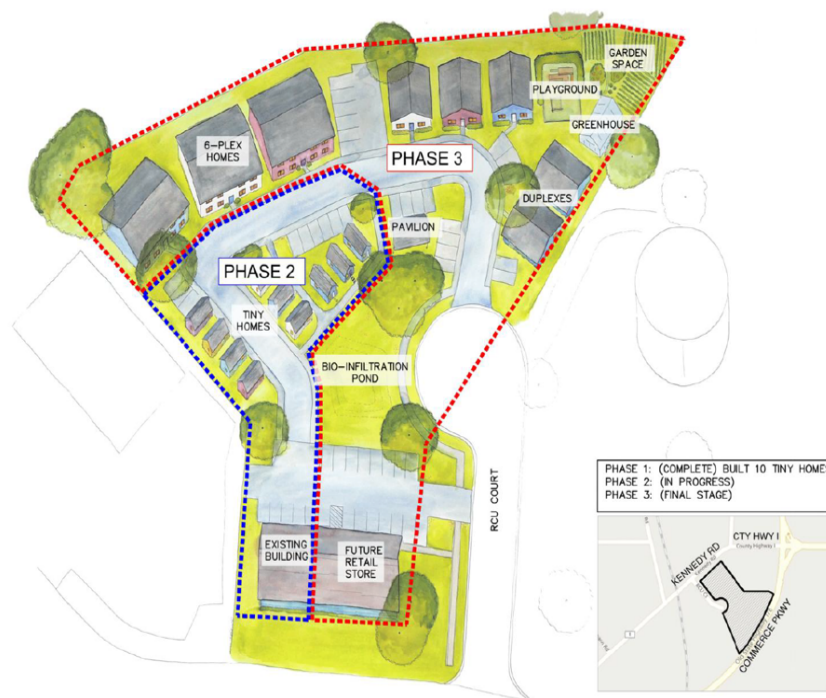


Campaign Readiness Study Report

Hope Village

Capital Campaign



November 30, 2021

Table of Contents

<i>Executive Summary of the Campaign Readiness Study</i>	<i>4</i>
<i>Introduction to the Campaign Readiness Study</i>	<i>5</i>
<i>Proposed Project Tested by the Campaign Readiness Study</i>	<i>5</i>
<i>History.....</i>	<i>6</i>
<i>Programming Details</i>	<i>7</i>
<i>Community Demographics and Partnerships</i>	<i>7</i>
<i>Phases of the Proposed Completed Hope Village Vision.....</i>	<i>8</i>
<i>Purpose of the Campaign Readiness Study Summit</i>	<i>9</i>
<i>Procedures of the Campaign Readiness Study.....</i>	<i>10</i>
<i>Campaign Readiness Study Committee</i>	<i>11</i>
<i>Project Details.....</i>	<i>11</i>
<i>Design Elements.....</i>	<i>12</i>
<i>Mini Case Executive Summary.....</i>	<i>13</i>
<i>Names of Study Respondents</i>	<i>16</i>
<i>Findings and Conclusions: The Need Addressed by the Project</i>	<i>17</i>
<i>Findings and Conclusions: The Value of the Hope Village Organization</i>	<i>18</i>
<i>Findings of the Campaign Readiness Study: Benefits</i>	<i>20</i>
<i>Benefits: Conclusion</i>	<i>27</i>
<i>Findings of the Campaign Readiness Study: Questions.....</i>	<i>28</i>
<i>Questions: Conclusion</i>	<i>34</i>
<i>Findings of the Campaign Readiness Study: Concerns</i>	<i>35</i>
<i>Concerns: Conclusion</i>	<i>43</i>
<i>Economic Condition & Fundraising Environment: Findings.....</i>	<i>44</i>
<i>Economic Condition and Fundraising Climate: Conclusions.....</i>	<i>46</i>
<i>Potential for Lead Gifts and Indications to Give: Findings</i>	<i>46</i>
<i>Conclusions.....</i>	<i>50</i>
<i>Campaign Volunteer Leadership: Findings</i>	<i>50</i>
<i>Conclusions.....</i>	<i>51</i>
<i>Final Analysis: Favorable Factors</i>	<i>52</i>

<i>Final Analysis: Challenging Factors</i>	<i>52</i>
<i>Final Analysis: Recommendations.....</i>	<i>53</i>
<i>Addendum.....</i>	<i>55</i>
<i>Importance of A Strong Case Statement.....</i>	<i>55</i>
<i>Gift Table Options</i>	<i>55</i>
<i>Personal, Confidential Interview Survey Questions</i>	<i>56</i>
<i>Focus Group Survey Questions</i>	<i>57</i>
<i>Online Public Survey Questions.....</i>	<i>58</i>
<i>Pre-Campaign Job Descriptions.....</i>	<i>59</i>

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“The Hope Village project has the potential to completely change people's lives for the better, and that will contribute to generational changes in poverty. By helping those who are in need, you are creating change for them, as well as increasing the potential for change in children and their families. By helping one, it will help many as an indirect result.”

Hope Village Campaign Readiness Study Summit Respondent



Executive Summary of the Campaign Readiness Study

Hope Village began its mission in 2016 as a response to the closing of Starting Points, the area's only homeless shelter. That mission was "to provide short-term and longer-term housing alternatives and services to people experiencing homelessness in Chippewa County." As a community collaborative, and an entirely volunteer-led organization, Hope Village has grown to support 10 tiny homes, and it is ready to enter its next phase of growth to serve more of the unsheltered individuals and families in Chippewa Valley.

With a vision "to ensure everyone living in Chippewa County has a safe and secure place to call home," the Board of Directors has proposed a \$3.4M expansion campaign to create Hope Village community, which includes:

- Space for the 10 tiny homes around the community facility currently under renovation
- The construction of five duplexes that would provide 10 one-bedroom handicapped-accessible units at an affordable monthly rent
- The construction of three multifamily buildings that would provide six two-bedroom units each, for a total of 28, one and two-bedroom rental units for low-income families
- An outdoor pavilion with attractive landscaping to encourage community gatherings
- A playground for children housed in the units
- A re-store business that will put funds back into the organization for operations

The proposed project will provide affordable rent housing for up to 28 households (representing 100 plus people) and up to 30 people in the tiny homes on site. It will also offer drop-in services to approximately 60 individuals per year.

In answer to the proposed amount which the organization hopes to raise to meet the project goals, this study report outlines the findings of Crescendo Fundraising Professionals, LLC. Findings capture input from volunteers, the Board of Directors, and local and regional business/corporate leaders and philanthropists, and also include a study of local needs of the unsheltered and trends in giving. The findings of this study recommend that a targeted amount of \$2.7M has a high probability of success, which would allow the organization to better serve the unsheltered in the Chippewa Valley.

Introduction to the Campaign Readiness Study

Following the 2014 closing of the Starting Points homeless shelter in Chippewa Falls, concerned citizens began the Hope Village - Tiny Housing Alternative (HV) in 2016 as a cost-effective volunteer-led 501(c)3 to fill the needs of the unsheltered in Chippewa County.

Ten tiny houses, which were built in phase I, are currently located on five sites on church properties. Each resident of the tiny homes is vetted extensively and works with Hope Village Career Development Outreach Office Navigators on a housing stabilization plan. The average length of stay is 117 days, and 65 percent of all guests have exited the program to permanent housing.

The Hope Village Board of Directors began exploring the idea of the expansion project with a fundraising campaign to build Phase III of the Hope Village community. This study is the result of that exploration and seeks to identify the capacity of the organization to raise a goal of \$3.4M to move the organization forward into its next generation of service.

To fulfill the complete vision of Phase II, Hope Village, began renovating a building located at 1825 Kennedy Rd., Chippewa Falls. This building will become a community center with a shared kitchen and dining room, drop-in laundry facilities, bathrooms and showers, and office space, which will serve residents and Hope Village guests. Through funding already committed by a state grant received in 2021, the renovation and construction activities are estimated to be completed by December 2022.

Proposed Project Tested by the Campaign Readiness Study

Purpose

The purpose of Hope Village is to provide temporary housing to the increasing number of unsheltered individuals and families in Chippewa County. It provides case management and supportive services to ensure its guests develop and work toward secure living plan goals including financial stability, health, community resource connection, and finding permanent housing.

The proposed project tested by this Campaign Readiness Study is to construct affordable-rent duplexes and multiunit apartment buildings at the Hope Village site, as well as a playground for children, a pavilion to encourage community building, a re-store business, a workshop, and attractive landscaping.

Findings identified the needs addressed through this project are becoming increasingly evident in Chippewa Falls. According to the Chippewa County Council on Homelessness and Hunger, as of July 2021, 235 individuals sought assistance for shelter each month, up from 181 in January

2021. Unseen homelessness (those living with a relative, in their car, or “couch-surfing”) is difficult to calculate. When the moratorium was lifted on evictions in July 2021, there was a clear uptick in need. In addition, as prices skyrocket, a housing crunch has left people with no or poor rental history having difficulty renting. The report by The Chippewa County Council on Homelessness and Hunger says that local agencies, on average, could provide services to 166 people out of the 235 people requesting aid every month. That means an average of 69 people per month in Chippewa County had an unmet need. These numbers are just the known cases. Likely, hundreds more individuals and families need lower rent options for housing who would be served through this project.

History

The Hope Village - Tiny Housing Alternative (HV) started with one tiny house built entirely by community volunteers. With the support of many Chippewa Valley churches and community volunteers, today the organization has grown to 10 tiny houses, which have serviced 51 unique households comprising 80 individuals since its founding and.

The tiny houses are licensed by the Wisconsin Department of Transportation as homemade RV trailers, which allows the unit to be moved with a pickup truck. Each tiny house, either 8x12 or 8x20, has a living space and small bathroom, with a portable toilet, electric heat and air conditioning, refrigerator, microwave, and portable water container. Bed number and size varies by house, so they can sleep from one to six people. Homes are furnished with tables and chairs, and stocked with a crockpot, electric skillet, and coffee maker as well as dishes, bedding, curtains, and cleaning supplies.

HV offers a cost-effective and sustainable shelter model. Volunteers provide services from initial construction to ongoing maintenance and re-stocking of the tiny houses, and mentors ensure each family has the support needed to make progress on their secure living plan goals and exit to permanent housing. When immediate needs are met, guests have increased capacity to focus on longer-term goals of obtaining permanent housing and achieving economic independence.

Past guests include four newborns who were brought to a tiny home directly from the hospital where they and their parents were afforded safe and stable housing. Three teens without intact parenting households were also provided with housing. This enabled them to complete their high school education with the support of wraparound services and mentors provided by local agencies and volunteers. Since its inception in 2016, through October 31, 2021, the Hope Village program has provided a total of 6,706 nights of shelter, a total of \$536,480 in emergency motel vouchers.

Phase II, already underway, includes the renovation and construction of a community center building that is estimated to be completed by December 2022. Ten tiny houses will also be moved to the site. This facility will improve resident access to facilities necessary for basic needs, while participating in the HV wraparound support program.

Programming Details

Households experiencing homelessness are identified and referred to HV by local agencies including: the Chippewa Falls Police Department, Chippewa County Housing Authority, Chippewa County Human Services, the Family Support Center, Chippewa Falls Area School District, community churches and more. Intake is conducted by the contracted Navigator at the Career Development Center - Outreach Office and includes intake paperwork, background checks, and collaboration with the Chippewa Falls Police Department for final background checks of each new guest individual or family.

When a tiny house is available that meets the needs of the guest family, in the current process the Navigator coordinates with the host church and trained volunteer mentors and completes a move-in checklist with the guest individual or family. Each guest currently has access to church facilities for running water, toilets, as well as a pass to the Chippewa Falls YMCA for shower facilities.

In the new facility, guests will have on-site access to these amenities and will be able to experience empowerment and community in new ways through the programming.

Participation in the shelter program includes weekly meetings with the Career Development Outreach Office Navigator and volunteer mentors. These meetings help develop and ensure ongoing progress with individual goals identified through the secure living plan. Guests also identify barriers and action steps needed to achieve the secure living plans, and they are expected to make progress to renew their weekly contract for program participation. The Navigator and mentors work with guests to access other community resources such as the Lighten Your Load laundry program, Agnes' Table community meal site, rental assistance through the Housing Authority, and the local Workforce Resources. If the guest identifies transportation barriers, mentors coordinate with the Chippewa Falls Ride Share program or other transportation services. When the guests are supported in meeting their immediate basic needs, they can focus on achieving longer-term goals, including obtaining permanent housing and achieving economic self-sufficiency whenever possible.

Community Demographics and Partnerships

Based on the 2019 statistics from The U.S. Census Bureau, Chippewa County had a population of 64,658 people. The top demographic information was reported as 94.7 percent white, 1.9 percent Hispanic/Latino, 1.8 percent Black, and a small percentage of other races. The median household income was \$59,742. The average rental unit had a cost \$821 per month. Eight percent of residents lived in poverty.

Hope Village has strong partnerships with several of the leading agencies and organizations in

the area that work to support vulnerable populations. Area churches where houses are located and the Career Development Center Outreach office, in Chippewa Falls, provides each guest Navigator services, including intake and assessment, placement and ongoing case management services.

Additional partnerships include:

- Community volunteer mentors, who help to provide guidance and support
- The Open-Door Clinic, which provides basic health care services and connections to residents without health care alternatives. Support is provided in obtaining insurance coverage
- The Chippewa County Housing Authority
- The Family Support Center
- Mission Coalition
- Workforce Resources.
- Catholic Charities and Literacy Chippewa Valley
- Lighten Your Load laundry program
- Agnes' Table community meal site
- The YMCA, where participants have free membership

Phases of the Proposed Completed Hope Village Vision

To date, Hope Village has completed Phase I and has secured funding for Phase II of the proposed vision. Phase I was completed by building the tenth tiny home house located in Chippewa Falls.

