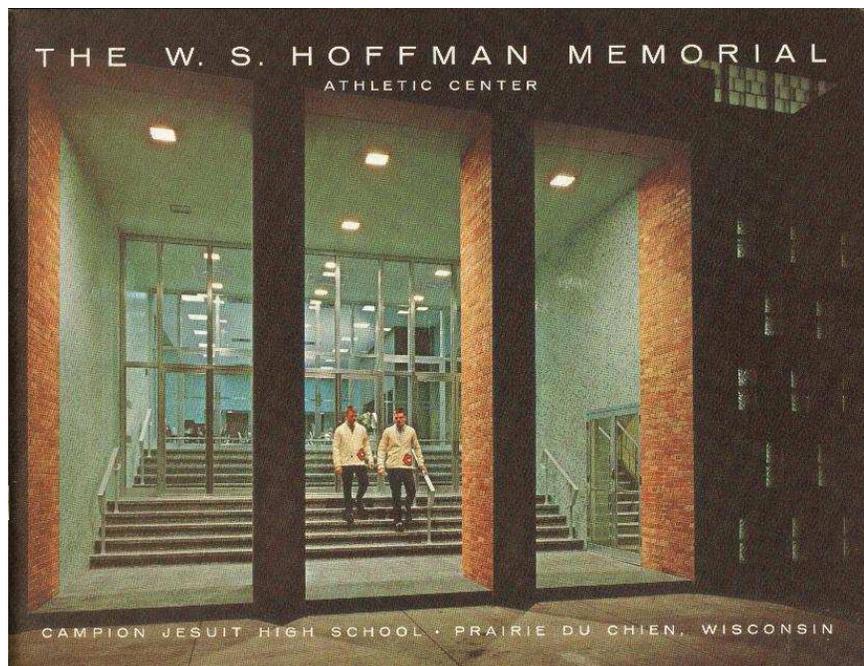


## FUNDRAISING FEASIBILITY STUDY

# Hoffman Hall Renovation

Prairie du Chien, Wisconsin

August 3, 2010



Cover of 1963 Hoffman Hall dedication program

# CONTENTS

Introduction and Methodology .....	3
Individuals Interviewed .....	4
Executive Summary .....	5
Key Findings.....	8
Giving Capacity .....	15
Individual Giving Among Individuals Surveyed.....	15
Corporation Giving Estimate for the Prairie du Chien area.....	15
Individual Giving Estimate for the Prairie du Chien area.....	16
Grants.....	16
Case for Support .....	20
Potential Campaign Leadership .....	25
External Conditions .....	26
Conclusions and Recommendations .....	27
Appendix A – Numerical and Narrative Responses .....	29
Appendix B – Survey Instrument .....	76
Appendix C – Preliminary Case for Support .....	81

## Introduction and Methodology

The City of Prairie du Chien is considering a capital fundraising campaign to underwrite the cost of renovating city-owned Hoffman Hall to serve as a community wellness, recreation and convening center.

Hoffman Hall once was attached to Prairie du Chien's Campion Jesuit High School. The building has been owned by the City for about 10 years.

The City engaged Leslie Kline Lukas to conduct a study gauging how much money could be raised in the community to fund the project.

Three Leslie Kline Lukas staff members were in Prairie du Chien June 9-11, 2010 and conducted interviews with 76 individuals. A 77<sup>th</sup> interview was conducted by telephone. The purpose of the Feasibility Study was to determine:

- the potential for a fundraising campaign;
- external sources of support for the campaign;
- identification of potential leadership for the campaign;
- the timing of the campaign;
- assess your image from the perspective of the individuals interviewed;
- assess other fundraising activities in the area; and
- determine key points for the Case Statement.

Leslie Kline Lukas typically aims for 50 interviews, so Prairie du Chien's count of 77 represents a particularly strong sample.

Information gathered during the interviews was compiled and analyzed by Leslie Kline Lukas opinion research professionals. The results presented in this report factually reflect the views of the individuals interviewed. When calculating the fundraising capacity of a given project, Leslie Kline Lukas is biased in favor of conservative estimates. This is to ensure that our clients have realistic information about the potential for fundraising.

