Attendance depends on pastoral leadership.*

*Consistently a strong supporter with summer staff, board members, winter confirmation retreats. But not strong dollar support.*

*We're not members of Luther Crest but have been using it for many years.*

*Think we do. We have a new pastor and that will help.*

*Summer youth. No adults.*

*We send kids. No one goes with them to summer camp.*

*Yes, for quite some time.*

*Confirmation retreats. Staff and couples retreats.*

**3. What is your impression of Luther Crest's programs?**

<b>18</b>	<b>Excellent</b>	<b>21</b>	<b>Good</b>	<b>3</b>	<b>Average</b>
	<b>Poor</b>		<b>Very Poor</b>	<b>4</b>	<b>No Opinion</b>

**When programs are deemed worthy, support in a campaign is forthcoming. A very healthy response.**

**Comments:**

*I'm not familiar with current programs.*

*There's a lot of forward-thinking. I appreciate the environmental programming.*

*Luther Crest is nimble to respond to circumstances. I'm encouraged by their willingness to be flexible.*

*Luther Crest offers lots of different kinds of camps. The product they offer is invaluable. They have kept traditional camping, but with a modern feel. I have a lot of confidence in Dave's leadership.*

*Trying to get kids involved with new programs is good.*

*Family camp: the timing is bad. Other family camps are better. I'm not sure why this hasn't caught on (been more attended) at Luther Crest.*

*Day camp program is great!*

*It's the greatest place! Inspiring to both campers and staff.*

*Primitive overnight is not a favorite part of the camp experience for kids. Not done well.*

*They stay very current with teaching and reaching kids. I like the music program. They have a wide variety of program. Lots of things done well.*

*Excellent contact and arrangements. They're flexible.*

*They do a really good job.*

*I just don't know enough. But it would be particularly challenging because of the competition.*

*Great. Variety of things to do.*

*I like them helping kids meet Christ in a non-church setting and meeting young adult Christians.*

*I appreciate that they put emphasis on spiritual growth.*

*They're very good at getting people together in a Christian setting.*

*They're good especially since they've added things like the wildlife center, ropes course and waterfront.*

*I like how they are able to really ministry to youth and adults in amazing ways.*

*Good, but I haven't seen it in action lately.*

*I appreciate their willingness to work with us as a congregation.*

*I'm impressed with the people.*

*Excellent but I'm only an observer.*

*Their ministry with kids is Bible-focused. Musical brings a powerful message.*

*Good at combining faith and humor in a relaxed setting. It's comfortable.*

*Program is very much improved. We almost lost the camp about 3 years ago.*

*Very positive. One of the best ways of faith formation for youth... if you can get them there.*

*Ropes course says this camp is forward thinking.*

*Lots of love there. Teaching kids in a fun setting.*

*It's as good now as it's ever been. Dave is connecting.*

*Never heard any negatives, never.*

*Appreciate the counselors' work with kids and music, the growing facilities, environmental program. Comfortable with what they've done with relationship building with kids.*

*Extension of the congregation's ministry. Kids hear about the Bible. It's faith-based. Actually a feeder system to the Seminary.*

*What I do hear is good.*

*One staff member is unkempt and not attractive to adults. Don't know how good they are at what they do.*

*Dave is very visible in churches, on radio.*

*Mission Trips make it a challenge.*

#### **4. What do you think of the campsite and facilities?**

<b>Site:</b>	<b>24 Excellent; Poor;</b>	<b>17 Good; Very Poor;</b>	<b>4 Adequate; 1 No Opinion</b>
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<b>Facilities:</b>	<b>Excellent; 6 Poor;</b>	<b>6 Good; Very Poor;</b>	<b>33 Adequate; 1 No Opinion</b>
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**The site is highly regarded and recognized as a resource to take care of. The facilities receive a mixed response: newer ones are perceived to be in much better shape than older ones.**

#### **Comments:**

*It's difficult to find the camp. Facilities are in need of updating. Currently Luther Crest isn't a "retreat center".*

*The camp is difficult to find for newcomers - not great directive signage.*

*I'm impressed with the Adult Retreat Center.*

*Great location. Groundskeeper is outstanding. There is a need for upgrading, particularly the Dining Hall.*

*I've never used the cabins, so can't say about those. Easy to access from the Twin Cities metro.*

*Mount Carmel is more attractive to adults. It's going to take work to compete with their facilities.*

*ARC and gym are great. Chapel is good. Cabins are poor.*

*Prime location—private and secluded enough. Expectations of kids for amenities is higher now than it used to be.*

*Great location! My experience with facilities is minimal.*

*I understand the cabins probably need updating. Newer buildings have added to the camp. I'm laid back; I don't need all the luxury of air conditioning, etc.*

*Site: the layout is confusing and the parking lot is in the middle of stuff, a negative; Facilities: I've never used the cabins. I understand that people want more comfort, but I'm not sure that's for the better.*

*I've encouraged the camp staff to irrigate the lake to maintain the green space. I don't think the camp takes advantage of using the lake like they should.*

*Site is fabulous. Facilities need major upgrade.*

*Site is the best there is. Facilities are getting better. We've had issues with the bathrooms for years. Glad they unloaded Luther Crest West. Some buildings being rustic is not wrong; don't have to be a five star hotel. ARC is very flexible.*

*Some facilities are good some not. Rustic is charming.*

*Valuable site. Facilities are poor. Old people get used to the way things are; it worked for them. World today is very different for kids so camp, to be successful, must have year round programming and adult facilities where they feel comfortable, clean, nice, private. "Quality": people are used to it and expect it.*

*Cabins are beyond repair.*

*ARC is very nice but others need lots of updating. Erosion needs attention.*

*Dumpy. Needs upgrading.*

*OK but not great. Our kids expect and get great elsewhere. ARC is great and kids love it when they stay there.*

*Facilities are a problem.*

*Good, like any camp, needs upgrading. People expect comfort. Roughing it not "in" anymore. Landscaping around ARC is a little rough.*

*Need repairs and updating. Dining Hall with large group is pushed to the limits.*

*Depends on how new they are. Cabins are falling apart and should be condemned.*

*Cabins need overhaul. Dining Hall not meeting needs.*



*Primarily needs a cabin upgrade.*

*Have to get beyond the Luther Crest I knew as a kid. Need to make it viable. How much can be used year round?*

*Typical summer Bible Camp*

*Have to do something because of the competition.*

*Roof on Dining Hall is shot.*

*Some facilities are outdated.*

*Cabins are less than impressive. Smelly.*

*Huts are not mosquito-free. Need tents. ARC very nice. Retreat Center beautiful. Dining Hall adequate but needs updating.*

*Kept up well.*

**5. How well-managed do you believe Luther Crest to be?**

<b>37 Well-managed;</b>	<b>4 Adequately managed;</b>
<b>Poorly managed;</b>	<b>5 No Opinion</b>