Phase II funds have been secured in the amount of \$872,997 by the Community Development Block Grant (CDBG) COVID 19 Programs through the City of Chippewa Falls, and Phase II is expected to be completed by December 2022. The following list provides the public private partnership detailed amount and use per category by Hope Village and the City of Chippewa Falls:

- \$220,000 community building remodeling
- \$408,603 tiny home infrastructure
- \$124,950 motel vouchers
- \$20,000 engineering/architecture
- \$99,444 administration to Chippewa County Housing Authority

With Phase I completed, and Phase II nearly complete, the organization anticipates serving 188 unsheltered households from June 2021 to December 2022.

- 35 in the 10 Tiny Houses, located on the property
- 68 households served through the showering and laundry facilities for those not housed on site but are currently unsheltered

- Others seeking housing (up to 69 households) but are unable to be placed will be housed with motel vouchers

Phase III will be completed by the proposed capital campaign or in phases as is determined by the amount which can be fundraised for the total project.

Phase III, which is the goal of this capital campaign, completes the total vision, including affordable rent duplexes, multiunit apartments, a playground, a pavilion to encourage community interaction, a re-store business, a workshop, and attractive landscaping. The expansion of the Village through Phase III construction will allow the Hope Village organization to additionally house an estimated 100 plus people each year and provide drop-in services to an additional 60 plus per year.

PHASE THREE	Quantity	Cost	Projected Grant(s)*	\$3.4M Campaign Goal	Total Vision
Community Center Mortgage	1			\$277,000	\$277,000
Affordable-Rent Duplexes/10 units	5	\$217,600	\$761,600	\$326,400	\$1,088,000
Affordable-Rent 6-Plexes/18 units	3	\$1,458,000	\$3,061,800	\$1,312,200	\$4,374,000
Playground	1	\$75,000		\$75,000	\$75,000
Pavilion	1	\$100,000		\$100,000	\$100,000
Re-Store Building & Workshop	1	\$750,000		\$750,000	\$750,000
Landscape Community Area	1	\$68,600		\$68,600	\$68,600
Architectural/Contingencies/Site Prep/Fundraising				\$500,000	\$500,000
Total				\$3,409,200	\$7,232,600

Purpose of the Campaign Readiness Study Summit

The purpose of the study was to determine if private individuals, donors, area foundations, and Chippewa Valley businesses/corporations would support a \$3.4M campaign to reach the fundraising goals of Phase III for the proposed project.

The study contained the following goals:

1. Outline the most effective fundraising strategy for meeting the proposed goal or a successful goal range
2. Identify favorable conditions for the fundraising campaign
3. Identify potential conflicts with the fundraising campaign
4. Outline any challenges that could inhibit or slow the fundraising process
5. Assess the level of financial support available
6. Cultivate prospective contributors
7. Identify and cultivate potential campaign leaders
8. Provide an opportunity for stakeholders to voice their opinions
9. Educate philanthropic leaders about the campaign status

Procedures of the Campaign Readiness Study

Crescendo Fundraising Professionals, LLC, was engaged by the Board of Directors to conduct the Campaign Readiness Study, analyze the data, and write the report to provide recommendations regarding the capacity and extent to which Hope Village should proceed with the campaign.

The Study Summit was held at Central Lutheran Church in Chippewa Falls, Wisconsin. The day-long event featured four different participant groups. The proposed project details were presented by Mike Cohoon, Executive Director. Following this short overview presentation, the attendees, representing stakeholders, donors, and volunteers, attended confidential interviews and focus groups to share their feedback, opportunities, comments, concerns, and potential interest or support for the proposed project. A follow up survey was emailed to 31 focus group participants, of which 12 completed the survey.

Following the summit, Crescendo Fundraising Professionals, LLC, advisors facilitated eight telephone interviews with additional potential donors, volunteers, philanthropists, and corporate owners, who relayed their opinions, questions, or concerns about the proposed project.

The study used the following methodologies to obtain its conclusions and subsequent recommendations:

1. Reviewed the history of the organization and its fundraising/development efforts
2. Reviewed information on the unsheltered in the Chippewa Valley
3. Conducted fact-finding with staff, Board of Directors, and key stakeholders
4. Held a Summit with 31 respondents, donors, and area leaders to assist in viewing the scope of the project, which resulted in four focus group respondent conversations about the project (Note: Not all respondents answered every question.)

5. Conducted 19 confidential, telephone interviews. (Note: Not all respondents answered every question.)
6. Reviewed results of online surveys from 65 community members. (Note: Not all respondents answered every question.)
7. Held many general discussions with staff and volunteers

Input from the survey responses is detailed in the findings section of this study. Survey questionnaires can be found in the study Addendum. Participant responses have been grouped for this study by categories based on the main topics requested of respondents, as well as issues or concerns focus groups members wished to discuss. In some cases, responses have been split into different categories to reflect the multiple topics shared with the interviewers. Sample comments are shared in the following each findings section. Crescendo Fundraising Professionals, LLC, chose those comments which closely mirrored the most consistently mentioned responses per topic.

Campaign Readiness Study Committee

A Pre-Study Committee was formed with Mike Cohoon, Executive Director, and members of the Board of Directors. The committee helped identify individuals to interview regarding the proposed Phase III expansion campaign. Crescendo Fundraising Professionals, LLC, is grateful to the Hope Village Board and pre-study committee members whose dedication assisted in completing an effective review of stakeholders' views and ideas. Their dedication to the study planning process and assistance in contacting key individuals to interview was extremely helpful.

Thank you especially to Mike Cohoon, Chris Maslonkowski, Laura Baalrud, Dick Hebert, and Pauline Spiegel. Their dedication to helping create a well-organized and well-executed Campaign Readiness Study Summit was most appreciated.

Crescendo Fundraising Professionals, LLC, advisors are also grateful to all those who took the time to participate in the on-site Study Summit, and to those who participated in the telephone interviews, focus groups, and completed the online surveys. Their responses provided excellent input and thought-provoking questions, which will need to be addressed during the pre-campaign planning if a capital campaign is initiated.

Project Details

As stated, the purpose of Hope Village is to provide temporary and affordable rental housing to unsheltered individuals and families in Chippewa County. It provides case management and supportive services to ensure the guests develop and work toward secure living plan goals, including financial stability, health resource connection, and permanent housing, all in a new facility constructed through this project. The goal of Phase III, the construction of affordable

housing units, will increase the supply of housing and provide income to Hope Village to insure self-sustainability.



Design Elements

A planned development-conditional use permit has been secured from the City of Chippewa Falls to include the 10-year development plan on the property located at 1825 Kennedy Road, Chippewa Falls.

Phase II project design details underway (with funding already secured) include:

- Conversion/renovation of a former dental office building to serve as a community center that will serve unsheltered households living in the Tiny Houses and other unsheltered households as described. The center will include bathrooms with showers, a shared kitchen, living room, study space, office space, meeting rooms, and laundry facilities.
- Infrastructure to the property adjacent to the community center including a driveway, 10 concrete pads for the tiny houses, electrical hook ups, and sidewalks.
- Site preparation to the property adjacent to the center including water, sewer, laterals, electricity, phone, and cable for the eventual construction of apartments for affordable housing units.

Phase III project design details, building on the above, include:

- The construction of five duplexes that would provide 10 one-bedroom handicapped accessible units

- The construction of three multi-family buildings that would provide six, two-bedroom units each for a total of 28 one and two-bedroom rental units for low-income families
- An outdoor pavilion with landscaping to encourage community gatherings for support, celebration, and spirit building
- A playground for children housed in the units
- A re-store business that will put funds back into the organization for operations

Hope Village intends to apply for certification from the State of Wisconsin as a Community Housing Development Organization. Once certified, Hope Village will have access to Rental Housing Development (RHD) grant funding. Construction will be done on the buildings in stages as funds are made available. Each project completed with RHD funds from the State requires a 30 percent match. Fundraising efforts are underway to secure donations to use as a match for the State grant.

Once constructed, the rental properties will provide revenue to support operations and staffing of the Hope Village. These units would be available to low-income households, but also for those tiny house guests who are not ready for open market rental units, because they need to improve their credit score or need a reference for rental. Renting from Hope Village will give them time to reduce these barriers and, as they move out of the tiny houses, will free up space for other unsheltered individuals and families.

Part of the project will be to build a re-store business, selling used furniture and building materials, both as an income source and a place where guests have the opportunity to gain work experience. Hope Village currently has a pilot program operated by a small group of volunteers who collect material donations and sell them on a local auction site as way to begin testing this project on the full site.

Mini Case Executive Summary

Study respondents reviewed the following summary prior to providing their feedback.

Hope Village Campaign Readiness Study Summit

Hope Village is a 501©3 non-profit organization that provides a temporary shelter program via tiny homes to unsheltered individuals and families in the Chippewa County. Located in Chippewa Falls, Hope Village also offers case management and support services to assist the unsheltered in developing and maintaining secure living plan goals, which include financial stability, a health resource connection, and permanent housing.

When Chippewa Falls' only homeless shelter closed its doors in 2014, Hope Village was created to fill a community need in Chippewa County. Since 2016, Hope Village has provided a total of 6,706 nights of shelter to 48 unique households comprising 72 individuals. This represents a cost savings of \$536,480 in emergency motel vouchers. The average length of stay for a Tiny House

guest is 117 days, and 65 percent of all guests have exited the program to find permanent housing. The Shelter Program places particular emphasis on health resource connections for each guest. When basic needs are met, including shelter/housing and physical and mental health care needs, guests are better able to focus on longer-term goals rather than the immediate crisis.

Hope Village started with one tiny house in 2016, and has grown to 10 tiny houses in 2021, all constructed entirely by volunteers. The mission is “to provide short-term and longer-term housing alternatives and service to people experiencing homelessness in Chippewa County.” Hope Village has more than 100 volunteers on eight committees who serve this mission.

Understandably, unmet shelter needs for Chippewa County residents have been exacerbated by the pandemic. As reported by the Chippewa County Council on Homelessness and Hunger (CCCHH), from January to June 2021, an average of 235 individuals per month sought the following services: case management, rental assistance, eviction prevention, emergency shelter, and information about and referrals to other agencies. In addition to housing-related needs, there are also requests for assistance with food, hygiene, and medical and transportation needs. Of these 235 individuals, local agencies were able to assist an average of 166 a month, leaving approximately 69 with an unmet need.

With overwhelming community support from its partners, in 2021 Hope Village purchased a property at 1825 Kennedy Road to make its vision a reality. The benefits of this Hope Village community location are many, including the proximity to medical care, the Chippewa Valley Technical College, and the industrial business park, in addition to being located within Ride Share routes. With this ideal site, Hope Village can bring its vision of improved affordable housing opportunities, increased services, and enhanced community health and wellness to life.

To date, Hope Village has private support from individuals, churches, and businesses, and it recently received \$872,997 in state grant funds, which will be utilized to remodel the future Hope Village Community Center. The grant provided a strong vote of confidence for the need and the holistic approach of the organization.

At the time of the study, Hope Village had completed Phases I and secured funding for Phase II of the proposed vision. Phase III is planned to be completed by the proposed Capital Campaign under study.

- Phase I was completed by building the 10 tiny homes located in Chippewa Falls.
- Phase II funding, in the amount of \$872,997, was provided to the City of Chippewa Falls by the Community Development Block Grant (CDBG) COVID 19 Programs. It is expected to be completed by December 2022. The following list provides the public private partnership detailed amount and use per category by Hope Village and the City of Chippewa Falls:
 - \$220,000 community building remodeling
 - \$408,603 tiny home infrastructure
 - \$124,950 motel vouchers

- \$20,000 engineering/architecture
- \$99,444 administration to Chippewa County Housing Authority
- Phase III completes the total vision, including affordable-rent duplexes, a playground, a pavilion, a re-store building, a workshop, and attractive landscaping.

In response to this growing county-wide need, the Board of Directors has initiated a Campaign Readiness Study Summit. This study will examine if \$3.4M can be raised in private funds to meet part of its Phase III goals. Crescendo Fundraising Professionals, LLC, and its team of five advisors, was hired to complete the study summit to determine and assess the interest in and viability for reaching this proposed private fundraising goal. During this one-day summit, focus groups, in-person and virtual confidential interviews, and on-line surveys were conducted to secure needed feedback. Recommendations will be presented to the Board of Directors on November 30, 2021, regarding the potential success of the proposed private fundraising goal and the strategy needed for a successful campaign.

The table below provides an overview of the vision and funding status/goals.

PHASE THREE	Quantity	Cost	Projected Grant(s)*	\$3.4M Campaign Goal	Total Vision
Community Center Mortgage	1			\$277,000	\$277,000
Affordable-Rent Duplexes/10 units	5	\$217,600	\$761,600	\$326,400	\$1,088,000
Affordable-Rent 6-Plexes/18 units	3	\$1,458,000	\$3,061,800	\$1,312,200	\$4,374,000
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Pavilion	1	\$100,000		\$100,000	\$100,000
Re-Store Building & Workshop	1	\$750,000		\$750,000	\$750,000
Landscape Community Area	1	\$68,600		\$68,600	\$68,600
Architectural/Contingencies/Site Prep/Fundraising				\$500,000	\$500,000
Total				\$3,409,200	\$7,232,600

*Hope Village will apply for grant funds to cover a portion of the cost for building the rental units. Several funding options are being explored, including a Rental Housing Development grant for non-profits from the State of Wisconsin, as well as issuing of bonds from the Chippewa County Housing Authority.

Names of Study Respondents

The Study organizers are grateful to the 114 individuals who participated in the focus groups, interviews, and online surveys.

