

**St. Pius X High School
Feasibility Study Summary**

Feasibility Study Participation

Over 481 people participated in the feasibility study during the months of December 2015 and January 2016. Praxis conducted 29 interviews, facilitated five focus groups with a total of 69 attendees, and collected 383 online surveys. The following breakdown captures how the participants identified with St. Pius X.

St. Pius X Affiliation	Percent of Study Participants
Graduate	50%
Board Member	4%
Parent of a current student	32%
Parent of a future student	17%
Pillar of St. Pius X	5%
Staff	4%
Donor	24%
Volunteer	10%
Organizational/Corporate sponsor	1%
Parent of an alumni	26%
Other (please specify)	6%

Is a St. Pius X Campaign Feasible? Yes!

Praxis has conducted feasibility studies and capital campaigns for ten years. No previous client organization has so thoroughly illustrated its readiness for a capital campaign than St. Pius X. The reasons for its readiness are enumerated throughout the feasibility report. In short:

1. The school has a strong history of previous capital campaigns but has gone nearly 10 years since actively soliciting capital campaign gifts;
2. A competent and professional development staff has increased annual giving each of the last four years (50% growth);
3. St. Pius X completed a comprehensive strategic plan (“20/20 — Honor. Imagine. Inspire.”) that establishes the strategies needed to maintain and build on the school’s tradition of excellence;
4. The school’s Building & Grounds Committee commissioned a bold and comprehensive master plan to explore the possibilities of an athletic campus;
5. In excess of 480 constituents participated in the feasibility study, well above Praxis expectations (and experience with past clients);
6. Feasibility study responses were overwhelmingly positive;
7. Participants believe in the school and its leaders: 93% trust that St. Pius X is effectively meeting its core mission and 85% have confidence in the school’s leaders;
8. Respondents expressed wide support for the two components of the proposed campaign – a renovated convent and expanded athletics (94% and 86% respectively);

9. Over 69% of respondents indicated they would be willing to donate to a campaign and 222 people indicated a giving amount they would consider offering;
10. Nearly forty participants offered to volunteer for a campaign; and
11. More than 80% of participants recommended the school launch a campaign within the next twelve months.

More Reasons to Proceed: A Desire to Celebrate and Enhance St. Pius X's Tradition of Excellence

Study participants made clear their pride in St. Pius X's history and successes. They also expressed a clear desire to continuing building on that tradition of excellence. The feasibility study surfaced that:

1. St. Pius X has earned the love and affection of many of its core constituents within the Northland Catholic community;
2. Study participants recognized clear and demonstrable needs to renovate the convent and expand St. Pius X's athletic facilities;
3. The proposed long-term vision genuinely excited and enthused study participants;
4. Study participants believe the proposed plans meet clear needs, align with St. Pius X's mission, and enhance its capacity to serve students and the wider community;
5. Joseph Monachino, Jr. commands respect and praise as St. Pius X's leader;
6. St. Pius X benefits from a cadre of deeply committed individuals that provide volunteer (and financial) support, 37 of whom expressed a willingness to help lead a capital campaign; and
7. Nearly 250 survey respondents indicated a willingness to contribute financially to a campaign.

Addressing the Concerns and Anxieties Expressed in the Feasibility Study

Fundraising has become more competitive as increasing numbers of organizations vie for philanthropic contributions. Compounding this competition is the slowly-recovering economy, the topsy-turvy nature of 2016's stock market, and presidential campaign politics. The rising levels of charitable requests and lingering economic and political unease have left donors more cautious. Nonprofits are having to provide more evidence of why they deserve the philanthropic investment of donors. This is especially true of capital campaign requests.

St. Pius X feasibility study participants gave voice to this trend. Respondents surfaced several areas where they wanted more information, details, and explanation before making capital contributions to St. Pius X. The list below highlights the most prominent areas of interest.

1. Despite wide support for St. Pius X's proposed plans, many respondents wondered why the plans did not include more robust funding for academics, faith formation, and fine arts.
2. Similarly, some respondents expressed enthusiasm for upgrading facilities but wanted more information about how St. Pius X planned to invest in and improve the core programs that would use the new facilities. Frequent themes included: improving teacher pay, strengthening coaching staff, and expanding extracurricular offerings.
3. Respondents generally loved the long-term vision of the proposed plans but recognized the work would need to be done in phases. As such, they wanted more specifics of what projects would be done when, how much they would cost, and what projects might follow in a second or third phase.

4. Money topped the list of concerns of many participants. Most wanted more detailed information about how the organization would pay for these projects and sustain them in the long-term. Some had a deep aversion to debt and wanted more information about the school's current debt, its plan to pay off debt, and a commitment not to go in debt to complete any of the proposed projects.
5. Many expressed concern about St. Pius X enrollment. Some saw these proposed plans as the path to increase enrollment. Others thought the organization would be unwise to pursue these plans before increasing enrollment. Whatever the perspective, respondees wanted to know more about the correlations of the proposed plans, student recruitment, and school enrollment.
6. While respondents generally held St. Pius X in high esteem, they often viewed the Kansas City-St. Joseph Diocese with misgivings. The origins of these qualms seemed manifold, but prospective donors will be anxious to understand the Diocese' level of support and involvement in a campaign. Bishop James V. Johnston Jr.'s recent appointment offered several participants hope for a strengthened relationship between the school and Diocese.

Recommendations for A Successful Campaign

Based on responses to this feasibility study, Praxis Nonprofit Strategies believes St. Pius X has the needed community support to begin a significant fundraising campaign in 2016. The recommendations outlined below provide what we believe to be the best opportunity for success in planning and implementing a campaign.

1. Use the results of this feasibility study to reaffirm community support of St. Pius X, build momentum for a successful fundraising campaign, and cultivate top prospects.
 2. Establish a solid foundation for the campaign through careful and systematic planning prior to any public cultivation or solicitation (roughly four to five months).
 3. Secure lead commitments and matching gifts prior to any public cultivation or solicitation.
 4. Identify and qualify top-tier individual and institutional donor prospects.
 5. Establish clear management responsibilities and professional support to implement and monitor campaign activities.
 6. Engage volunteers in leadership positions who are willing and able to play a significant role in leading the campaign and cultivating and soliciting financial support.
 7. Set a campaign goal based on secured commitments from lead donors, likely giving levels of St. Pius X's historic donor base, and the scope of the project plans.
 8. Begin active planning to launch a campaign that begins in late 2016 and includes an Organizational Phase, Cultivation and Education Phase, Commitment Phase, and Follow Up Phase and spans roughly 12 months.
 9. Consider inviting donors to entertain planned gifts as part of their overall financial commitment and explore campaign-related opportunities to invest in St. Pius X's endowment.
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