**Management receives very high marks. People will rally behind leadership in whom they have confidence. This response is quite positive.**

**Comments:**

*I wish there was a way to get camp to be less expensive for kids.*

*I have a hard time understanding where Luther Crest is going (programs, etc.) I haven't seen much marketing from Luther Crest. What happened to the money from the sale of Luther Crest West? What investments were made in the current Luther Crest site/facilities?*

*Dave has made good, tough decisions.*

*There is an openness. The presentation about where they want to go was great, though poorly attended. Dave has great presence. He and Paul can both preach, which broadens exposure to congregations.*

*Dave is a visionary. He sees what should be—and could be—done for the camp.*

*Dave is a big thinker, visionary and accountable.*

*Dave is well-liked by the staff and respected. He is visionary and creative. He is well-grounded in his role.*

*Dave on top of things. Innovative.*

*Good staff. Accommodating and welcoming.*

*Under Dave program has improved markedly. Ropes is now a destination. Dave doing a great job with vision and staffing.*

*Appears to be well-managed.*

*Delighted with the management.*

*Don't hear of any dire need of funds. Operating within their means.*

*Dave does a good job. Building up the program again. Excellent job with hiring staff. Not well maintained because there's no money. Where will the money come from to maintain new buildings?*

*I like Dave, Paul, Jodie. Competent. Pleased with them.*

*Paul is as good as anyone to put mission trips together.*

*Not in on day-to-day operation. Does seem well managed.*

*Very fine personnel. It's a religious Lutheran Center.*

*Very well managed but not excellent yet.*

*It's fine. Could be better. Dave does his best.*

*Dave doing a good job – young with energy.*

*With Dave at the helm it's in very good hands – as good as Arden's were.*

*Struggling for identity between environmental and religious. Getting beyond just a Bible camp. Do they have environmental education?*

*Dave doing amazing job of rebuilding. As good as it's ever been.*

*Trust them. Dave seems a respected guy. I like him. On the ball. Upgrading the staff.*

*Don't know. Dave's strength is outgoing personality. Don't see him as operational guy but he has help. Was running poorly before Dave – when they didn't connect with children.*

*Don't hear any negatives. Hospitality good. Dave doing well at building relationships in the community. Didn't know previous directors.*

*My impression of Dave is very positive.*

*Great staff now. Dave is doing well in developing relationships with congregations.*

*Luther Crest is the best kept secret in the church.*

*Dave needs to get more people involved. Needs to delegate and get more people working with him otherwise he'll burn out. We can't lose him.*

*Staff need to recruit quality staff. Not good at program. Getting weak staff. Dave has great people skills.  
Not well-maintained. Dale does not want volunteers.*

**6. How many Board members do you know?**

**1 All 3 Most 3 Some 16 Few 14 One 9 None**

**How strong do you think the Board will be in leading the campaign?**

**3 Very strong 5 Strong 5 Average  
3 Weak 1 Very weak 29 No opinion**

**The Board is not well known. People are not clear as to how effective the Board will be in leading a campaign. This is a weak response.**

**Comments:**

*They are committed to Luther Crest.*

*Don't know how influential they'll be. No ability to encourage people to dig deep.*

*Ones I know will do well.*

*I only know names.*

*I know zero... and that's not good for fundraising.*

*Dee knows what she's doing.*

*Don't have a good sense for that.*

*Don't know for sure. We'll see.*

*Board does not want to raise money.*

*Tough. No great community leaders there.*

**7. What is your opinion of the overall need as presented in the Prospectus?**

**23 Much needed 18 Needed 5 Perhaps needed Not needed**

**The perceived need is affirmed, a strong response and positive for a campaign. Some comments do lift up concerns about specific needs pointed out.**

**Comments:**

*Climate control is much needed. I agree with issues of meeting space and dining.*

*Well presented and makes sense. It's visionary and concerned for creation. Balanced. Perhaps a bit lofty of a goal, though? "Need" is relative. I liked "roughing it." I understand that improvements may draw people.*

*Has Luther Crest lost sight of what they are: a camp? Not a resort. We need to see measurable facts to assess the actual needs. Example: how many people aren't coming because of poor facilities?*

*Who will these improvements serve? What will the purpose be? Luther Crest is shaping a new way of camp ministry by going out rather than people coming to the site. I'm not sure that kids expect fine, new facilities. Adults, of course, would. Luther Crest doesn't need to compete with other overnight (retreat/hotel) facilities.*

*Camping for kids needs facilities that are attractive.*

*I'm unsure if it's possible to raise the money for this. Is the camp used enough to justify the expense?*

*It's not just the facilities. It's the mindset of the people as to Bible camping in the future i.e., what is the future for Bible camping? Is there an interest in spiritual retreats for children, families, adults?*

*There is a need for family and adult oriented space—especially meeting areas.*

*Much needed if we're going to stay in the market.*

*Cruddy, dirty entrance to camp. Traffic pattern a problem; I can see the safety issue.*

*Because of the competition, Luther Crest needs to upgrade.*

*Tough to draw line between wants and needs.*

*Much needed if you want to expand to new programs.*

*I've seen Dining Hall crowded and noisy. Meeting spaces are needed. Large group spaces appeal to me. Chapel needs better acoustics.*

*Not aware of air conditioning programs in Adult Retreat Center.*

*Agree with housing need. Dining Hall definitely needs help. All very needed. Not surprised at any of this.*

*Basically true need. Understand cabin situation. Dining Hall doesn't have capacity. Luther Crest not up to date. There's competition, nicer places to go.*

*Needs face lift.*

*All needed. Cabins are uncomfortable, outdated. Well water smells. When we go somewhere else, kids compare. Kids expect better but don't need it. Doesn't stop them from going though.*

*Spot on. Bathrooms are in poor condition.*

*Facilities are there but need sprucing up. ARC smells musty.*

*Accurate. I'm a traditionalist but recognize things have changed. Comfort will attract people.*

*Cabins need to be new. Dining Hall is too small. ARC is adequate but needs a decorator to come in and rework it.*

*Desperately needed.*

*Cabins needed. Don't see strong need for other than cabins.*

*Don't see need for green space; can get that elsewhere on the camp. Rain garden solved erosion problem.*

*Need to do something. Any way to combine with Mount Carmel into one huge facility?*

*Definitely housing and meeting, gathering spaces are needed. How many times is the Dining Hall too small in a given year? Ambiance in Dining Hall should be better. Some people like the rustic.*

*All is much needed.*

*Facilities are adequate unless you're looking to grow and expand into the future. Camps struggle to provide places to draw people. Need to be positioned for growth. Bedrooms are not in good condition. Having no air conditioning is part of being at camp. Dining Hall ambiance is poor for eating.*

*ARC needs updating because is a pleasant place.*

*Dining Hall is a money pit to heat in the winter. Chapel is under used: hot in summer, cold in winter.*