Personal Interview Respondents

Joanna Bernklau
Kristen Capozzi
Lori Geissler
Dave Gordon
Gary Gray
Chuck Frenette
Jeni H.
Zach Halmstad
Brad Hentschel
Jeff Holmes

Greg Hoffman
Bob Hogseth
Jerry Jacobson
Stephanie Larson
Dick Leinkenkugel
Peg Leinenkugel
Dave Olson
Rusty Volk
Mai Vue Xiong

Focus Group Respondents

Paul Berthiaume
Mark Birrittella
Pastor Eddie Crise
Don Drolinger
Wade Duroe
Randy Duss
Dianne Fish
Monsignor Gorman
Jack Halbleib
Les Harrison
Don Hauser
Chuck Hull
Sherry Jasper
Charlene Kervina
Matt Kelm

Mary Ann King
John Lubs
Lee McMenamin
Chuck Norseng
Dr. Phil Ruge-Jones
Dave Schaller
Ken Schmitt
Troy Solava/Alan Dunham
Harold (Buck) Steele
Rusty Volk
Kimberly Wahler
Neil Walhart
Anne Welke
Deacon Ned Willkom
Tiffany Woghan

Online Survey Respondents

William J Anderson
T.J. Atkins
Richard and Deanna Augustine
Nicole Barkley
Jennifer Barrett
Diane Bergquist
Brad Crocker

Jennifer Davis
Danette Van Dusseldorp
Wade Duroe
Ken Froelich
David Garnett
Dick Hebert
Karen Hebert

Michael Houle	Community Member
Kari Ives	Courtney
Kristen Kelm	Howard
Terri Koca	Kaitlin
Sue Lane	Kayla
Marlene Palser	Kim
Dave Schaller	Lori
Cheryl Schlieve	Jess
Jane Schultz	Jessica
Denny Seever	Noelley
Melanie Strauch	Rose
Tanya Thoney	Sue
Dan Toyce	Toni

Findings and Conclusions: The Need Addressed by the Project

The issue facing the unsheltered has been a growing problem in Chippewa County for decades, in part due to a low housing inventory and a lower-than-average median household income. The Chippewa County Council on Homelessness and Hunger was formed in 1990 in response to the number of households requesting emergency housing assistance. The Council, composed of public and private agencies, designated resources and developed programs to assist the residents facing the housing crisis. Since the closing of the area's only homeless shelter in 2014, the Council continued to meet monthly to maintain data that is used by member agencies to submit funding applications for housing services and developed the foundation of what is today the Hope Village Project.

The CDC Outreach Center saw an average of 99 households per month seeking housing assistance in 2020; by the summer of 2021 that number had risen to 231. Other sources through the Council show that the numbers of unsheltered individuals are likely even higher, with many living in precarious housing situations where they are just one negative event away from losing housing. For example, a high number of local shelter-insecure are living in housing units but are behind in rent or facing eviction. Many are living with friends or relatives, putting a strain on relationships, and jeopardizing their housing due to overcrowding. Some have already lost housing and are living in their cars, camping outdoors, or "couch surfing."

With the waiting list for Section 8 Voucher Program at 8 to 12 months, many find themselves in a financial crisis before their name reaches the top of the waiting list. In addition, these individuals often have a difficult time competing for rental vacancies in the open market because they do not have rental references, have low credit scores, cannot come up with the security deposit fast enough, or they don't have the means to travel to complete the application or view apartments fast enough to compete with other applicants.

The United Way ALICE (**A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed) report for 2020 shows

that a growing number of Wisconsin families live at or near the ALICE threshold, and that even a small increase in the cost of housing or a decrease in work hours can lead to housing instability. Twenty-two percent of Hope Village's guests to date were households with children, struggling to afford the cost of childcare and unexpected vehicle maintenance expenses while working at low-paying service jobs. Twenty-seven percent of guests have been households with a member with a disability, struggling to afford market rents and out of pocket medical expenses on a fixed income.

The cost of housing continues to increase due to many factors including shortages of housing and inflation. According to the U.S. Department of Housing and Urban Development's statistics for the Eau Claire and Chippewa Counties in 2020, guests served through Hope Village generally have incomes below the federal poverty level, which is \$26,200 for a family of four and places them below the ALICE threshold. These incomes would equate to an entire month's worth of wages for a single parent, working a minimum wage service job, with three children. They often must choose between paying rent, paying for medication, buying adequate food, or making car repairs. This struggle creates a perpetual cycle of living paycheck to paycheck just to meet basic needs, making it difficult to get ahead and plan for the future.

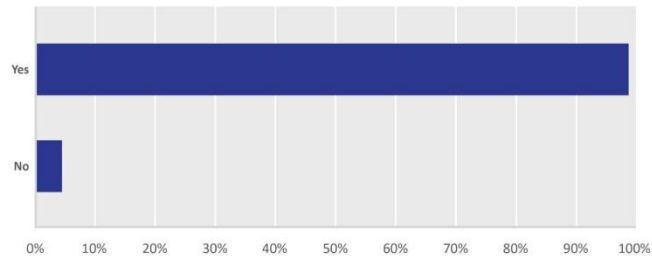
The effects of being homeless are devastating for those trying to maintain employment, overcome health problems, or secure regular school attendance for their children. Without affordable, secure, and safe housing children, families and vulnerable people in our community will continue to be caught in this cycle.

Findings and Conclusions: The Value of the Hope Village Organization

With a clear need in the community, more than 95 percent of the 114 survey and interview respondents affirmed the importance of Hope Village in filling a need for housing gaps for low-income residents in the area.

Do you feel the mission and vision of Hope Village is important to the area?

Answered: 63 Skipped: 2



ANSWER CHOICES		RESPONSES	
Yes		98.41%	62
No		1.59%	1
TOTAL			63

Throughout the community, the organization itself is admired and respected as a collaborator, working with area agencies and faith communities to support the region's most vulnerable. From school teachers to members of the Housing Authority, most respondents praised the work of Hope Village, its strong volunteer base, its use of community resources, and its vision for tackling homelessness. Indeed, government agency representatives viewed the organization and its mission as an essential component of addressing poverty and homelessness in the region.

Most focus group members and personal interviews responded positively to the organizations determination in fighting what feels like an insurmountable problem in the community, especially considering the rising need following the economic downturn due to the COVID-19 pandemic. The mentorship program was also pointed to as a key element in the success of the organization in serving families and individuals in finding stability and housing security. The effort was seen by respondents as a model of what other communities could do to address homelessness and a tight housing market seen in many areas across the country.

Sample comments about the importance of the work of the organization include:

- *[Hope Village is] addressing all the needs to fully support individuals. One of the top needs that the Hope Village Board of Directors is seeing is housing - so any resource to help alleviate that is very helpful. Many people are having to wait for housing, and they need the resource now and cannot wait.*
- *Phase III of the project provides the entire package of services people need to be in secure, sustainable, permanent housing. Without these resources there is a much greater risk of housing insecurity, even for people who have had initial assistance. The need in surrounding counties is also great, and when services are missing in one place, the other*

places bear the burden, when it could be shared. And what an amazing model for other communities!

- *There had been support for facilities previously within the community that had served the same people but no longer in existence, so this would fill a gap. The tenants are well vetted, and Hope Village has a great mentor program.*
- *Filling the gap within services for people to access safe shelter.*
- *The design is great and the framework behind the community base is essential when they are in a time of crisis. The ability and help to get to the next step are key. It brings in money for the project and gives tenants the ability to save some renting "credit."*
- *Location is good and the setting to community college is great. Looks like a great area - love the greenhouse and garden area. Studies show the importance of greenspace.*

Findings of the Campaign Readiness Study: Benefits

When asked about the project itself—expanding the campus and building a tiny house village and affordable housing units—respondents' comments mainly focused on the growing need to address the affordable housing crunch in the region. Comments also addressed the way in which the project combines programming and housing to best support independent and sustainable housing in the long term. Some respondents called this "a model of support" that other counties could learn from. It was recognized that stable housing allows individuals to address the things they need to secure health care, employment, and any support needed for long-term success, thereby leading to a reduction in poverty in the long term.

Other respondents pointed out that combining the programming at one central location would increase the efficiency of service delivery and provide a community of support for residents. It was also noted that the campaign itself would provide a chance to raise awareness of the many issues and needs facing the unhoused and those in transitional periods of life, the great needs of families living paycheck to paycheck, the reality of unseen homelessness, and as an opportunity to address the stigma of the unsheltered that persists in the area.

The following lists the top five groups of comments regarding the benefits of the Phase III project as proposed and shares some representative quotes. A full list of quotes from respondents follow:

- 1) The evident growing need for the project (49 out of 114 total responses): Serving a need in the community, noting the rising homelessness, safety concerns for the vulnerable (especially women and children)
 - *This project fills a gap, helping those that need help the most.*
 - *There is a huge gap in transitional [housing] in the Chippewa Valley. That is where we are really missing something.*
 - *It would benefit a lot of people who may not be financially stable and working towards goals to be able to have a place of their own.*

- *People experiencing homeless have trouble renting so it becomes a barrier to getting housing.*
- 2) Combining housing with support services on site (25 out of 114 total responses):
Affordable housing alongside support services, giving people a real home while working on issues to secure employment and stabilize their lives
 - *It will give them a community of support which will not only help them physically, but also emotionally.*
 - *Hopefully, the benefit is going to be able to serve people and help them get people back on their feet.*
 - *The vision of having a multi-tiered housing support system. This would be a new delivery method anywhere in the state. Love the transitional housing or "step-up" housing system.*
- 3) Poverty reduction in the community (16 out of 114 total responses): Giving people the support they need to escape poverty
 - *This project will provide the much-needed option for affordable housing. It will have the means necessary to help many more people! It will benefit our community and the Chippewa Valley, creating a safe place for vulnerable people.*
 - *It is important to provide a pathway back to sustaining themselves.*
 - *Completely change people's lives for the better that will contribute to generational changes in poverty.*
 - *Hope that others in neighboring counties can look at this initiative and can also implement something like this.*
- 4) Raising community awareness (10 out of 114 total responses): Bringing the community into the issue of housing insecurity and homelessness through awareness of and education on the issue and hopefully participating in the campaign
 - *One of the biggest problems is that people don't think we have a problem. This project puts it right up front and identifies what we can do about it. We need to educate the community.*
 - *The benefit of the capital campaign would be the main capital purchase and construction of the facilities. Another benefit is to educate the community of the importance of this issue and can show how the Hope Village will be self-sustaining.*
 - *Hopefully more and more of our population will see the need is real and step in to help more.*
- 5) Efficiency of project (8 out of 114 total responses)
 - *This would be a new delivery method anywhere in the state.*
 - *A central location would benefit the organization, guests, and community.*
 - *The centralized locations make sense for all the other amenities they are looking at.*
 - *The benefits of this campaign would be to provide additional services to homeless individuals in a central location as well as future housing for more low-income individuals.*
 - *Gives the county financial relief as well as working with the homeless community giving them a safe place and building them up.*

- Consolidates care for vulnerable populations with a plan for making this financially sustainable.

Comments on the benefits and importance of Hope Village as indicated by personal interview responses were as follows:

Private interviews - 19

Comments:

- *I would hope that people feel positive about public-private partnerships like this.*
- *Certainly, there will be a benefit to the numbers of people that are in need if those numbers are the actual experiences of people in Chippewa County.*
- *This project fills a gap, helping those that need help the most. We want to make sure that our community remains strong and supportive.*
- *I think if you can help people get back on their feet, find a job, provide their shelter, that's great, if there is a plan to move them out. Make sure people don't feel that they don't have to take care of it.*
- *Enhances meeting the gap of homelessness in the area.*
- *One of the biggest problems is that people don't think we have a problem. This project puts it right up front and identifies what we can do about it. We need to educate the community. They're very giving and generous. I will be surprised if the community doesn't support it.*
- *Hopefully, the benefit is going to be able to serve people and help them get people back on their feet.*
- *The vision of having a multi-tiered housing support system. This would be a new delivery method anywhere in the state. Love the transitional housing or "step-up" housing system. A great vision.*
- *Sounds like a great idea - anything to help gain funds for area housing is great. Has been amplified with COVID. Many of these people have never needed these resources due to those economic hardships. This is a unique initiative which is important to the community and individuals. It goes beyond just a house, the basic daily needs like a house to help build people up and their needs. Hope that others in neighboring counties can look at this initiative and can also implement something like this.*
- *We see unsheltered walking around downtown holding their bags of winter gear. It is heartbreaking. If we can help alleviate that -- to find long term sustainable opportunities, then that is what we want to do. Temporary to some people looks different for some people than others. The transitional piece is very exciting to us and that there is a plan in place. There is a huge gap in transitional pieces in the Chippewa Valley. That is where we are really missing something. Our goal is to ensure that the money is used as it was intended to provide the impact it was intended to create.*
- *If there really is a need out there it is to address that need. The centralized locations make sense for all the other amenities they are looking at.*

- The benefit of the capital campaign would be the main capital purchase and construction of the facilities. Another benefit is to educate the community of the importance of this issue and can show how the Hope Village will be self-sustaining.
- Allows people to have a chance to become better. I know this fits with the mission. I think it is extremely important that we do this. I will do everything in my power to help this campaign succeed and to ensure this is not an issue in Chippewa Falls. I really like Hope Village mission and vision -- we cannot have the homeless camping out in businesses and parks, but we need to help where we can.
- We attract a lot of people to the community that are in severe need. A lot are single mothers when they leave an abusive relationship. Three per housing unit, close to 100 people. That's just the tip of the iceberg. The problem is we have a very giving community. A lot of wealth. Then we have quite a few mid-ranges. Then, we have a tremendous amount of people that are really in a low-income area. I think outreach is needed. We do get people from Eau Claire, Dunn & Taylor County too. Medford, Gillman, people drive an hour for food pantries.
- Just providing a place to live does not solve the problem. If you have given them a place to live, then they become a contributing member of the community. This improves self-esteem and gives them the tools to move forward in their lives. It is a worthwhile project, the amount that you can raise is a matter of timing with the other campaigns. The concept is good. The structures and the housing are the critical piece. If we need to provide the other amenities later, then that is the best project. We did support past homelessness projects, and it is important to do so going forward.
- Benefits are that because those things are increasing you do have a way to respond to the needs. For me, it's a start since it's the only shelter available. It's a start. The problem is admitting you have a problem. They have done a relatively good job. Based on a conversation with a community member, there was push back initially.