Leslie Kline Lukas thanks the City of Prairie du Chien for the opportunity to work on this project.

## Individuals Interviewed

1. Al Weber
2. Andy Banasik
3. Bill Adamany, Jr.
4. Bill Sexton
5. Bill Wessling
6. Bob Witt
7. Brad Kemp
8. Cheri Leachman
9. Cheryl Mader
10. Chris Mara
11. Chuck Simmons
12. Curt Kramer
13. Cyndi Luster
14. Dale Klemme
15. Dave Campbell
16. Dave Hemmer
17. Dean Achenbach
18. Don Smalley
19. Dr. Gayette Grimm
20. Dr. Michael Rogge
21. Drew Johnson
22. Duane Rogers
23. Frank Weeks
24. Fred Huebsch
25. Gary Howe
26. Gary Koch
27. Gary Kozelka
28. Jaaren Riebe
29. Jamie Stram
30. Jason Cathman
31. Jean Titlbach
32. Jeff Clausen
33. Jesse Aspenson
34. Jim O' Meara
35. Joe Ruskey
36. John Weller
37. Judeen Ames
38. Karen Solomon
39. Kathleen Hein
40. Kathy Koch
41. Kersten Rocksvold
42. Kurt Muchow
43. Kurt Smith
44. Kyle Pattison
45. Lara Higgins
46. Linda Munson
47. Louise White
48. Lynn Rider
49. Marge Sheckler
50. Mark and Megan Pedretti
51. Mark Forseth
52. Mark Oehler
53. Marlene Dyer
54. Mary Wayne
55. Mike Garrity
56. Nancy Hammes
57. Norma Mason
58. Pam Ritchie
59. Pat Lorenz
60. Phyllis Gokey
61. Randy Weeks
62. Regina Minary
63. Robert Standorf
64. Rory Meisner
65. Roy George
66. Sally Steele
67. Sharon Boylen
68. Shelly Slama
69. Steve Miller
70. Ted Finn
71. Tim Baxter
72. Tina Sanders
73. Tom Farrell
74. Tom Frye
75. Tom Nelson
76. Tom Peterson
77. Vickie Howe

## Executive Summary

In the spring of 2010, the City of Prairie du Chien engaged Leslie Kline Lukas to conduct a Feasibility Study to determine the climate for a proposed \$3 million Capital Campaign. Results reported here are based on 77 interviews with members of the City Council, individuals who are current and prospective donors and people who are key influencers in the Prairie du Chien community.

## Giving Capacity

The Hoffman Hall renovation project currently carries the capacity to raise \$1.5 million from individual and corporate gifts, and from public and private grants.

Leslie Kline Lukas is deliberately conservative as it establishes giving capacity, and \$1.5 million is on the high side of a range that we established for the Hoffman Hall project. A goal of \$1.5 million could be attained in a well executed campaign that moves along smoothly with relatively few problems. The campaign yield could be decreased in the face of economic upheavals or the unexpected departure of a key leader.

The challenge to increase the giving capacity from \$1.5 million to \$3 million is illustrated in the gift range chart below.

\$3 Million Campaign  
Gift Range Chart

Gift Range	No. Gifts required	No. Prospects required	Suspects Identified in FS	Subtotal	Cumulative total	Cumulative percentage
\$300,000.00	1	4	1	\$300,000.00	\$300,000.00	10%
\$150,000.00	2	8	0	\$300,000.00	\$600,000.00	20%
\$86,000.00	5	20	0	\$430,000.00	\$1,030,000.00	34%
\$65,000.00	5	20	2	\$325,000.00	\$1,355,000.00	45%
\$43,000.00	5	20	1	\$215,000.00	\$1,570,000.00	52%
\$30,000.00	10	40	0	\$300,000.00	\$1,870,000.00	62%
\$22,000.00	12	48	6	\$264,000.00	\$2,134,000.00	71%
\$8,700.00	12	48	10	\$104,400.00	\$2,238,400.00	75%
\$4,200.00	15	60	30	\$63,000.00	\$2,301,400.00	77%
Under \$4,200.00	332	1330		\$698,600.00	\$3,000,000.00	100%
<b>Totals</b>	<b>399</b>	<b>1596</b>			<b>\$3,000,000.00</b>	