**8. What do you think of the plans outlined in the Prospectus?**

<b>17 Very good</b>	<b>24 Good</b>	<b>1 Adequate</b>
<b>3 Poor</b>	<b>Very poor</b>	<b>1 No Opinion</b>

**The response to the plans is very favorable.**

**Comments:**

*This seems to be a comprehensive plan—more than a band-aid—for the needs of the camp. I'm impressed.*

*I love the idea for more green space. Changes to grade the slope would be helpful.*

*This is attractive and comfortable, especially for adults. I do have some concern about kids bonding if staying in the multi-purpose building vs. the duplex cabins. Adults like individual rooms and bathrooms, found at hotels and convention centers. I'm not sure that the plans allow for this. I'm not convinced that this will compete with other retreat center options. Could this be a place which could accommodate a Sr. High Youth Synod gathering?*

*How does the cabin floor plan work for accessibility to counselors? One counselor for six kids is a lot, yet the floor plan doesn't seem to work for one counselor to cover both rooms of campers. The proposed site plan seems like buildings are too spread out and too far away from Lake Carlos. The camp will lose the feeling of being on the lake.*

*If there is adequate # of times that the chapel would be used throughout the winter months, then the work is worth doing. Cabins are worth updating, but "musty" smells may still occur in new, but unused, facilities as well. Climate control to control moisture is the key.*

*I really like the idea of duplex cabins. I'm concerned that they aren't looking to expand the physical space of the chapel.*

*The focus of the camp has changed to year-round.*

*Site plan indicates a renovation of the administration building. What changes are planned for this and why? No details are provided in the materials.*

*Will these improvements cause Luther Crest to be comparable to Mount Carmel? Or, will it still be 2<sup>nd</sup> best?*

*These are good plans if programming matches. What will they use all this for? The cabin floor plans are too elaborate and extravagant for "camp". I resist some of the statements that led to these plans. Are there ways to improve without all this expense? I don't like moving things into the woods; move closer to the lake.*

*How is Luther Crest growing their programs to support this campaign?*

*Great job putting this together.*

*Will the new facilities draw people? Heating in the ARC is noisy and wakes us up in the night. With Multi-purpose Building sleeping and dining will be in the same building which is good. New green space is great idea.*

*Ambitious but awesome. I have anxiety over the ambitiousness of it. Terrific ideas. Multi-purpose Building makes lots of sense. I'm eager for the cabins to be fresh.*

*Makes perfect sense. Moving in the right direction.*

*I'm impressed. Been talking about this for years. Need better year-round facilities; even kids don't want what we have now. I like this plan.*

*Remove the Dining Hall: it's 40 years old, roof shot, no air conditioning. We're getting soft and used to it. Camp needs to keep up.*

*What's the plan for the existing Administration Building?*

*Kind of like it, especially the upgrades. Not sure about relocating the maintenance building.*

*Are they building the staff house? Why do we need staff house? Cheaper alternatives are available for this.*

*Program has not changed enough to drive this facility (Multi-purpose Building). Looks like Mount Carmel. Does it make sense when Mount Carmel is so close? ARC is empty a lot. Update the cabins and fix the Dining Hall. Waste to tear it down and move 200 feet back.*

*Exciting. Will make Luther Crest look different – and that's good. Will be able to offer better year-round programming and alternative programs as well as host other groups.*

*Do more cooperative work with Mount Carmel. When you look at both camps, there is excess capacity.*

*Not in favor of Dining Hall project because it needs a view of the lake. Not supportive of the Green Space because I want the Dining Hall closer to the lake.*

*What will be the additional operating costs for new building and sources of revenue to fund it? Program Center became a money drain because they didn't program it, never brought in more revenue.*

*Well thought out. Makes sense.*

*Things have to be done in the Chapel.*

*Multi-purpose Building: no handicapped restrooms. Make Handicapped facilities big enough for two people, two genders.*

*Traffic situation: be good for kids to not run across the parking lot all the time.*

*Are we going to go into debt or proceed as pledges come in?*

*If we do this, more people will come. I like it a lot. Lots of good ideas. Hard thing is selling camp to people. Updating is the way to go.*

*Quite the deal, especially the Multi-purpose Building. Looks great. Traffic flow will be more welcoming. It's an amazing building – like the Taj Mahall.*

*Chapel is important but can do worship in the Multi-purpose Building. Cabins should be air conditioned, winterized. Build for the long-term.*

*Don't lose the feel and character of the Chapel. Has its own mystique and uniqueness. Don't want to lose that but it does need attention.*

*Something has to happen with the cabins. Maybe some other use for some cabins?*

*Agree with cabin plan but keep some of the old ones too because it's what camp is. Teach kids to step outside the norm. Kids will end up inside all the time. I like the plan – have to be able to move with the times: upgrade.*

*Looks awesome. Seems ambitious.*

*Quite grand. Not sold on it by any means. New Multi-purpose Building seems over the top. I question removing Dining Hall. How do you make what you have work?*

*It would be nice to use the Chapel in the winter.*

*Hope they study space allocation. How many times do you have 300 people there? Hoping they have looked into this and that wanting to be year round is cost efficient.*

*Great. I like the updating. If Dining Hall is not functioning the way we want it, OK to remove it. I like the concept.*

*Looks like a big project. We do need better traffic flow and not close to the Dining Hall. I like serving different age groups.*

*Very supportive of replacing Cabins. Removing Dining Hall makes sense; love the green space and moving the traffic. Luther Crest can survive without this but we want to do more ministry, keep strong and thriving. Nothing I'm opposed to in the whole plan. Make the cabins adult-friendly too.*

*Marvelous. It's an incredible resource to the church. Have to figure out how to use these facilities.*

*Love the green space and changing the Dining Hall. Like it.*

*I support the total plan. It's the way to go. I support having a plan to improve and strengthen people's relationship to the Lord.*

*Multi-purpose Building – so many ways to use it – it's a no-brainer.*

*I like the plan and ideas. Green Space is great idea. Usability of the space will be nice.*

*Pie in the sky. Elaborate. Long-term look is OK.*

*Shocking to see the price tag.*

*Was not aware of food service problems. Great to move the Dining Hall. Family Cabins is the market. Green Space a great idea.*

*Excited about the plan. Well-thought out.*

**9. Please rank the projects in priority order. Highest rank is #1, lowest is #3.**

**The lower the number, the higher the rating. Projects are listed in descending order of priority.**

<b><u>Project</u></b>	<b><u>Points</u></b>
<b>New Cabins</b>	<b>68</b>
<b>Multi-Purpose Building</b>	<b>71</b>
<b>Chapel</b>	<b>116</b>