Comments on the benefits and importance of Hope Village as indicated by online survey responses were as follows:

Online surveys - 65 responses

Comments:

- Provide housing for individuals/families that cannot find/provide stable housing.
- Everyone involved benefits. Those seeking assistance enrich the lives of the volunteers, and those volunteers become aware of the challenges being faced and are forever changed.
- The cost savings is major as well as giving the needy the boost they need to overcome their struggles.
- One location for homeless individuals to call "home" while working through issues. Will provide a stable environment to live and having a stable place to live will allow them to focus on the other issues that need to be addressed. Having homeless individuals living

close to one another can give them the opportunity to learn they are not "the only ones" experiencing life challenges, and they can support one another.

- It is important to provide a pathway back to sustaining themselves. Each person is unique, so doctors and social workers are necessary to follow through on individuals' aptitudes and training.
- It will give them a community of support which will not only help them physically, but also emotionally. The low-income housing will hopefully help them obtain a good credit rating.
- More opportunities to support our community members who are struggling. Along with that would be affordable housing that individuals can utilize and build their rental history, establish good tenant practices, and get better at budgeting and maintaining a household.
- Having affordable housing, the support that is provided to the families and individuals, having access to medical care and on the rideshare routes, a playground for the kids to have some normalcy in their lives.
- The campaign will allow for this project to happen - to go from a hope/dream to a reality.
- Benefits help Chippewa County but doesn't say Eau Claire County.
- It provides temporary shelter and a support team for those who find themselves homeless. It can provide longer term housing at a reasonable cost.
- Lives can be rescued and changed for the good!
- The outcome will benefit everyone, both homeless and not. If a person has a home small or not, he can concentrate then on being part of a community.
- Successful collaboration within and without the community to bring valuable resources and skills into the program to make the goal a reality. The benefits would really be immeasurable.
- It's a positive step to meet attainable goals.
- Hopefully more and more of our population will see the need is real and step in to help more.
- Providing a safe and affordable place to live for families and individuals who are unable to find apartments.
- It addresses how we care for our unhoused and provides affordable housing for our community members with low income.
- Completely change people's lives for the better that will contribute to generational changes in poverty. By helping those who are in need you are creating change for them as well as any potential children in families. By helping one, it may help many as an indirect result.
- Gives the county financial relief as well as working with the homeless community giving them a safe place and building them up.
- Enlightenment of the people of the Chippewa Valley to the struggles homeless people go through and how we can help them to survive in a very challenging time.
- Will widen its scope. Will provide many more services that are helpful to members in the community.
- A central location would benefit the organization, guests, and community.

- The benefits of this campaign would be to provide additional services to homeless individuals in a central location as well as future housing for more low-income individuals.
- It would benefit a lot of people who may not be financially stable and working towards goals to be able to have a place of their own. A place to rest at night and not have to be on the street.
- Again, assisting others to get on their feet, establish stability and eventually give them the tools to find permanent housing.
- Increasing the number of low-income housing.
- Getting people, a place to sleep and be warm and start looking for a job to help them be part of society.
- Helping people get housing and become employed.
- Shelter.
- Everything. I can only see good coming from this.
- There are none, citizens have voiced their concerns and they fall on deaf ears. And then you have secret city council meetings!
- To see the vision of the village to completion.
- Complete several different levels of housing assistance.
- There are countless benefits. Having a safe and secure home gives a person confidence to go out and seek employment and healthcare, knowing that their belongings are safe and secure while they are out.
- All homes in one place, easier for access to the city and job opportunities. Better oversight for caring for the homeless.
- Providing comfortable, safe temporary housing.
- Raising money for Hope Village and being able to serve the community.
- Affordable housing that's not surrounded by drug abuse or domestic violence.
- Giving people a place to stay while they get their lives in order.
- Help for the homeless. Affordable housing. Job training and opportunities. A helpful community.
- An increased amount of people it can support.
- Additional housing to serve more people in need.
- Letting the community come together and work together.
- Case management for housing, healthcare, mental health etc.
- I would like to see a village of tiny homes or apartments where people who were struggling could go and get back on their feet.
- It will show people the importance of volunteer work to achieve the targets and goals set by the project management; otherwise, the project will fail miserably particularly if funds are mismanaged just like early efforts to establish housing for the homeless.
- The more private funds raised the sooner permanent housing can be created.
- To provide shelter and resources for homeless people in our community.
- A place to live, availability of employment training and jobs, offering a better sense of dignity, self-worth, and self-reliance.
- The money will give the promoters the money they need to assist their customers.

- *People need to know where they can come home to each night; having that removes one source of stress from your life so you can focus on other aspects such as health, family, employment, school, etc.*
- *Providing homes for the homeless.*
- *Phase III of the project provides the entire package of services people need to be in secure, sustainable, permanent housing. Without these resources there is a much greater risk of housing insecurity, even for people who have had initial assistance. The need in surrounding counties is also great, and when services are missing in one place, the other places bear the burden, when it could be shared. AND what an amazing model for other communities!*
- *It appears to be well thought out and it has a background of being successful. People are more likely to give to projects that have clear direction.*
- *This project will provide the much-needed option for affordable housing. It will have the means necessary to help many more people! It will benefit our community and the Chippewa Valley, creating a safe place for vulnerable people.*
- *Centralized housing, staff all in the same building, access to bathrooms, a kitchen and laundry.*
- *More services to more individuals and families.*
- *Affordable housing is a major need in our community.*

Comments on the benefits and importance of Hope Village as indicated by focus group responses were as follows:

Focus Group responses – 31

Comments

- *Resource for those who have nowhere else to go.*
- *I believe that Hope Village offers living spaces with dignity for the homeless community of Chippewa Falls. I am also intrigued by the ways that the proposed expansion offers greater opportunities.*
- *Consolidates care for vulnerable populations with a plan for making this financially sustainable.*
- *It is obvious that our community has a significant population of underprivileged people in need of basics.*
- *Chronic and worsening homelessness.*
- *Help the homeless, there is a need for temporary housing.*
- *Need is real...*
- *Dealing with a persistent societal problem.*
- *Provide housing for the homeless.*
- *Transitional housing. Low-income housing.*
- *People experiencing homeless have trouble renting so becomes a barrier to getting rent – so having housing that is purposeful for them – affordable – understanding of how they became homeless is taken into consideration for being able to get housing.*
- *Need this project – people need housing.*

- *Having everything in one place – more efficient – community center important – will help overcome stigma – support, relationships, shared experiences, mentorship, sense of belonging, sustainability.*
- *Better access to resources – counseling, classes, activities.*
- *Providing affordable housing, especially now.*
- *Ease some of the stress on social work programs, other programs.*
- *Help people falling through the cracks.*
- *Partnerships of people, organizations, community – collaboration.*
- *Addresses homelessness in an innovative/comprehensive way – investment in people.*
- *Relationships – mentor/tenant.*
- *Churches – have tiny homes but need more places for people to have a place to stay; law enforcement – tiny homes going well and good communication, learn more about Phase III, landlord/tenant relationship, homelessness very real, interest in how safe and affordable housing can be provided, having a healthy community.*
- *Contribution of people who live there for store, other tasks, love idea of bringing people together, creating relationships.*

Benefits: Conclusion

The long-term impact of homelessness is staggering, felt by unsheltered children, who underperform in school, the mental health impact due to the trauma of poverty, and the difficulty in obtaining secure employment, educational opportunities, and community connection. Chippewa Falls is not immune to these challenges, but often these individuals are unseen. This campaign will help to shed light on this need. The urgency of this project was also made clear. The rising housing costs will only lead to an increasing number of families, living paycheck to paycheck, who are one broken down car, medical emergency, or lost job away from homelessness.

The benefits of this project—a model of collaborative community support involving church volunteers, mentors, government and local agencies, nonprofits, and community groups to lift individuals and families out of poverty and into secure housing—will directly impact hundreds of lives in this tight-knit community. Indeed, as reported by a study conducted by the Turner Center for Housing Innovation at UC Berkeley, the proposed project meets many of the following attributes identified by the Center that led to the most successful tiny house communities for the unsheltered.

- Having a local entity that is willing to put in the leg work
- Support services, including placement to more stable housing options if the housing is transitional
- A selection and approval process for residents
- Common buildings with shared facilities
- Access to transportation if the community is not located within the city center

This project, clearly supported by the many key stakeholders in the community, is needed, desired, and has the elements of success needed. Affordable housing units, alongside free tiny house residences, and on-site resources for support will efficiently and effectively help to stabilize the lives of the vulnerable families, children, and young people who need support from their community.

Findings of the Campaign Readiness Study: Questions

Respondents in the 19 personal interviews, as well as online survey respondents, were given the opportunity to state any questions they might have about the project. Focus group participants also held insightful conversations about their questions in relation to the project.

Social dynamics and stigma came out during the responses. One of the most prevalent questions was the extent to which residents are vetted to be allowed to stay in the homes or to access the proposed new affordable housing units. Respondents questioned whether tenants would be allowed to be a guest for a certain period or if they are allowed to stay if they wanted. Several comments questioned the safety and potential for crime or drug abuse at the facility. This led to questions about how the programming works including the intake, vetting process, police approval, mentoring requirements, and the employment requirements.

Others had a practical bent in their questioning—if the operations of the facility would be sustainable, if residents would support maintenance needs, and if the campaign goal was possible in the current economy. There were also some questions seeking clarification about the three phases of the project. In total, 58, or about half of the respondents, did not have any questions about the project, which is a positive finding. Nonetheless, dozens of excellent questions were identified by the remaining respondents, which would need to be answered during the campaign.

The following lists the main groups of comments regarding the questions about the project as proposed and shares some representative quotes. A full list of quotes from respondents follows.

- 1) The model of support and/or the overall project (29 out of 78 total responses):
 - *How does programming work to support people?*
 - *Once they're included in the program, what is expected of them?*
 - *What is the plan for people moving on from Hope Village location to other housing?*
 - *Are these apartments going to be life-time residents?*
 - *Do you have a history of how successful the program has been?*
 - *Who are the partner agencies that will be coming to the facility to meet with the residents?*

- *Is this for Chippewa Falls or the County? Why not add more tiny houses?*
- *I would like to know about the "turnover rate." How do customers "graduate"?*
- 2) Fundraising potential and the timeline (21 out of 78 total responses):
 - *With all the government money out there, is there any more money that Hope Village could locate?*
 - *What is the timeline that you are operating on? What is the budget?*
 - *Do the targets in fundraising provide too high of a bar for full achievement of the targets?*
 - *I have a question about the cost effectiveness of the goal, the tiny house has a good plan/timeline, will this be the same for the new setting?*
 - *What happens if all money isn't raised?*
- 3) Sustainability of the project, the costs, particularly regarding operations costs (19 out of 78 total responses):
 - *Will Phase III generate enough money for maintenance and operations?*
 - *How will you maintain it and cover operating expenses?*
 - *Is the program going to be self-sufficient?*
 - *Who is going to maintain the facility? What about those costs?*
- 4) The vetting process of residents (6 out of 78 total responses):
 - *Is it really a good idea to concentrate this population in one area?*
 - *Could it create a problem for crime, etc.?*
 - *How supervised [will the facility be] regarding violence, drugs?*
- 5) Residents' involvement in the project (3 out of 78 total responses):
 - *How will residents be a part of the maintenance of the facility?*
 - *Will there be some work for the homeless to be part of? Such as helping to build or clean up job sites etc.?*
 - *Would the guests of the village be able to assist in sweat equity to support some of the facility maintenance?*

Questions regarding the proposed campaign of Hope Village as indicated by private interview responses were as follows:

Private interviews - 19

Comments:

- *Are there concerns about clustering? How are you going to educate people about how this will work?*
- *Is it good to put people together or does it create problems?*
- *What is the true need?*
- *Is it really a good idea to concentrate this population in one area? Could it create a problem for crime, etc.?*

- Who is the architectural firm that you chose?
- Is the cost adequate to do what the project envisions?
- Specifically, what is the mission of the Hope Village? How does the program operationally intend to help people, what does the model look like?
- We question the need for pavilion/costs, re-store building and workshop/costs, and the 1/2 million for architectural/contingencies/site prep/fundraising. Those three areas come to \$1.35M. This seems high, and is really needed when there are county/CVTC close by.
- Does Hope Village have 50 percent of the funds raised to date?
- I don't have questions. I appreciate what they've done. They just didn't do enough. This takes care of what wasn't yet able to be done when it comes to bathroom facilities and focuses on overall access to personal care. It makes sense. The estimates are in the ballpark.
- What is the vetting process? Once they're included in the program, what is expected of them?
- I want more information. Looking for ways and information on what is going on in the community.
- How our dollars are best used and best stretched to meet the mission is most important for us -- we fund housing, health, education, and the arts. Will the project be sustainable? What is the timeline that you are operating on? What is the budget?
- There seems to be a lot of tax dollars going into it at the local, federal, and state level. Are we doing too much to keep people from not working? How many tiny homes is the right number? Wouldn't it make more sense to put up a four-plex or eight-plex like you are doing? Is there duplication with The Hub? Is there truly a need? There are nice accommodations for low-income housing in Chippewa Falls.
- My biggest question is the sustainability of the project. Will Phase III generate enough money for maintenance and operations? How will you maintain it and cover operating expenses? Would the guests of the village be able to assist in sweat equity to support some of the facility maintenance?
- Confused about the vets program and how that fits with Hope Village on homelessness -- who received the \$2.3M. The vets looked at the Rutledge home and are looking at the Avalon as a possibility. With all the government money out there, is there any more money that Hope Village could locate? Is the Board searching for every grant that is possible? Did you build in an inflation clause for the build?
- I think I'm quite well-versed in it. City council was supportive generally. A couple wanted a different location. I'm on the housing authority board. There's a huge need [for affordable housing], and we don't have enough supply.