**10. Are economic conditions and public attitude favorable for a capital campaign for Luther Crest at this time?**

**7 Yes**

**19 Maybe**

**11 Not sure**

**9 No**

**This is a weak response with the economy and people's attitude because of the economy being a concern. Attitude toward Luther Crest is very positive.**

**Comments:**

*I don't think the economy is great, but not terrible.*

*Rural farm economy is doing well. This is a time for expansion.*

*Perception is "hard times". Reality is that not much has changed for most people. Attitude has been affected, but lifestyles haven't been.*

*Luther Crest should really focus on planned giving opportunities. People are ready to see a new updated Luther Crest.*

*If the economy picks up in the next 6 months, timing would be great.*

*If people are totally convinced of the need, then they'll give.*

*People give to trusted organizations that have missions that transform lives. Testimonials draw people to give. People minimally give to maintain something; they want to change lives and give more to those things.*

*I have some concerns about timing. We're still in a tornado recovery in my area. We're a poorer county. People may recognize the need, but not have the money to give.*

*There's never a great time, always competing with other things seeking funding.*

*They should do this project because they need to. I'm cautiously optimistic.*

*People are stingy about their money. It'll take longer to reach the goal than they think.*

*Probably not.*

*Very positive toward Luther Crest.*

*Economy is difficult*

*Donor fatigue is in play. Have to go outside our town.*

*Lots of money comes from Alex.*

*Economy improving but people are still a little cautious. Attitude toward Luther Crest is positive. Struggle to get kids to camp because of competition. Per Confirmed Member assessment is not going to happen.*

*People still experiencing the Great Recession. Not thinking now is not the time for expansion. Smaller projects like the cabins are more manageable. Don't want debt.*

*Every organization is hurting. Have to do a lot of public relations, education.*

*Until economy picks up people will be reluctant.*

*Don't know how it ever is. People who have been touched by Luther Crest are really positive about it. Other don't know about it.*

*Support is there. People are hanging on for the economy to improve. Not getting kids signed up for camp. We have ties to Luther Crest but loyalty not strong but it can be improved.*

*Incredible wealth here. My question is has Luther Crest developed relationships with key people? Economy is positive here.*

*Never a good time. Challenging times. Soft out there.*

*Gravel suppliers and farmers are doing well.*

*People with a connection will support it. Not high on my list.*

*Economy is getting better.*

*Probably no. Economy is not good. Fear looms rather than being charitably hopeful. Lots of retired people here and it's tough to wring money out of working people. But better than it was two years ago.*

*Never a good time. Farming doing well.*

*Economic conditions are what they are. If Luther Crest can create a need and understanding, people will give.*

**11. Do you know of other campaigns in progress or being planned which might have an impact on the Luther Crest's Campaign? Please name them with goals and timetables (if known).**

**Several congregations are in various stages of capital projects. Community-wide efforts are also under way.**

*ELCA Malaria campaign*

*YMCA expansion in Alexandria (Fall 2012-Fall 2013, \$2.5M)*

*Alexandria high school campaign just finished*

*First Lutheran, Alexandria upcoming campaign (next 3-5 years, \$4-5M project)*

*Shalom Lutheran, Alexandria just finished a capital campaign.*

*Wadena Community Center: \$10M combination of gifts and taxes*

*Synod Campus Ministries and annual appeal*

*Outdoor ministries*

*First Lutheran, Fergus Falls: repayment on \$86K for new roof*

**12. Do you think your congregation will participate in the campaign?**

**28 Yes                      4 Maybe                      12 Not sure    2 No**

**Will they conduct a six-week drive for Luther Crest?**

**15 Yes            5 Maybe            20 Not sure            6 No**

**Will they accept the Target Goal as outlined in the Prospectus?**

**Combined suggested target goals suggested from sixteen churches ranged from \$616,200 to \$929,300. The number of churches thought to participate is favorable but the activity level of their participation is weak.**

**Comments:**

*These are bracing goals to most congregations in our area. They aren't modest goals.*

*The Synod will help with rallying support for the project.*

*Our church may use endowment funds in addition to church member support.*

*Communicating the need—selling the project—is key.*

*There is new clergy on staff at our church. Luther Crest is not a high priority for the church.*

*These goals are way too high. My church recently voted to cut Luther Crest from the budget. I advocated against this. They may support, but not much.*

*Because people don't use it as much as I'd like them too, this may negatively impact giving.*

*We'll do fundraising events for several years plus contact a few individuals.*

*Maybe not as whole heartedly as they should.*

*Goals seem workable.*

*Totally capable if they have the will. Can't make them give, only invite them.*

*Piece of cake.*

*Not certain.*

*We're not tied to any particular camp.*

*Not sure how much ownership there is. Need to build up camper numbers for us.*

*We're in transition now.*

*Don't know who else in our church has ties to Luther Crest.*

*We just built a new building.*

*It's a distance away but it's been our camp.*

*We have a struggle making our church budget.*

**13. Since "people give to people" as much as to the cause, whom would you suggest be contacted as possible leaders in the campaign if it is to succeed?**

**Sixty-four names were suggested as possible leaders, a soft response. Volunteer leaders are vital to the success of a campaign. These names are included in Appendix B.**

**14. If asked, do you think you would be inclined to serve in the Campaign as a**

**Leader:        7 Yes;    11 Maybe;    28 No**

**Worker:       12 Yes;    15 Maybe;    19 No**

**More workers than leaders were self-identified. This is a poor response.**

**Comments:**

*I'll help to get the information out.*

*Tired with fundraising from the last five years.*

*Not committed to the capital campaign.*

*Yes, if a more modest proposal just for cabins. Cannot wholeheartedly support the full project.*

*Have health struggles but will do what I can.*

*Will do something. I'm horrible at calling people. Could raise awareness and visit churches.*

*Yes because there are times when the camp needs to step forward, to change and move ahead.*

*I'm maxed out with commitments.*

*Taking a break from it.*

*I'll want to know the time commitments.*

*Depends on what happens with our staffing situation.*

*Depends on my other commitments.*

*Involved in too much now.*

*Hesitant being this close to retirement.*

**15. Do you believe the top gifts in the gift table in the Prospectus are available to Luther Crest?**

**17 Yes**

**10 Maybe**

**14 Not sure**

**5 No**

**This is a mixed response with the comments expressing more doubts than the numbers suggest.**

**Comments:**

*How does this compare with past support for Luther Crest projects?*

*I'm surprised that the endowment isn't larger. Some of those top donors are being asked by other Lutheran organizations.*

*There may be people who are disappointed with the 2009 ELCA vote and may be reallocating their gifts.*

*Perhaps a farm estate? On-going cultivation is required for these top gifts.*

*Yes, because of the need. Luther Crest has a wide geography but will not happen in this town. Money is in other towns.*

*I'm unsure if people with this capacity are familiar with Luther Crest. Bishops must communicate the need to their connections.*

*Our county has the lowest standard of living in the state.*

*Don't know. No feeling for it.*

*No concept of that.*

*Gifts over \$25,000 will be very hard to get.*

*Total crap shoot. Not even a guess.*

*There are people who could do this stuff around here.*

*Donor list pretty slim without a lot of capacity. Not much of a list especially at higher levels. A big challenge. Don't know much about other communities or how many major donors in other towns. Alumni will have to be tapped.*

*That's aggressive. Some people have the resources.*

*If I won the Lottery I'd do it. don't have a finger on it though.*

*Not for the very top gifts. Maybe a \$250,000.*

*I could not guess.*

*Not the top ones. Luther Crest is supported by middle class people. Top at \$125,000... maybe.*

*High end gifts will be hard to find.*

*Now is a good time to go after them especially if they are agriculture related. Give them naming rights.*

*Maybe the smaller ones.*

*Not in the upper range.*

**16. What names come to mind who might be able to give some of the top gifts?**

**Seventy-one persons were suggested, a weak response. Many prospective major donors are required for a campaign. These names are in Appendix C.**

**17. If the campaign is conducted and if you were asked to consider a 3 to 5 year gift, what size gift might you think of as a contribution, personally or by your firm?**

**26 Yes            17 Yes, but no amount            2 No gift            1 Not Sure**

**Twenty-six people suggested possible gifts ranging in total from \$105,500 to \$145,200. Largest gift estimated was one ranging from \$15,000 - \$25,000. This is a very weak response.**

**18. Do you think Luther Crest can raise \$6.5 Million in three years from all sources?**

**10 Yes            8 Maybe            16 Not sure            12 No**

**If not Yes, what amount do you believe can be raised?**

**1 @ \$750,000  
1 @ \$1 – 1.5 Million  
1 @ \$2 - \$2.5 Million  
1 @ \$2 - \$3 Million  
1 @ \$2.5 Million  
1 @ \$5 Million**

**This is a poor response with the comments expressing a lack of confidence.**

## **Comments:**

*Three years may be ambitious. Five years may be more realistic.*

*Leadership on this will be the key. \$6.5Million is a challenge. The times are uncertain.*

*Not without those sizeable gifts.*

*How does this compare to previous fundraising efforts?*

*\$6.5Million in 10 years would be possible. Maybe conferences or congregations would support one cabin at a time.*

*Not sure what Luther Crest's relationships are beyond Alexandria area. I'm hard pressed to see that the resources are here. Mount Carmel recently made improvements and I don't think they reached their fundraising goal to do so. It suggests that maybe donor resources are tight.*

*How does this goal compare to previous efforts (Adult Retreat Center and Program Center)? Dave has established himself with potential donors.*

*It's about hard work to make it happen. Hoping money will just come in won't work. Early, pre-communicating before the fund drive gives time for people to consider how they will participate.*

*It will be a challenge.*

*Be a real stretch. Don't know capability outside of Alex. Support out there but don't know how deep the pockets are.*

*Smaller projects done throughout the years have been challenging. All depends on major gifts. Don't set the goal too low.*

*Little scared of the goal partly recognizing the economic challenges plus we've lost people and congregations. Key is leadership gifts.*

*Wish I knew. Will take time. People are not shocked at these numbers anymore.*

*Have my doubts. Size too big. Nothing to base optimism on.*

*I admit to skepticism about that. Don't hear enthusiasm for the camp. Perception is that it's run down. So much competition for Bible Camp – doesn't have the appeal like it used to with competition from sports camps, etc. Kids don't want to go there.*

*Potential here, so why not?*

*Stretching at \$2.5 Million.*

*[Sigh]. A big chunk of change. It's all about relationships.*

*Like to think they could, but hesitant.*

*Maybe... if the major gifts come through. Aggressive. Past campaigns were under \$1 Million.*

*That's a big chunk – bold. Never raised anything close to that level. \$800,000 was big thing at the time. This is substantial. Hope it's out there.*

*No idea how you guess that.*

*No, I'm concerned about the economy.*

*Annual meeting approved \$750,000. Mood of the country is not expansion and growth right now. Luther Crest's support base is not wealthy.*

*Hope so but don't know. No sticker shock to plan's price but how do you get there?*

*Hard to get leaders for this. Do program for 10 months and fill up the ARC. If you fill ARC, you could sell the need for more facilities.*

*Depends on how well organized it is and who is driving it. What's the alternative? This is survivorship.*

*How much was raised before for buildings? A second adult retreat center was in the original master plan.*

*People just getting out from under and are hesitant. Big huge goal. Come up with some but not all at once.*

*Lofty goal. If creative in marketing, could be obtained. Broaden scope beyond member congregations. I have confidence in Dave.*

*Can be done.*

**19. Any other comments, suggestions, or reactions you wish to share about Luther Crest and its plans?**

*99.9% of success is for the camp to get out and get known.*

*Continue to move forward with your vision regardless of results of the feasibility study. Luther Crest has to make changes to be viable and uplifting. I appreciate that Luther Crest opens doors to other denominations; it's inclusive.*

*Have they considered using volunteer labor to cut costs? Might a church "sponsor" a cabin and have it named for them?*

*I like the direction that I perceive Luther Crest is going. Recreational space (green space) is greatly needed and can possibly attract other kinds of camps or activities. The parking area is currently gravel—not fun after a rain. Consider paving the parking lot and maybe other walking space.*

*Dave has looked at ways to work with neighboring camps. Can some of these new plans be collaborative with those other camps to avoid duplication? We're supportive and encouraging of Luther Crest.*

*Involve youth as much as possible in this campaign effort. It would have a high impact on congregations.*



*Maybe instead of one big campaign, they should go project by project. I can see the needs (especially the cabins), but I believe the camp could move forward without such major expense. I think Luther Crest is great! Maybe people from the camp could come to local churches to raise their profile. Our church gives money to this camp, but don't really know about them. More kids coming would lead to greater financial resources.*

*As I read through the document regarding what is needed, any supporting materials should give more information regarding where they draw people from and how the camp is used: data on serving certain clientele, here's how our ministry is changing (from seasonal to year-round), etc. Why we need these changes—use data to strengthen and build the case.*

*Take the multi-purpose building to the lakefront rather than back into the woods. Are congregations—who should be the most invested—asking for these improvements? We have more questions about this project. We believe strongly in Luther Crest and want the best for them.*

*It's great plan. Go for it!*

*I'm glad they're looking at doing something. I'd love to see improvements made.*

*The theological conference with Mount Carmel was great last year. If that could continue, it would be a great draw for pastors for encouragement and rapport. Sharing facilities with Mount Carmel to avoid duplication is a good idea—if Mount Carmel is open to it.*

*Dave and company are moving cautiously, but intentionally, to broaden the constituency. I affirm this.*