- *Is the program going to be self-sufficient? That is the biggest question in my mind about whether we would give a large gift or not. Show me the operating [finance plan] and how you will fund this going forward. Who is going to maintain the facility? There is work to maintain those. It would be helpful if the people who live there take a role in maintaining the property to keep it nice.*
- *Will all the tiny homes be moved here? How are we providing tools to these people to be able to move forward in life? Are these apartments going to be life-time residents? Because if not, that is something we would not be interested in funding. Do you have a history of how successful the program has been? Must be able to support itself.*
- *No questions so far. It's highly feasible, knowing what he knows about the people. For the district itself, 2018 they passed a \$65 referendum to improve the facilities. That was a great indication that community support. Only passed by 400 votes though. They're not undecided about things. They know their opinions. And they are strong. You can pretty much know exactly where you stand.*

Questions regarding the proposed campaign of Hope Village as indicated by online survey responses were as follows:

Online respondents - 65

Comments:

- *The \$500,000 should maybe be itemized better. It's a big proportion to be lumped together.*
- *Who are the partner agencies that will be coming to the facility to meet with the residents?*
- *I compliment your work rooted in compassion and empathy.*
- *No - I am all for this campaign.*
- *Will there be some work for the homeless to be part of? Such as helping to build or clean up job sites etc.?*
- *Thank you for sharing the information.*
- *As noted above, I did not see reference to counseling services for the residents of Hope Village, which is critical to behavior, and situational, modification.*
- *No questions here.*
- *No, all the information was well laid out.*
- *Not currently.*
- *Look at putting homes across from the hospital so they can get jobs nearby.*
- *Will this final vision be sustained by paid staff or volunteers or both?*
- *Not currently.*
- *Where are the tiny houses now?*

- *No, I think this is great. I heard about it through FB a while ago, however, this explains it so much more.*
- *Do the targets in fundraising provide too high of a bar for full achievement of the targets? Is occupancy of the tiny houses limited only to city residents? If they are, should the project be extended out into the county so people from other communities can be provided for when there is a need?*
- *How do customers "graduate?"*
- *I would like to know about the "turnover rate."*
- *I would like to hear via various social media groups success stories. Also, via the same platforms how every day members can volunteer and provide donations*
- *Is this available to people outside of Chippewa County? What are the preferences given to applicants?*
- *No. Again, the direction is clearly laid out.*
- *What is the timetable for the Hope Village development?*

Questions regarding the proposed campaign of Hope Village as indicated by focus group responses were as follows:

Focus Group - 31

Comments:

- *How would the proposed Phase III affect the operating budget once the expansion is completed? What is the plan to keep the mission sustainable once the reach has grown due to the Phase III expansion?*
- *Is this for Chippewa Falls or the County? Why not add more tiny houses? If it's for the whole of the county area why not build more tiny houses in a central part of the county?*
- *As noted, the benefit appears to be that this is NOT government housing which eliminates any personal accountability or responsibility, instead relying solely on categorical eligibility.*
- *Does this cover the entire county?*
- *How will the low-income rents be set? Will the project be cash flow positive when complete? Would buying and fixing up units dispersed around town save money?*

Cost/Fundraising -

- *Cost of Phase II – monthly budget?*
- *What happens if all money isn't raised?*
- *Who is in the top three for giving to know if they can move forward with the campaign?*
- *Are there phases within Phase III?*
- *This funding for hard assets – how programs will be financially supported?*
- *Who/how staff/volunteers managed/repairs/maintenance – sustainability funding?*
- *Is there a projected staff – plan and cost?*

- People asking to donate will want to see a budget for sustainability, how programming will work?
- What is the timeline for donation requests?
- How does the city feel about it – welcome Hope Village? Does have approval from city to move forward with Phase II – city has partnered on current grant – think city also approved Phase III.
- Phase III needs a serious conversation about sustainability, operational plan.
- Maintenance costs – how will that be funded?
- Phase III – operational cost vs capital improvement cost – big step in cost.
- Sustainability – timeline, vision, what retail space will look like – how staffed, hours of operation?
- Endowment for sustainability?
- Who is being asked for donations – how far out is the reach – just Chippewa County?
- Do you have someone in mind for top three gifts – ask amount seems high?
- Any restrictions attached to grant money – sometimes restrictions for using grant money?
- People asking to donate will want to see a budget for sustainability, how programming will work?

Drugs/Violence:

- How supervised regarding violence, drugs?
- How does drugs/alcohol play a role – what are the rules on that?

Tenants:

- When capacity is reached, what are the next options?
- Will this attract a large amount of people in need from outside of the county – will this be just for those in Chippewa County or neighboring communities?
- What is the plan for people moving on from Hope Village location to other housing?
- What is anticipated duration on staying in these – what will be motivation for moving to housing outside of Hope Village – what is timeline criteria?
- Will tiny house tenants' transition to rental units and then to other housing – what is the timeline and plan for this?
- Expectations of tenants, criteria, timeline?
- Is this exclusively for people in the city – what about those in rural areas and other small cities in the county?
- Is this just for county residents, a magnet for outside counties?

Staff:

- Will there be a director or staff who lives onsite – think there is a need for 24/7 onsite services?
- What about onsite security?
- Will there be mentors and case managers for tenants?
- How many staff/hours involved in Hope Village – someone there 24/7?

- *Shared facilities – security for those buildings?*

General:

- *Who is it serving – just the city, county, or beyond?*
- *Transportation for homeless in other parts of county?*
- *How does mentorship work?*
- *Governance, board?*
- *Conversation on founder succession?*
- *Higher population of families with needs – how does this impact Parkview School – how does the school district feel about this? Same for law enforcement?*
- *What is the nature of duplex and 6-plexes – what is the process of setting the rental rates so affordable?*
- *What is the cost of having these duplexes/6-plexes all together in this location?*
- *If we succeed (think we will) but how to make it vital, ongoing, sustainable?*
- *Specific rules/timelines now for tiny homes, what rules, leases, compliance look like in new settings, communication – want to continue a good relationship with law enforcement, the mentor program helps.*
- *I have a question about the cost effectiveness of the goal, the tiny house has a good plan/timeline, will this be the same for the new setting? How with good stewardship how to be cost effective at this larger scale? How are these dollars helping people? Who is keeping track?*
- *Timelines for both Phase II and III.*
- *Building used for counseling sessions?*
- *Tiny home philosophy – goal to help get to better place – is goal for this the project same philosophy or will it shift?*
- *Not sure of differences in some of the committees – some could be merged – 60 individuals needed seems high.*

Questions: Conclusion

Many questions were identified in the research. This is not uncommon at this early stage of a campaign, and it is not a major concern to the consulting firm. Clearly the questions that must be answered will need to be addressed before and during the early pre-campaign stage, which will set a solid foundation for the campaign to move forward.

At this stage in the campaign, it is essential to collect these questions to best communicate the purpose and plan of the project. The campaign can then proceed to not only answer those questions but to try and educate the public on the realities of homelessness in the region. In the case of this campaign, it was pointed out many times the need to educate the public on the many and diverse issues that lead to an unsheltered individual or family seeking assistance in housing.

The Board of Directors, campaign leaders, and committee members will utilize this list of questions as a guide for framing the capital campaign Case Statement committee to develop a rationale which will result in providing statistics, facts, and benefits of this vision for key stakeholders and community leaders during the pre-campaign stage.

Findings of the Campaign Readiness Study: Concerns

After communicating the benefits and addressing questions, another purpose of the campaign will be to address community concerns about the project or the campaign. The responses provided by participants in this feasibility study shed light on the variety of concerns that may arise as the campaign begins. The concern about raising the amount of funds suggested, and the overall cost of the project, was one of the highest mentioned responses. Respondents also questioned the design of the spaces after seeing the rendering of the project, wondering if there was enough space for all the proposed design elements.

Another concern was the misconception surrounding homelessness. Respondents were concerned that the campaign would need to educate the public to overcome the community wide stigma regarding the causes, and highlight that many families living paycheck to paycheck, or young people wanting housing security to finish high school, were really the targeted audience of this project. Indeed, with an 8-month long waitlist, respondents also voiced concern that the project would not be completed quickly enough to address the need in the region. Once the rigorous vetting process was explained, it is noteworthy that only a few individuals expressed concern about crime coming out of congregating residents in the proposed Tiny House Village. Thirty-seven individuals expressed no concerns about this issue, roughly one third of respondents.

The following lists the top five groups of comments regarding the concerns of the project as proposed and shares some representative quotes. A full list of quotes from respondents follows.

- 1) Competition with other fundraising campaigns (8 out of 114 responses)
 - *Tough ask because there are several capital campaigns going on. Some in the early stages, others in the later campaigns.*
 - *There are two other capital campaigns in Chippewa Falls now besides Hope Village. Boys and Girls Club is \$3.5M. Northern Wisconsin State Fair campaign is going to be \$5.5M. Raised \$2M dollars. Two or three months ago, I would have been more positive about the Hope Village campaign, but the other campaigns have changed my mind a bit. The total \$3.4M may be a tough goal at this time.*
 - *3.4M seems like a large amount. I wonder if there is giving fatigue after other large campaign.*

- 2) Concerns about addressing the need adequately and the programming aspect (20 out of 114 responses)
- *The continuing rise in the need for sustainable housing for low-income individuals.*
 - *The waitlist. The needs are strong for the community.*
 - *Helping but not enabling.*
 - *What does success look like? What is the goal for tenants?*
 - *I am concerned that this project does not get to move forward. Hope Village is crucial to our community!*
 - *Information shared of how Hope Village partners with other agencies, resources – piece of a bigger puzzle.*
 - *Will people be able to stay forever?*
 - *How to provide community in this space, meet basic needs, how can be a home not just housing, school system.*
- 3) People's misconceptions about those facing homelessness/communicating the need (27 out of 114 responses)
- *The community perception of the clientele for the project may be an issue for some people.*
 - *The leaders need to market the benefits of this project to overcome some of the stigma with this project and the concerns that the project is good, but they may not want it in their backyard philosophy.*
 - *This is a different kind of fundraising – not for a fun place like a park – will need good communication.*
 - *Many people don't know homelessness exists here or understand homelessness.*
 - *A lot of people are not informed or concerned about homelessness – the mindset of people wondering why the government isn't helping more because people pay taxes.*
- 4) Cost of the project/sustainability (30 out of 114 responses)
- *I believe this will cost more than what they believe it will. I am concerned about the large high gift portion of the project.*
 - *If the project needs to move to phases, that is OK if the funds are not there, but it will end up being much more expensive down the line.*
 - *The cost is sizable.*
 - *It's quite a bit of money to raise in a good economic time and during COVID-19 and after, may prove to be challenging.*
- 5) Concerns about the space/location/design (16 out of 114 responses)
- *How it impacts the neighborhood – how area businesses and residents feel about it – overcome previous concerns but could pop up again.*
 - *Doesn't look like enough room for all that is shown in conceptual drawing*
 - *Based on your plan, the use of this space is over-crowded with 3-6 Plex's.*
 - *Transportation in that area since we don't have a bus system.*
 - *Not very good access to some services like a grocery store.*
- 6) Concerns about safety (4 out of 114 responses)

- *Living nearby I worry about additional crime if potential tenants are not watched closely or screened.*

Concerns regarding the proposed campaign of Hope Village as indicated by private interview responses were as follows:

Private Interviews - 19

- *With the other needs in the community there will be a strong competition [for funding].*
- *It's great to have this vision of helping others. That mission is spot on. How we go about operating long term is a concern. What is the mission of the village? Is it permanent housing or temporary? Is it to transition to more opportunities to help themselves?*
- *The barriers this campaign will come across: people's misconceptions about homeless, up against a million help wanted signs, why can't people find a job, keep a job, provide their own housing. Educate programs are out there right now. Is this in addition to, is it in place of? I like the branding. Misunderstanding of tiny homes. What does it mean? What does it provide? Going to be a lot of education. It's a new concept to tackle an existing issue within the county. People don't see as often. It's a tough battle.*
- *My only concern was solved. If we're going to help people feel better about themselves, we need to solve the toilet and showering issue. To help them care for themselves. "Mike has done a great job." Changing the drawback, and phase II is clearly what's needed. Right now, the only place where the social work people can do is send them to Eau Claire.*
- *Will people be able to stay forever? Security is important. Is it supported by the police? How safe would it be for those families that may be fleeing? Is Hope Village going to work with the Family and Children's Center?*
- *Tough ask because there are several capital campaigns going on. Some in the early stages, others in the later campaigns. Another issue - there are many programs that could help contribute.*
- *The wait lists. The needs are strong for the community. The main fear is having a roadblock of not giving them what they need. It's more than just a house or shelter - to fully support their needs is very important. Many resources are already tapped. What happens when the support stops?*
- *How the homes are constructed is important. Locally sourced materials are important to us when looking at if we are to give. We look at all the thought process before awarding a grant. Having opportunities for everyone is important to us. Inclusion is a huge part. I do not know of any other major campaigns other than what is already going on in the area.*
- *The Hub has about 15 little houses. The intent is to do something similar. Veterans have an option. There is a large amount in the federal tax bill that is proposed for affordable housing -- \$150B at this time. The emphasis needs to be that it is not just the tiny homes but that a larger vision is part of this -- when people are better educated*

about the need it will be better received. I have concerns about the economy -- many places do not have enough employees to operate them.