*This is ambitious in uncertain times, but it needs to happen.*

*Luther Crest is on the right road. Only as strong as the youth involved; Dave has done that. Dave should do more on-line programming to recruit, keep youth involved. Board may be older and crusty. Get younger people on it. Heard nothing negative at all about Luther Crest – nothing.*

*Dave has stabilized finances, has staff doing multiple roles. Going in a very positive direction.*

*We cancelled our mission trip because of pricing structure. Pricing out of our reach; other ELCA camps are cheaper. Tier pricing puts churches in a bind; not very helpful.*

*Improvements already made are good. Could be tough sell to take down Dining Hall and not be as close to the lake. But will be great.*

*Luther Crest is kids' camp. If you want adults and more varied adults, we have to do this. Adults won't sign up if no air conditioning, privacy.*

*Hired good staff.*

*Exciting. Hope we figure out how to make this work.*

*Don't see any strong farmers on the donor list. Like to see Luther Crest go with a more limited campaign with focus on cabins and opportunity to share facilities with Mount Carmel. Necessary to compete. Have a form of competition now with Ropes Course and Pilgrims' Point.*

*People need to be educated as to what studies show about faith life and connections with people who've been to camp. Now it's an option: I don't sense it is strongly encouraged.*

*Why wait until 2014 for congregation phase? Economy: mental attitude getting worse.*

*Hope they can raise that amount of money. Positive.*

*To be relevant in ten years something has to be done. Proud of the way Dave is doing things out there. Hope the board leadership steps up. Hope this plan can become reality.*

*Go for it. Wish I had more background about the financial status. Sale of Luther Crest West helped but how healthy is it now? If major givers have this in hand it's possible.*

*Great camp. Wonderful. Agree with the need.*

*Really exciting. Part of me wonders: smart to be successful with smaller part of the plan. Relationships important.*

*See Luther Crest continue in positive and good use. Great asset and does good work. As a business it must run a very disciplined shop and be accountable. Live with realistic budget. Operate with good business practices. Ropes course: any debt on it?*

*Haven't been invited to much out there.*

*Worth continuing to put resources into. Bible Camp so close to resort area and MPLS/Fargo should be great location for Bible Camp. Have to do some part of this fundraising.*

*Like the plan. Tickled if they could do it. Has to be in increments. Supportive of the board's plans.*

*I pray the trend of camps dwindling gets turned around. Ropes established the camp as worthy of attention.*

*Family expansion is great. Be exciting.*

*Who will be spokes person? Dave's appearance and style not polished enough to approach big donors. Stronger appearance of professionalism needed. Needs to come off as astute business man.*

*Seems to be doing things right. New things attractive for kids. They are reaching out into the community to broaden appeal like the Ropes Course – good steps.*

*What impact does the sale of Luther Crest West have on this project? Where did the money go? Major gifts not going to happen in our congregation*

*Key is to tell story of the camp and why it's important. If they believe in mission, they will support; will believe if they know about it. So easy to present video clip of Luther Crest on Sunday worship event. Promoting needs to tell Luther Crest story more often in congregations.*

*Multi-kids families cost too much.*

*Glad to see they're doing this. Are they going to promote the Luther Crest Foundation?*



# **Findings And Analysis**

## **Findings And Analysis**

The interview questions cannot be taken singly or in isolation. They relate one to another, clarify each other and together create a more complete picture.

Questions 1 through 6 disclose people's familiarity with Luther Crest; opinions about the leadership and management; perceptions of the value and quality of the programs provided; and impressions of the facilities and of Luther Crest's overall image.

Questions 7 through 9 reveal reactions to the needs, planning and plans, and projects.

Questions 10 through 18 address opinions about the fund-raising capacity, timing, potential and campaign plan.

Question 19 is an opportunity for people to summarize thoughts, raise an issue not mentioned earlier or to underscore concerns and opinions.

### **Familiarity, Attitudes and Impressions**

Luther Crest is in a period of building and rebuilding relationships, program vitality, its professional image and fundraising capacity.

The Camp enjoys a history and tradition of serving children and congregations much appreciated by those who have been involved. Recently – for the several years before the current Executive Director arrived – the constituency appears to have been neglected to a measurable degree.

A decrease in the general awareness of the camp is evident in many quarters of the camp's service area.

There exists people and congregations who are loyal to and keenly interested in seeing Luther Crest flourish as a ministry.

Program provided by Luther Crest is held in high regard. The spiritual focus, hospitality and continual display of flexibility in working with people is duly noted and appreciated. Many churches and church leaders struggle to recruit their youth to attend Luther Crest. The Camp, aware of this challenge, is perceived as working diligently and creatively to provide help in getting more children to participate.

The site, with its woods, vista and lakefront, is considered to be of special value to people and the church, an irreplaceable resource for ministry. The buildings receive mixed reviews. Newer structures are praised while those that have outlived their usefulness are noticeable in comparison.

The Executive Director, while relatively new to the position, is held in high esteem, admired for his vision and leadership, and appreciated for the skills and dedication he brings to his calling. Other year-round staff are likewise appreciated. Luther Crest is perceived now to be on the right track: theologically sound, fiscally stable, and attentive to people, moving forward into a new era of ministry.

Luther Crest's image is distinctive. On the one hand the ministry provided is held up to be of top quality as measured by the results in people's lives. On the other hand the camp carries a reputation of being a little run down, in need of upgrading.

While some of this image is the result of worn buildings and a shortage of funds, every effort must be taken to elevate and upgrade Luther Crest's image. This can be done by staff dressing more professionally on a regular basis, projecting an aura of professionalism; keeping public areas free from storage items; and maintaining a welcoming environment. The new Ropes Course has definitely elevated the camp's image to one of a ministry on the move, looking for new ventures.

The ministry provided by Luther Crest is deemed valuable. The management is respected, applauded and seen to be improving steadily. The image of the camp, while in need of some upgrading, is still healthy. All of these are positive for a campaign.

## **Need, Plan and Projects**

For the most part the needs outlined are understood and affirmed. The cabins especially draw almost unanimous agreement that something must be done. The condition, functionality, ambiance and capacity of the Dining Hall are noted. Sleeping accommodations, especially for adults and families, are recognized to be in need of expansion and improvement. Solving the traffic safety issue and addition of green space in the center of camp is intriguing and attractive to many. Luther Crest has legitimate and important needs to be addressed.

The planning process that produced the master site plan is appreciated for its thoroughness, boldness and creative solutions to challenges long recognized by those familiar with the camp. Major aspects of the master site plan are relatively new to people. The planning process should be continued so more people will become involved with the plan and be drawn into its potential and viability.

People are pleased with the plan; first, that there is a comprehensive plan; and second, with most aspects of the plan itself. New Duplex Cabins are affirmed. People are open to moving forward with this project within the Master Site Plan.

Making the Chapel a year-round building is accepted although there are still some questions about details in this project. Upgrading and adding air conditioning in the Adult Retreat Center is welcomed.

The Multi-Purpose Building, while exciting many people, for others causes questions and concerns such as the look and size of the building, the distance from the lake, the cost effectiveness of removing the current Dining Hall, and the documentation that indicates this building is needed.

One aspect of the planning needs clarification, documentation and articulation: namely, the movement into increased ministry with adults and families and the resulting expectation of expanded facilities. It will be essential to gather documentation which underscores the rationale for projected facilities. What is the plan for recruiting more young people to attend camp and for drawing more adults and families into year round ministry? How will the capital improvements help fulfill this plan?

## **Fundraising Potential**

People are interested in seeing Luther Crest move forward with a campaign to bring about capital improvements essential to its future viability.

The ministry is valued. Management is respected and well thought of. While the sense of ownership has diminished somewhat over the past decade, there remains a stalwart cadre of people who are keenly aware of the profound importance of this ministry.

The need to upgrade and fix up various buildings is clearly understood. The plan to replace cabins is enthusiastically endorsed. Other major components of the plan, i.e. the Multi-Purpose Building and Green Space are not as widely accepted. People are open to learning more about the rationale and vision that goes into these projects. They are not ready to whole heartedly endorse this part of the plan.

The Executive Director is appreciated and trusted to provide visionary and responsible leadership. The Board of Directors, while respected, is an unknown factor when it comes to leading a campaign both in terms of rallying leaders, workers and donors, and in providing significant leadership gifts themselves.

Congregational participation is a mixed story. While there is every indication congregations will participate, the level of their participation is difficult to determine. Whether many of them will give their full attention and energy to doing a full campaign is still to be determined. Congregation target goals seem to be hard to accept or else it is difficult for people to even guess what their church would do.

A few key – and essential – congregations are involved in their own capital projects, major projects. Not only do these efforts impact the number and size of gifts coming from those churches, but equally important, the people leading and working those campaigns will not be readily available for Luther Crest's effort on the timeline proposed.

The apparent neglect of the constituency (over the years prior to the current Executive Director) is most noticeable when the development program is assessed. The donor base for Luther Crest is extremely small, given the successful campaigns and annual fund efforts of the past. Not only are individual donors from very limited geographic areas, but the size of gifts is very modest. Usually major gift prospects for a campaign come from the roster of current donors. Luther Crest's list is minimal.

Thus three major challenges face Luther Crest in this campaign:

1. Recruiting volunteers to give leadership to the appeal will take time and hard work;
2. Identifying and cultivating major gift prospects will require great attention and effort;
3. Coordinating campaign schedules with specific congregations must be carried out carefully, creatively and thoroughly.

A capital campaign should be conducted for some of the projects in the master plan, on a timeline which allows for proper preparation and honors the situations of specific congregations and communities.

The goal of \$6.5 Million dollars is too high.





# Recommendations



## Recommendations

**Conduct a capital campaign for \$1.25 Million for the Cabin Project with a challenge goal of an additional \$350,000 for the Chapel.**

### Proposed Timeline

#### **2012 September - December**

1. Association Annual Meeting in October affirms campaign goal and plan
2. Continue aggressive Annual Fund efforts to provide financial stability, payoff some projects, and be positioned for healthy entry into the capital campaign.
3. Create conditions for successful capital campaign:
  - A. Determine roles, responsibilities and time allocation of Executive Director and other leadership staff in conducting the campaign as well as carrying on other functions of the ministry.
  - B. Assure office systems are operational and have capability to support the campaign.
  - C. Conduct Board Development Workshop focusing on the role and responsibility of the Board of Directors in the campaign.
  - D. Conduct strategy session with leadership staff, some board members and consultants to firm up campaign plans including campaign budget, pilot congregations and areas, and overall flow of the campaign.
  - E. Begin to identify top volunteer leadership and key congregations for the campaign; design recruiting procedure to secure this leadership.
  - F. Secure interim funding (loans) for the campaign to support start-up expenses.
  - G. Take steps to upgrade the image projected by Luther Crest staff, buildings and grounds.
  - H. Set up and carry out a system to gather data concerning current use of facilities, especially noting where summer campers are coming from. Track requests (numbers and types) for adult usage that Luther Crest cannot currently fill.

#### **2013**

January - March      Prepare job descriptions and initial drafts of campaign materials  
Recruit Steering Committee Members  
Convene Steering Committee for initial orientation and planning

- April – May    Steering Committee recruits their respective committee membership  
 Committees convene and begin working as determined  
 Clergy Conversations conducted throughout the constituency  
 Leadership Gifts begins
- June            Campaign materials finalized and produced including Prospectus and DVD
- July -  
 December     Leadership Gifts continue
- 2014**
- January        Council Visitors trained
- February –  
 May            Council Visits conducted
- July-August    Local Congregation Leaders trained
- September –  
 December     Local congregations select a six-week period to run their campaigns  
 Congregation campaigns begin
- 2015**
- January –      Congregation campaigns continue

## **Conclusion**

Luther Crest needs to conduct a campaign to provide essential capital improvements and to rebuild the sense of ownership and participation vital to the ministry's future. With a clearly perceived need, a modest yet challenging goal, and a creative approach to involving congregations and people in the effort, Luther Crest will make significant advancement toward fulfilling its mission.

Now is the time to move forward to advance this ministry. The Lord will bless this effort. People will respond generously – out of gratitude to God and gratitude for this exciting ministry of the church.

Respectfully submitted,

Richard G. Sayther, CFRE  
 Managing Partner  
 Gronlund Sayther Brunkow GSB  
 24 July 2012

## Appendix A Interviewees

Aaseng, Rev. Grand, Alexandria  
Anderson, David, Alexandria  
Anderson, Marcus, St. Cloud  
Anderson, Ryan, Fergus Falls  
Berheim, Don, Benson  
Berheim, Helen, Benson  
Bruns, Rev. Kate, Fergus Falls  
Bursch, Fred, Alexandria  
Dahl, Rev. Hans, Alexandria  
Durhaug, Rev. Jake, Battle Lake  
Eidsvold, Jim & Anne, Alexandria  
Einerson, Nancy, Alexandria  
Erdal, Rev. Paul, Morris  
Garcia, Paul, Maple Grove  
Hanson, Eric, Sauk Center  
Hanson, Jerry & Joyce, Alexandria  
Heibel, Sonia, Vining  
Holte, Rev. David, Brainerd  
Holtz, Richard & Karen, Bettendorf, IA  
Huso, Rev. Paul, Rothsay  
Kjos, David, Alexandria  
Kraft, Dr. Dan, St. Cloud  
Larson, Rick, Sartell