- The community perception of the clientele for the project may be an issue for some people. The leaders need to market the benefits of this project to overcome some of the stigma with this project and the concerns that the project is good, but they may not want it in their backyard philosophy. What is their vision 20 years from now? What is the succession plan for what will come, with leaders who have the same passion and support? People give to people -- and so people will give to this current project but will that caliber of people remain to continue maintaining donor interest. Fiscal concerns about long-term viability.
- Must show that you exhausted all the other efforts and money that is available. Make sure Hope Village is coordinating with the vet program. I believe this will cost more than what they believe it will. I am concerned about the large high gift portion of the project.
- The only concern is that you've got the buildings now, what about maintenance, heat. Will the guests be working? How do they pay for groceries, etc.? Tiny homes have received much support. Now, putting up such a big housing situation is different. What does the succession plan look like for running the organization too? Building inspector has been vocal: build a duplex, do a good job and then they sell it to someone else. Communicate how it will be maintained. Chippewa Family restaurant concern: they are concerned about the appearance in general. It hasn't been nearly as campaign heavy: not the same people giving to the fair as giving to the HV. Going to have to make sure: What's our mission? How are we going to pay for it? The city and the county are behind it! We just need you guys to give us X money to show city support. If you get the few key people [involved] the rest will come. Very giving community. The donor fatigues.
- Besides the need to be self-sustaining, what steps are Hope Village going to employ -- mentors -- to move these people out of homeless and to stability. If the project needs to move to phases, that is OK if the funds are not there, but it will end up being much more expensive down the line. I do not have any concerns that people will find a stigma with homelessness and therefore, will not give. We wish homelessness does not happen, but it does. We can only be involved if we see enough tools in place for there to be success in the program. There are two other capital campaigns in Chippewa Falls now besides Hope Village. Boys and Girls Club is \$3.5M. Northern Wisconsin State Fair campaign is going to be \$5.2M. Raised \$2M dollars. Two or three months ago, I would have been more positive about the Hope Village campaign due to not the economy, but the other campaigns have changed my mind a bit. The total \$3.4M may be a tough goal at this time.
- No concerns. For me, I think this type of work is so important. Our homeless students have increased. Having something to get them closer to our schools. There are unknowns. This community would prefer to give then have it taken away from them. They like for things to be their choice. Give generously. Making the community aware of the need.

Concerns regarding the proposed campaign of Hope Village as indicated by online survey responses were as follows:

Online Responses - 65

- *Sometimes it feels like the problem is without a solution. I admire your tenacity and vision.*
- *Keep believing in the Goodness that Jesus models for us.*
- *No concerns. I support the total Hope Village ministry.*
- *I am concerned that this project does not get to move forward. Hope Village is crucial to our community!*
- *Just that the group is very purposeful in the communication of this campaign.*
- *The cost is sizable.*
- *None. This is a good program and I have met a few of the people it has helped. It has made a great difference in their lives.*
- *Transportation in that area since we don't have a bus system.*
- *The continuing rise in the need for sustainable housing for low-income individuals.*
- *Not sure how the community feels or how they are accepting it; where are these located and has there been any problems? Where can these expand to?*
- *Based on your plan, the use of this space is over-crowded with three to six Plex's.*
- *Just be sure to advertise for volunteers, donations, etc., on the TV, radio, newspaper, etc.*
- *Living nearby I worry about additional crime if potential tenants are not watched closely or screened*
- *I am concerned about the future condition of multi-unit housing being maintained well and staying clean - hallways and common areas.*
- *I can't speak for others, but the pandemic has made us be rather cautious with philanthropic gifts, just not knowing where the economy is headed. I suspect others have a similar mindset, thus making it hard to raise funds. I also think it's an issue that people have strong opinions about. They either support the concept or don't and won't often change opinions.*
- *How can we find and keep affordable housing in the area - the huge waitlist?*
- *Just finding the money, that I think is always the concern.*
- *Not really but I know people may have objections due to their concern of addicts or people with criminal backgrounds coming/staying in this area so that would need to be addressed for those folks.*
- *Long term maintenance with phase 3, will people settle and occupy housing or will they need to move one within a period to ensure this remains available.*
- *I hope and pray the Village can be even more successful than the Tiny Houses.*
- *Will each tiny house be supplied with a chemical toilet as done in the past? Emptying those facilities is not an acceptable way to dispose of human waste and I do wonder if facilities will have access to sewage disposal as well as water and needed items to keep things clean within these facilities. I understand there will be facilities for toilets/showers*

etc. in a central location, but it bothers me that chemical toilets might still be the only means of collecting human waste in one of these houses.

- As with all nonprofit efforts like this, my concern is that the funding reaches a plateau just when it has brought the project up to a sustainable level but then the funding drops off, based on the presumption that the project is succeeding and needs no more major funding.
- My concern is long term.... Wear and tear on the tiny homes, and over working the staff
- It's quite a bit of money to raise in a good economic time and during COVID-19 and after, may prove to be challenging. Is it possible to partner with one or two more non-profits in the area to give a better sense of visibility in the area and sense of "security" for the community? I know that may sound odd, but it seems that you can't pick up a paper each week without hearing about someone stealing or embezzling or such. We know Hope Village, but it needs to be more prominent and supported in the community.
- Are there other fund drives going on at the same time?
- 3.4M seems like a large amount. I wonder if there is giving fatigue after other large campaign.
-

Concerns regarding the proposed campaign of Hope Village as indicated by focus group responses were as follows:

Focus Group - 31

- I hope it is a help for those in need, but I do not believe the organization should be an enabler.
- Have businesses expressed an interest in partnering with Hope Village?
- Per the discussions in our focus group, it is obvious that Phase III of the Project has not been either thoroughly researched or communicated yet, such as operational cost once the project is completed. To ask for financial support from individuals in our community there needs to be a clear plan of sustainability for the project.
- With the administration wrecking the economy with high inflation and socialized programs it may be hard to find significant community support on smaller gifts.
- I think the 10 tiny homes should be clustered to show the community what the village would look like.
- I worry the fundraising may take a long time as this is not a popular cause for many compared to a new park, etc.

Location/Space:

- Doesn't look like enough room for all that is shown in conceptual drawing.
- Don't think the location quite big enough for all to do – no parking – no room for expansion - cramped – feels a little isolated to get to places without a car – transportation concerns – no public transportation.
- Why was this location chosen?

- *There are also needs in rural communities and towns outside of the city – what about them?*
- *Seems to be too small of space for everything.*
- *How it impacts the neighborhood – how area businesses and residents feel about it – overcome previous concerns but could pop up again.*
- *Not very good access to some services like a grocery store.*

Campaign:

- *Should have a mission statement.*
- *Tap into success stories – so people have better understanding.*
- *Too early to have a fundraising campaign – not enough information provided/questions answered.*
- *Need people leading/providing information about the campaign that can be trusted.*

Drugs/Alcohol/Guidelines:

- *Ground rules about drugs and alcohol – who enforces it?*
- *Don't make places too comfortable – needs to be motivation to do something better.*
- *Perspective of people who think it will be a place for people to congregate with alcohol and other drug use.*

Phases:

- *Good concept – working – why not just stay on Phase II, why Phase III – does see a need but not that much.*
- *People running phase II said this is what we'd like to have but it is needed – what are some other options?*
- *Share with the public – events, progress on Phase II so the community can see what is happening.*
- *Completing or having a lot of phase II done before asking funds for phase III would make the campaign goal seem more tangible.*

Financial:

- *Clarifying the financial piece of how it will work.*
- *Supportive but did have a sticker shock at the total cost but to make this happen.*
- *Significant donations – see list of donors and corporate sponsors – brand recognition goes a long way – can influence others to give.*
- *Corporations – what is the ratio of giving (e.g., charity navigators).*
- *Cost to raise a dollar for an organization.*
- *Concerns about the economy and people's ability to contribute.*
- *People who know their money makes a positive impact.*
- *Living in a society of donor fatigue – somebody looking for a little bit more, inundated with giving requests – focus on this giving is for OUR community – assurance it is staying here to directly or indirectly affect our quality of home.*

- *This is a different kind of fundraising – not for a fun place like a park – will need good communication.*

Tenants:

- *What does success look like? What is the goal for tenants?*
- *Work commitment.*
- *Is their work requirement for tenants?*
- *What is the history of the tenants – local or because it is better here than in other areas.*
- *Helping but not enabling.*
- *Relationship with each residence for assistance.*

General:

- *Learn from best practices, other similar models. - Hope Gospel, ones in Madison.*
- *Information shared of how Hope Village partners with other agencies, resources – piece of a bigger puzzle.*
- *Feedback from law enforcement, care centers, social workers.*
- *Homeless/housing problems already here but trying to create a solution.*
- *Would like to see tiny houses clustered together first for people to see and understand how it works.*
- *People need to see how homelessness touches our community, and present this to the public.*
- *Community needs to do what we can to help the homeless.*
- *Having a local resource that can be called to help – tremendous help to be churches/agencies able to recommend to those in need.*
- *A lot of people are not informed or concerned about homelessness – the mindset of people wondering why the government isn't helping more because people pay taxes.*
- *Needs consensus and need building.*
- *Outlying areas not familiar with homelessness issue.*
- *Advantageous to share success stories and information to show how it works but how also there can be failures and struggles.*
- *Root cause of homelessness.*
- *Sustainability.*
- *Program meant to be a hand up and not becoming a handout situation.*
- *Clean explanations, information, knowledge, understanding, education.*
- *Get past the stigma.*
- *Words on page three of study information are good – tiny house – bare bones – easy to comprehend data - practical.*
- *This project – needs more earthy and practical words – better words for selling the whole thing to emphasize a hand up.*
- *How to provide community in this space, meet basic needs, how can be a home not just housing, school system.*
- *Average person doesn't know this is an issue. Important to have more public exposure.*
- *Hearing negativity about this project in the community.*

- *Know the root cause of why people are homeless – a mindset/mentality – judgements – need exposure of stories of how people got in this situation, along with success stories.*
- *Confidence that the organization has a clear 3- or 5-year plan and exit plan.*
- *Religious aspect – if someone will question that piece of it – because of where the tiny house project started – is their strings attached – different rules when on church property – exemptions that might be different in new location – zoning and other and other issues that could occur.*
- *Other campaign funding is occurring now too – donor overload but I do feel Chippewa Falls community is a giving community.*
- *Many people don't know homelessness exists or understand homelessness.*
- *Commitment from other agencies – county, social services, etc.*

Concerns: Conclusion

It is clear there is work to be done in communicating the needs of unsheltered individuals and families in the community, as well as public education regarding the causes of the housing insecurity. In addition, explaining more clearly how the multiagency programming support operates within the Tiny House Village Framework will help ease any concerns about the end goal of each resident's stay.

At this point in a campaign, there is also a need to clarify and quantify the project's goals, how funding will be allocated, how funding will be obtained, and the future sustainability of the project as it is in operation.

With a clarified plan in place, including details about programming models explained to assure the public of any community safety qualms, and an explanation of a clear fundraising strategy will be key factors to a successful completion of the project.

Since its founding, Hope Village has admirably tackled the issue of supporting unsheltered families and individuals in their community, leveraging volunteers, donations, and the support of agencies and community partners.

The organization is primed for a successful launch of this campaign. However, this study did indicate that there were several issues that need to be resolved and then communicated to the public to highlight the need the project addresses and how the project answers these needs.

Broadly, the key elements are the need to combat the stigma of the unsheltered that is held in the community, discussing the vetting process of residents and the model of support more clearly, defining and justifying how the organization will maintain the operational costs of the program and maintenance of the facility and residences, and finally, clarifying the project's phases, use of funds, and overall costs.

Because this is a project clearly targeted by a specific—and often unseen—segment of the population, the organization would do well to lay out a thorough and clear public relations plan.

This plan would not only appeal to the donor's goodwill of helping others, but also demonstrate through a cost-benefit analysis, the importance of supporting these individuals from a financial perspective. Not only does housing the unsheltered lead to an immediate change in their lives, but it also greatly impacts extended family and children and their capacity to learn, grow, and become self-sufficient members of society.

Several years of preparation have gone into this plan with a broad grassroots push, generous involvement of church groups, and a large segment of volunteers. These individuals need to be ambassadors for the project to win over the larger population in the region. The grassroots-led element of the project speaks to a strong chance of success, if, most critically, this grassroots orientation continues to shift public perceptions and responsibility towards care of the vulnerable and highlights the potential return on the investment of the project.

All these concerns, questions, and benefits can be addressed and communicated through a well-run campaign that engages leaders in the community and creates rational case statement and communications materials.

Economic Condition & Fundraising Environment: Findings

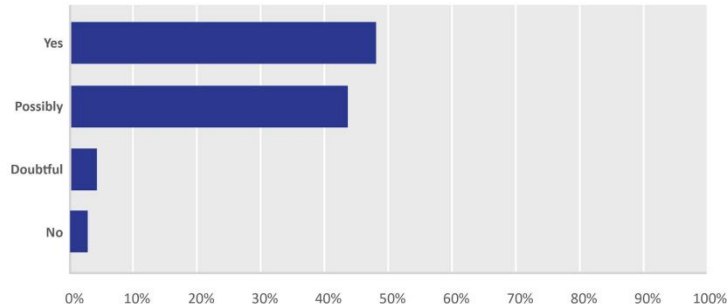
Respondents expressed some level of concern over the economic condition of the community and the presence of other fundraising campaigns including:

- A \$3.4M campaign for Boys & Girls Club expansion
- A \$5.2 campaign for Great Northern Wisconsin State Fair
- A \$3.7M campaign for McDonell Area Catholic Schools
- A \$9.7M campaign for The Children's Museum of Eau Claire (in final stages)
- A \$3.5M campaign for The Chippewa Area History Museum (in final stages)

Hope Village - Campaign Readiness Study Summit (Online Survey)

Please answer if you believe the proposed \$3.4M fundraising campaign will be accepted and supported by area philanthropic leaders?