Loken, Mike, Alexandria  
Meier, Christi, Wadena  
Nelson, Rev. Josh, Chanhassen  
Orloff, Larry & Kathy, Alexandria  
Paradis, Brett, Alexandria  
Pederson, Rev. Dee, St. Cloud  
Peterson, Rev. Tom, Fergus Falls  
Peshek, Rev. John, Alexandria  
Preston, Rev. Dennis, Brandon  
Rotto, Rev. Curt & Ann, Fergus Falls  
Rose, Rev. Jennifer, Fergus Falls  
Rutter, Alan & Julie, Cyrus  
Sanderson, Rev. Dell, Morris  
Smith, Rev. John, Cyrus  
Sperstad, Rev. David, Little Falls  
Sturlaugson, Nancy, St. Cloud  
Sveom, Rev. Steve, Staples  
Thompson, John & Leann, Chanhassen  
Urness, Carrie, Alexandria  
Wohlrabe, Bishop Larry, Moorhead  
Westby, Allen, Erhard  
Younger, Shirley, St. Cloud

## Appendix B

### Leaders and Workers

Aaseng, Rev. Grant, Alexandria  
Anderson, Al & Betty, Alexandria  
Anderson, Dave & Lori, Alexandria  
Anderson, Marcus, St. Cloud  
Anderson, Ryan, Fergus Falls  
Anderson, Tom, Alexandria  
Berg, Cheryl  
Buchner, Donna, St. Cloud  
Buisman, Terry, Chanhassen  
Bursch, Fred, Alexandria \*  
Dahl, Rev. Hans, Alexandria  
Dickenson, John, Battle Lake  
Dittberner, Carol, Alexandria  
Eidsvold, Jim, Alexandria \*  
Ekstrand, Rick, Lowry  
Erdal, Rev. Paul, Morris  
Fabian, Dave & Beth, Staples  
Floistad, Rev. Eugene & Iris, Staples  
Forester, Rev. Keith, Alexandria  
Groves, Joe & Stacy, Little Falls  
Hanson, Jerry, Alexandria \*  
Hanson, Larry & Maggie, St. Cloud  
Haroldson, Deb & Lyle, Wadena  
Herzog, Steve & Teresa, Alexandria  
Hess Eldridge, Nancy, Fergus Falls  
Hull, Abby, Battle Lake  
Johnson, Bob & Nancy, St. Cloud  
Johnson, Rev. Roger, Henning  
Jones, Matt, Wadena  
Joseph, Tanya, Chaska  
Kennedy, Rev. Dick, Baxter  
Kuiper, Wade, Wadena  
Larson, Rick & Shanda, St. Cloud \*

Loken, John, Alexandria  
Loken, Mike, Alexandria  
Lymk, Joanne, Wadena  
Mastroianna, Jane, St. Cloud  
Nagle, Denny & Ruth, Alexandria  
Nelson, Chris, Chanhassen  
Nelson, Jan, St. Cloud  
Nielson, Ron  
Norum, Arden, Alexandria \*  
Olstad, Jerry  
Orloff, Larry & Kathy, Alexandria \*  
Peterson, Tom, Fergus Falls  
Peshek, Rev. John & Dee, Alexandria \*  
Quincer, Matthew, Wadena  
Rambo, Lyle & Liz  
Rogelstad, Tim & Penny, Fergus Falls  
Ronning, Lori, Little Falls  
Rose, Matthew  
Rosenbaum, Valery, Tempe AZ  
Rotto, Curt & Ann, Fergus Falls  
Rotto, Cury & Ann, Fergus Falls  
Rutter, Alan, Cyrus  
Rutter, Julie, Cyrus  
Skalbeck, Cheryl, St. Cloud  
Spore, Chuck & Liz  
Stark, Dennis, Alexandria  
Strutz, David & Sonja, St. Cloud  
Sunby, Dr. Scott, Alexandria  
Thompson, John, Chanhassen  
Trumm, Greg, Alexandria

*\*Indicates person mentioned more than once.*

## Appendix C Prospective Donors

Anderson, Dave, Alexandria  
Anderson, Marc, Alexandria  
Anderson, Tom, Alexandria  
Andrews, Lloyd, Alexandria  
Bakewell, Roger, Alexandria  
Blank, Roger, Alexandria  
Bloomquest, Karl, Alexandria  
Boraas, Brent, Alexandria  
Bottemiller, Don, Wadena  
Boyam, Peter & Carol, Battle Lake  
Breckenridge, Tom & Marilyn, Edina  
Bursch, Fred & Terry, Alexandria \*  
Centricare Foundation, St. Cloud  
Chase, David & Silvia, St. Cloud  
Christenson, Eldon, Alexandria  
Coborns Grocery, St. Cloud  
Dahleseng, John & Judy  
Dickenson, John & Jane, Battle Lake  
Dippberne, Dr. Deb, Alexandria  
Eidsvold, Jim & Anne, Alexandria \*  
Eidsvold, Tom, Alexandria  
Einertson, Nancy, Alexandria  
Einerson, Dr. Lowell, Alexandria  
Ekstrand, Richard, Alexandria  
Engbretsen, Paul & Linda, Alexandria  
Eystad Family, Alexandria  
Galliger, Bob, Morris  
Gandrud, Don, Glenwood  
Gandrud, Glenwood  
Griffin, Dr. Doug & Mary, Alexandria \*  
Hanson, Jerry & Joyce, Alexandria  
Hanson, Joyce, Alexandria  
Hanson, Larry & Maggie, St. Cloud  
Hanson, Lee, St. Cloud  
Hanson, Mark & Nancy,  
Hwack, Dr., Alexandria

Johnson, Arvin, Evansville  
Jones, Norman, Moorhead  
Kaus, Dick, Glenwood  
Larson, Rick & Shanda, Sartell  
Lillehaugen, Mike, Alexandria  
Loageson, Roer & Doris, Wadena  
Martin, Robert, Alexandria  
Mennis, Dr. Bill & Helen, Staples  
Meyer, Nate, Alexandria  
Miller, Jim, St. Cloud  
Moen, Dr. Rick & Kathy, Alexandria  
Mohagen, Richard, Brandon  
Nagle, Ruth, Alexandria  
Nelson, Carol, Alexandria  
Nelson, Jerry & Barb, Battle Lake  
Nerbig, Luther & Marilyn, Wadena  
Obenlund, Bob, Glenwood  
Offutt, Ronald, Moorhead  
Oftedahl, Dick & Wanda, Battle Lake  
Olson, Earl (Estate) Willmar  
Orloff, Larry, Alexandria \*  
Peterson, Dr. Randy & Barb, Alexandria \*  
Pesche, John & Dee, Alexandria  
Rethmeier, Dan, St. Cloud  
Satterlie, Eric, Brandon  
Steinle, Steve, Alexandria  
Stoebe, Grace, Battle Lake  
Tessmer, Ken, Alexandria  
Wasson, Dr. Bob, Battle Lake  
Wiese, John & Connie, Sauk Center  
Wright, Jerry, Glenwood

*\*Indicates person mentioned more than once*