Answered: 62 Skipped: 3



ANSWER CHOICES	RESPONSES
Yes	48.39% 30
Possibly	43.55% 27
Doubtful	4.84% 3
No	3.23% 2
	TOTAL 62

Chippewa Falls is undeniably an extremely giving community—not only with philanthropic dollars, but also in terms of volunteerism. Chippewa Falls has a can-do attitude and strives to care for its own by improving the quality of life of all its residents. This project has a unique goal as opposed to other current campaigns in the region—serving the vulnerable of the community. While this poses some challenges in communicating benefits to the business and/or residents, it also means that the campaign can tap into funding sources that other organizations and campaigns cannot, particularly due to the impact of COVID-19 on the numbers of unsheltered in the community.

According to the 2020 Wisconsin Gives Report, compiled by the Wisconsin Philanthropy Network (WPN), foundations and businesses are increasing their giving due to this factor, particularly to address community needs due to COVID-19.

- Nearly half of WPN survey respondents expect an increase in their grantmaking
- 64 percent of WPN survey respondents who are increasing grants are directing funds to disaster philanthropy due to the COVID-19 crisis
- 39 percent of WPN survey respondents will increase grants to overall operating support

This increase in giving was noted nationally in statistics in 2020, as individuals and foundations step up to address the ongoing economic impact of the pandemic. According to Giving USA's annual report, individual giving increased 2.2 percent, to make up 69 percent of all charitable giving. Foundations increased their giving by 17 percent to make up 19 percent of all giving. Bequests rose by 10 percent, making up 9 percent of all giving. As expected, however, corporate giving declined by 6 percent due to the many sectors experiencing a contraction in sales and revenue.

Economic Condition and Fundraising Climate: Conclusions

The number of successful area campaigns in the past 10 years shows the love and commitment of Chippewa Falls' donors to continue improving the quality of life of the Chippewa Valley. However, there are concerns about initiating another major campaign while two other large and important campaigns are underway: the Boys and Girls Club of Chippewa Falls with a \$3.4M capital campaign goal and the Northern Wisconsin State Fair with a \$5.2M capital campaign goal.

The top sector for giving in the U.S. is private individual donors at approximately 70 percent. This is a positive piece of information for campaigns such as the one proposed by Hope Village Board of Directors. Yet undeniably, large contributions also come from foundations and corporations, which have the potential to comprise vital gifts to campaigns.

An effective campaign strategy to achieve the project goals, even in phases, would focus on securing private gifts at the top required levels of a capital campaign. The foundational underpinnings of the overall gift strategy would include a pre-campaign, capital campaign, and foundation elements. Campaign activities would utilize volunteer support from key individuals across the community, but the campaign would also reach out widely to organizational and advocacy groups, state-wide foundations, and private donors across the region. This would allow Hope Village to network, publicize its efforts, and increase its overall donor base for years to come.

The stock market is currently high, which often bodes well for capital campaigns; however, this may not continue if inflation continues moving upward unabated. Rising inflation may significantly affect giving within mid and grassroots levels.

Chippewa Falls is a successful and generous community. The area is clearly capable of fundraising significant funds for important causes and missions. When the community sees a need, Chippewa Falls' leaders have the vision and financial capacity to see projects through to completion. They know how to get the job done!

The faith component of Hope Village and the current church involvement may provide vital leadership as well as gifts to this campaign.

Respondents carry a strong belief in funding this project. However, a real challenge exists in reaching the full proposed \$3.4M Hope Village campaign goal given that there would be three capital campaigns underway in Chippewa Falls at the same time.

Potential for Lead Gifts and Indications to Give: Findings

A fundraising maxim for successful capital campaigns is that 12 to 16 major gift pledges must provide 60 to 70 percent of any total campaign goal. Moreover, the lead gift and top two gift levels are vital to a campaign's overall success.

Chippewa Falls and the surrounding community is an extremely generous region with a legacy of philanthropic commitment to many non-profit organizations and causes. Local individuals, businesses, foundations, and organizations were identified as having the potential capacity to support the top levels of major gifts required over a three to five-year pledge period. However, due to the giving climate having been tapped significantly for past and current capital campaigns, respondents were concerned about reaching the full \$3.4M goal at the time of the report.

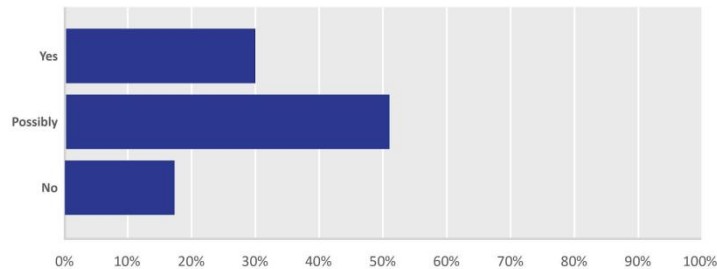
At the completion of this study, a lead gift of \$500,000 to reach the \$3.4M proposed Hope Village capital campaign goal had not been identified. Two respondents remarked a contribution of \$250,000 is promising for the campaign. Another six-figure gift may be possible if the campaign is able to clearly identify the benefits of the project by the time of solicitation. One respondent indicated a \$50,000 gift. Five respondents indicated a gift in the \$10,000 to \$25,000 range. Three respondents indicated pledges were possible in the \$5,000 to \$9,999 range. Two indicated a potential gift in the \$1,000 to \$4,999 range, and 11 interviewees said they would consider gifts under the \$1,000 range. A number of people did not know what they would give at this time, which is common at this early stage of a campaign.

Approximately half of all respondents—those online and in-person—said they would or would possibly give to the campaign. This finding is generally positive. However, work must be completed in terms of educating area donors and the public about the importance of project before the solicitation process occurs.

During an actual capital campaign, a far-reaching solicitation process would be completed after the 60 to 70 percent commitment range has been reached. With a history of raising funds for Hope Village annual gifts, the recent state grant, and a well-prepared and strong capital campaign process, Crescendo Fundraising Professionals advisors are confident a goal amount of \$2.7M can be reached given the number of potential early gifts that were identified. The final goal would not be set by Crescendo Fundraising Professionals, LLC. This goal would be determined with the involvement of the Steering Committee, who will be recruited to lead the campaign.

This is at a very initial stage of a potential capital campaign, but do you believe you (or your company/foundation) would consider making a personal gift to the campaign, if you are asked?

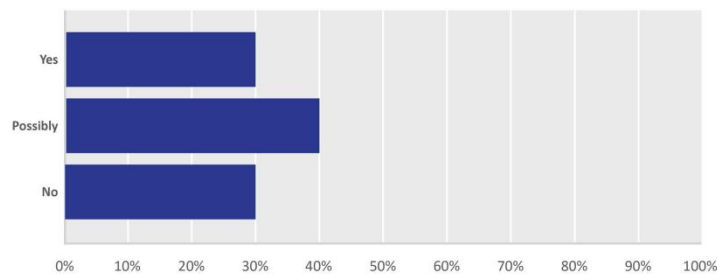
Answered: 60 Skipped: 5



ANSWER CHOICES	RESPONSES
Yes	30.00% 18
Possibly	51.67% 31
No	18.33% 11
	TOTAL 60

This is at a very initial stage of a potential capital campaign, but do you believe you (or your company/foundation) would consider making a personal gift to the campaign?

Answered: 10 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	30.00% 3
Possibly	40.00% 4
No	30.00% 3
	TOTAL 10

The chart below shows the sample giving levels required to reach a capital campaign goal of \$3.4M—the amount that this study tested given the organization’s capacity, fundraising climate, and donors’ desire to give gifts in the general ranges necessary to reach the goal. It is common for donors to be unsure what they may give at this early stage of a campaign. Consultants’ experience and philanthropic research shows gifts often increase from two to three times what donors initially indicated when the commonly asked questions are answered prior to solicitation.

Online Survey Amount Pledge Considerations (of 65 respondents)	Number of Gifts	Approximate Pledge Ranges
\$250,000 and above		
\$100,000 to \$249,999		
\$50,000 to \$99,999		
\$25,000 to \$49,999		
\$10,000 to \$24,999	2	\$20,000 to \$49,998
\$5,000 to \$9,999	1	\$5,000-\$9,999
\$1,000 to \$4,999	2	\$2,000-\$9,998
\$1,000 and under	11	\$11,000
In kind gift options		
Total Range Survey		\$27,000-\$69,995

Personal Confidential Interview Amount Pledge Considerations (of 19 respondents)	Number of Gifts	Approximate Pledge Ranges
\$250,000 and above	2	\$500,000
\$100,000 to \$249,999	1	\$100,000
\$50,000 to \$99,999	1	\$50,000
\$25,000 to \$49,999		
\$10,000 to \$24,999	5	\$50,000-\$124,995
\$5,000 to \$9,999	3	\$15,000-\$29,997
\$1,000 to \$4,999		
\$1,000 & under/Don't know	many	
In kind gift options		
Total Range Survey		\$215,000-\$594,993

Conclusions

Crescendo Fundraising Professionals, LLC, anticipates that with a solid campaign, good communication, public education on the issue, and strong leaders who are willing to serve and solicit, the stated amounts are often multiplied on average by two to three times. The key step is preparing a solid foundation of donor cultivation. A longer pledge remittance time frame of up to five years may also assist the campaign during a more competitive fundraising environment. Excitement builds when the capital campaign rationale is developed, and organizational stakeholders begin sharing the story effectively with other donors, friends, and stakeholders who believe in the project and in improving the quality of life of residents in the Chippewa Valley.

The work of Hope Village is clearly needed and appreciated within the community, yet not by everyone. To continue to build upon this trust prospective, contributors must feel confident in the need and total amount required for the facility expansion, and respondents must understand the overall impact and benefits of the expansion and plan.

Three components are required to reach a fundraising goal when assessing the capacity and inclination for a capital project:

1. The financial support and credibility of the most respected community corporations, foundations, organizations, groups, and individuals
2. Strong backing by a major donor, municipality, local foundation(s), corporations and/or a school district/churches
3. Individuals and leaders who are willing and able to both give and assist in leadership capacities with a fundraising campaign

A level of donor and leadership fatigue is causing reticence with giving major gifts or leading the proposed campaign at this time. This is primarily due to the capital campaigns that have recently been completed or those that are currently underway in Chippewa Falls. However, it is believed a goal of \$2.7M goal, which is considered attainable by the most respected members of the philanthropic community, will gain traction once the case for support is fully developed and articulated.

Campaign Volunteer Leadership: Findings

Chippewa Falls is a community that understands the importance of volunteerism and community involvement. The area comprises a strong pool of highly effective leaders who are actively involved in business, social, civic, church, and community organizations. The community embraces service in a continual effort to improve Chippewa Falls' quality of life.

Personal interviewees and survey respondents were asked to identify persons who are knowledgeable about the community and the business and social relationships that exist in Chippewa Falls. They were also asked to recommend an individual or individuals who could provide the top leadership for the proposed campaign. Approximately 30 individuals were identified as having the potential to chair, co-chair or be involved in the campaign at a leadership level. Several of those individuals were identified by numerous interviewees and respondents.

Twenty to 25 respondents expressed a willingness to be involved in the campaign leadership or committee work. Another 40 expressed an interest in volunteering at events or in some capacity, such as reviewing the case statement and campaign materials.

Study results indicated the willingness of respondents to consider a leadership or volunteer position in a capital campaign if they are asked. Names of those who indicated a willingness to become involved are not listed in this report for confidentiality reasons; however, the list may be used to personally recruit leadership and volunteers in the future campaign.

While there have been many local capital campaigns over the past several years, the potential of this campaign is like others in that: 1) it serves a real need for people in the community, and 2) it has an established grassroots support from the regions and with churches who have been volunteering for many years. This “faith factor” will help to draw in other volunteers from area churches. The support of churches is undoubtedly vital to reaching the campaign goal by encouraging leadership and possibly gifts from churches as a whole or from their members.

Conclusions

Volunteers are the lifeblood of a capital campaign. A successful campaign benefits from the assistance, perspective and expertise of the key leaders and volunteers.

Several individuals from Chippewa Falls were consistently mentioned as someone who should be involved in the campaign to successfully reach the projected goal. Some of these individuals are already involved in Hope Village, serve on the Board of Directors, are key volunteers, or are connected to the faith community, which has experience in large successful fundraising initiatives.

An element of leadership fatigue exists regarding this campaign from those individuals who had led successful campaigns over the last 10 years, especially those who served over the past five years. Nevertheless, Chippewa Falls has leadership potential within its community, an interest in the project, and several individuals already connected to the initiative who might provide the essential guidance and leadership to see the campaign to a successful conclusion.

Final Analysis: Favorable Factors

The following favorable factors exist which would positively affect the eventual outcome of the fundraising campaign for Hope Village Phase III expansion project.

1. A lead gift was not identified to reach a \$3.4M campaign goal. However, lead gifts were identified to secure a campaign goal of \$2.7M. Completing the project in phases is still a positive approach—gain success and sustainability in the first phase by completing the apartments. Prove the effectiveness of the plan. Then focus on the final goal in five or more years.
2. The Hope Village experience impacts many people immediately and powerfully. As an effective fundraising marketing plan is formulated, it will help to stimulate more individuals, foundations, and corporations to assist in furthering this mission.
3. The faith component of this mission is powerful and could provide a significant and meaningful role in developing the campaign structure. It would also assist in securing a considerable part of the goal, as well as develop a groundswell of support for and understanding of the people served by the project.
4. The Hope Village Executive Director, Board of Directors, and its volunteer leadership are well-regarded in the region.
5. The recent (CBDG) grant shows strong credibility for the project.
6. Strong financial and leadership support exists at this initial stage of a campaign.
7. Providing information on the return on investment of this project would help to sway the interest of the business community (i.e., sheltering families leads to more able workers and stable families lead to high academic achievement in children) and decreases funding required through local governmental agencies.

Final Analysis: Challenging Factors

1. The Executive Director and Board of Directors are respected, committed, dedicated, and well-organized. However, only a few have had previous capital campaign fundraising experience. The campaign would require recruiting additional volunteer leaders who have had previous fundraising experience to come alongside the Board to help secure the goal.
2. There is a strong need to address the stigma of the unsheltered in the community and to communicate and educate the public about the causes of homelessness, giving a real face to the unsheltered families and individuals served by the project.

3. The Hope Village mission is rather new. Partnering with one or two other vital Chippewa Falls organizations that serve similar needs could further bolster the importance of the campaign by pooling mutual stakeholders and sharing the importance of working together with key constituency groups.
4. Chippewa Falls is an extremely philanthropic community. However, the two other major fundraising campaigns will compete for philanthropic dollars to meet campaign goals.
5. Reducing the goal to \$2.7M would help fulfill approximately 70 percent of the total proposed project concept and build. This would somewhat decrease initial financial sustainability until the final phase is completed.
6. Effects of the Covid-19 pandemic and some uncertain economic conditions with inflation on the rise could negatively affect the campaign outcome.

Final Analysis: Recommendations

Based on the study findings, conclusions, and favorable and challenging factors, Crescendo Fundraising Professionals, LLC, offers the following recommendations:

1. We advise the Board of Directors to adopt this report, accept its findings, and support its conclusions as a basis to implement a **\$2.7 capital campaign (see the proposed gift chart in the Addendum)**.

A \$2.7M goal would secure some but not all the proposed vision of Hope Village: The reduced plan could still allow for five duplexes and two of the six-plex units, which are expected to provide the minimum of financial operational sustainability with the final phase to come later. This building plan also allows for the re-store—all of which will provide Hope Village with long term sustainability. The playground and pavilion would need to be added in a later phase or be pursued with outdoor-focused or play equipment grant programs.

2. Pre-Campaign planning should begin immediately to build off the exposure identified during the study.

3. Enter discussion with Agnes' Table to determine if the two organizations may share in mission-driven tasks, costs, and opportunities to avoid duplication and create synergy in services to Chippewa Falls and Chippewa County.
4. Create a realistic business and strategic plan during the capital campaign to capitalize on the expansion efforts, and use the skills and expertise of leaders who have extensive experience in financial management to encourage confidence in prospective donors regarding future operating sustainability.
5. Develop a strong and compelling case statement that answers the key questions the philanthropic community identified during the study.
6. Pursue a possible campaign division composed of church leaders and churches with pastors and church leadership who could serve on the Steering Committee.
7. Work to continue establishing relationships with major foundation and corporate leaders locally and regionally.
8. Continue building an effective branding and communications plan to gain awareness, most specifically by updating the website.

Addendum

Importance of A Strong Case Statement

To raise capital funds, a comprehensive and compelling case statement must be prepared citing the components and rationale for the project to inspire those able to consider a major contribution. The case statement must point to the opportunities presented to positively impact quality of life and the benefits of the project once completed. The case statement serves as a vehicle to convince people that their support of the project and the organization is worthwhile and needed. A strong capital campaign case statement must contain the following information:

- A summary and a clear statement of the organization's mission
- A convincing description of the purposes to which the capital funds will be used.
- Plans about ways one can give-pledges, gifts of securities, or gifts of real property, stocks, etc.
- Financial information on how the organization will be operated
- Recognition opportunities, such as buildings, rooms, or exhibits to be named for donors
- List of key people involved in the campaign

Gift Table Options

Sample Hope Village Capital Campaign Gift Table of \$3.4M

Range of Gifts		Number Needed	\$ at this Level	Total Donors	Total Dollars	Percent of Goal
500,000	500,000	2	1,000,000	2	1,000,000	29%
250,000	499,999	1	375,000	3	1,375,000	40%
100,000	249,999	3	524,999	6	1,899,998	56%
50,000	99,999	6	449,997	12	2,349,995	69%
25,000	49,999	8	299,996	20	2,649,991	78%
10,000	24,999	24	419,988	44	3,069,979	90%
5,000	9,999	30	224,985	74	3,294,964	97%
1,000	4,999	37	110,982	111	3,405,946	100%

<1,000		many	13,750	many	>3,400,000	
Sample Hope Village Capital Campaign Gift Table of \$2.7M						
Range of Gifts		Number Needed	\$ at this Level	Total Donors	Total Dollars	Percent of Goal
250,000	250,000	2	500,000	2	500,000	19%
150,000	249,999	1	200,000	3	700,000	26%
100,000	149,999	4	499,998	7	1,199,998	44%
50,000	99,999	6	449,997	13	1,649,995	61%
25,000	49,999	8	299,996	21	1,949,991	72%
10,000	24,999	24	419,988	45	2,369,979	88%
5,000	9,999	30	224,985	75	2,594,964	96%
1,000	4,999	37	110,982	112	2,705,945	100%
<1,000		many	13,750	many	>3,400,000	

Personal, Confidential Interview Survey Questions

Personal, Confidential Interview Survey Questions

1. Name
2. Can you please tell me a bit about yourself and your involvement in the Chippewa Valley?
3. Do you feel the mission and vision of Hope Village is important to the area?
4. If yes, please list in what ways?
5. Based on the brief summary of the project, what do you believe to be the benefits of a potential campaign for Hope Village?
6. Do you have any questions? Please elaborate if so.
7. Do you have any concerns? Please elaborate if so.
8. On a scale of 1-5, how do you regard this area's present, general economic condition for this campaign which would begin in early 2022?
9. Please answer if you believe the proposed \$3.4M fundraising campaign will be accepted and supported by area philanthropic leaders.
10. What do you think about the design and location of the tiny home community building and future plans for the duplexes?

11. Please list the major fundraising campaigns currently under way or being planned in the area of which you are aware.
12. Several successful campaigns have been completed in the last 10 years in Chippewa Falls. What names of individuals would you expect to see in leadership positions in a campaign for this project?
13. Whom would you recommend has the credibility within the philanthropic community to serve as general chair or co-chairs of the campaign?
14. Campaigns have many different committees that work together to prepare the campaign for solicitation. From the list of committees, who are some other possible volunteers who you think would be important to become involved in the Chippewa Valley?
15. Years of experience in capital campaigns teach us that most successful campaigns have similar patterns of giving. Show gift table. Who do you feel would be able to contribute 15-20% of a campaign goal for the project if a campaign is to move forward?
16. Whom would you suspect may be the largest contributors to this campaign?
17. This is at a very initial stage of a potential capital campaign, but do you believe you (or your company/foundation) would consider making a personal gift to the campaign, if asked?
18. If you answered yes, what possible amount could you see giving over three years, even if it is a minimal amount to help the Hope Village board consider if they are able to move forward?
19. Would you consider accepting a leadership position in a campaign?
20. If you answered yes, please list which committee you may be interested in serving.
21. Would you volunteer your efforts in some way if it were small, such as providing input on the case statement?

Focus Group Survey Questions

1. Name
2. Do you feel the mission and vision of Hope Village is important to the area?
3. If yes, please list in what ways.
4. Based on the brief summary of the project, what do you believe to be the benefits of a potential campaign for Hope Village?
5. Do you have any questions? Please elaborate if so.
6. Do you have any concerns? Please elaborate if so.
7. Please answer if you believe the proposed \$3.4M fundraising campaign will be accepted and supported by area philanthropic leaders.
8. Whom would you recommend has the credibility within the philanthropic community to serve as general chair or co-chairs of the campaign?
9. Campaigns also require strong committees that work together to solicit and provide awareness for a campaign. Who are some possible community volunteers who would make good volunteers? Please list 3 to 5 names.
10. Would you consider serving on one of the short-term committees? Please list which committee(s) you may be interested in serving. Job descriptions are listed at the beginning of this survey.
 - a. Case Statement (helps outline written rationale for project)
 - b. Communications (plans creative and promotional elements of the campaign)
 - c. Prospect (identifies possible peer groups who may be interested in the project)
 - d. Steering (leads the other committees in planning the process with consultant involvement)

- e. Leadership (identifies important stakeholders who may be interested in becoming involved)
 - f. Event Volunteer (short term as need)
11. Years of experience in capital campaigns teach us that most successful campaigns have similar patterns of giving. Who do you feel would be able to contribute 15-20% of a campaign goal for the project if a campaign is to move forward?
 12. Whom would you suspect may be the largest contributors to this campaign?
 13. This is at a very initial stage of a potential capital campaign, but do you believe you (or your company/foundation) would consider making a personal gift to the campaign?
 14. If you answered yes, what possible amount could you see giving over three years, even if it is a minimal amount to help the Hope Village board consider if they are able to move forward?
 15. Would you consider accepting a leadership position in a campaign if you are asked?
 16. If you answered yes, please list which committee you may be interested in serving.

Online Public Survey Questions

1. Name
2. Do you feel the mission and vision of Hope Village is important to the area?
3. If yes, please list in what ways?
4. Based on the brief summary of the project, what do you believe to be the benefits of the potential campaign for Hope Village?
5. Do you have any questions? Please elaborate if so.
6. Do you have any concerns? Please elaborate if so.
7. Please answer if you believe the proposed \$3.4M fundraising campaign will be accepted and supported by area philanthropic leaders?
8. Whom would you recommend has the credibility within philanthropic community to serve as general chair or co-chairs of the campaign?
9. Campaigns also require strong committees that work together to solicit and provide awareness for a campaign. Who are some possible community volunteers who would make good volunteers for this campaign? Please list 3 to 5 names.
10. Would you consider serving on one of the short-term committees? Please list which committee(s) you may be interested in serving. Job descriptions are listed at the beginning of this survey.
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 - d. Steering (leads the other committees in planning the process with consultant involvement)
 - e. Leadership (identifies important stakeholders who may be interested in becoming involved)
 - f. Event Volunteer (short-term as need)
11. Would you consider accepting a leadership position in a campaign if you are asked?
12. If you answered yes, please list which committee you may be interested in serving.
13. Years of experience in capital campaigns teach us that most successful campaigns have similar patterns of giving. Who do you feel would be able to contribute 15-20% of a campaign goal for the project if a campaign is to move forward?
14. Whom would you suspect may be the largest contributors to this campaign?

15. This is at a very initial stage of a potential capital campaign, but do you believe you (or your company/foundation) would consider making a personal gift to the campaign, if you are asked?
16. If you answered yes, what possible amount could you see giving over three years, even if it is a minimal amount to help the Hope Village board consider if they are able to move forward?

Pre-Campaign Job Descriptions

Steering Committee

This committee directs all activities of the campaign. The committee is composed of 10 to 12 area leaders who will be instrumental in providing input on the foundation for a successful capital campaign. The committee helps assure the success of the campaign by overseeing all committees. Monthly meetings are held over approximately 12 to 18 months or until the goal is met. Steering Committee members will eventually solicit three to five potential donors with another team member. Meetings would tentatively begin in early 2022 in Chippewa Falls via Zoom or in person.

Building Committee

This committee is typically composed of 6 to 8 key stakeholders who have had experience in design, construction, and management of large facilities. They will assess the current designs, provide input on the final design. This committee begins in early 2022 and would operate through spring to provide a finalized plan to use in campaign solicitation materials with meetings as are necessary. Meetings will be held as needed but once-per-month at a minimum virtually and in person or zoom.

Leadership Development Committee

The Leadership Development Committee is composed of 8 to 10 individuals who have a commitment to Hope Village and/or the Chippewa Valley and who are interested in the benefits of the mission and project. These individuals will be knowledgeable about the business, philanthropic and social relationships which exist within the area. The committee ensures the success of the campaign by identifying and recruiting the topmost echelon of campaign volunteer leadership for the campaign co-chairs. This committee meets three times to help identify and recruit the general campaign co-chairs and would meet in January to February 2022.

Case Statement Committee

The Case Statement Committee requires the assistance of individuals who are knowledgeable about the scope and mission of the campaign. This group ensures the success of the campaign by providing input for consultants to develop a strong and compelling campaign rationale and FAQ, as well as answer key questions regarding the campaign and fundraising plan. This committee also tests or validates the case statement. This group of approximately 12 to 14 people who will meet approximately four to six times to help provide feedback on the case statement development and validate the case statement with key donors; meetings will last one hour and would begin in early 2022.

Communications Committee

The Communications Committee enlists 8 to 12 people who are knowledgeable about branding, communications, marketing, and media. They enhance the effectiveness of the campaign by helping

provide input for the promotional elements, assisting in raising awareness of the project, providing information to the area about the project and help provide input on coordinating a large campaign Launch event. This committee will meet every month for 8 to 12 months to provide input on materials, provide feedback on materials and plan the event. Meetings will last one hour and would be held in person or via Zoom.

Prospect Development Committee

The Prospect Committee enlists 6 to 10 area donors and volunteers who are knowledgeable about the Chippewa Valley and philanthropic endeavors. The group helps make suggestions on potential area donors who may be interested in supporting the campaign and will help match potential solicitors to donors where able. This committee meets for four to five meetings over the course of the campaign. Meetings will last one hour and will be held early in 2022 via zoom or in person.

“Successful collaboration is necessary to bring valuable resources and skills into the Hope Village program to make the goal of reducing homelessness in Chippewa County a reality. The benefits would really be immeasurable.”

Hope Village Campaign Readiness Study Summit respondent