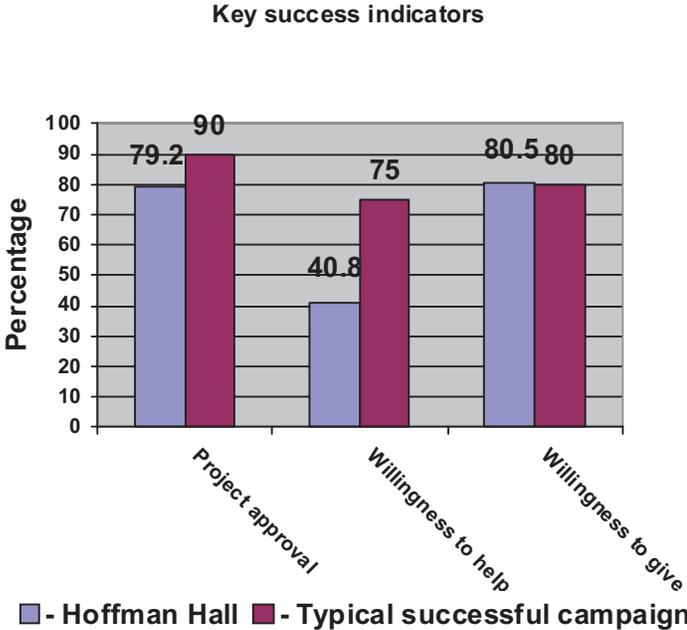
It is encouraging that we identified one individual who is willing to consider a gift in the range of \$300,000 or more. A gift in that range represents a lead gift in a \$3 million campaign. Experience demonstrates that in order to in fact receive a gift of that magnitude, we must identify four individuals who say they are willing to consider a gift of that size. Our study identified one such individual (fourth column, "Suspects Identified in Feasibility Study").

**Success Benchmarks**

In addition to looking at what amount of money might be raised in a campaign, we look for some key indicators that can be used to project campaign success. Not only dollar amounts, but the numbers of people willing to make gifts are important. We also want the project to have appropriate approval levels, we want to know that people are willing to pitch and help with a campaign, and we like to have a reading on the public perceptions of organizations and individuals who are champions of a given project.

When a campaign succeeds in reaching its goal, we typically will find that the project had 90 percent or better approval in the feasibility study, that at least 75 percent of people interviewed were willing to take leadership or other volunteer positions in the campaign, and that 80 percent of our interviewees said they would make a financial gift.

The chart at the right shows how the Hoffman Hall project fared compared with these key campaign success benchmarks. There is work to be done in bringing the project approval and willingness-to-help numbers up to standards for success.



Turning to public perceptions of project champions, we found that about 88 percent of our interviewees said Prairie du Chien’s Park and Recreation

Department does a good or excellent job. We found that about 85 percent of the interviewees thought the city’s leadership does a good or excellent job. These are strong numbers for leadership that is relatively new, and it will be important that project champions continue to be well-regarded if the city decides to undertake a capital campaign.

A third of our interviewees said that Prairie du Chien fitness, wellness and recreation facilities are not adequate but more than half said the facilities are adequate. It is unclear whether a majority of people in the community believe that Hoffman Hall should be given a high priority.

**Case for Support**

Opinion about the Preliminary Case for Support messages varied from a few individuals who were disdainful to those who thought it was well-reasoned and clear. The main theme that emerged is that a fully articulated case for support must have an extensively researched and detailed pro forma for operating Hoffman Hall once it is refurbished.

At the end of a series of questions designed to surface reactions to the preliminary case for support is a question about whether the document leaves unanswered questions.

Forty-two interviewees answered the question: “Is there anything in the Preliminary Case for Support that leaves you with unanswered questions about the City’s intentions or about Hoffman Hall?”

Five individuals (or about 12 percent) said “no” without qualification, meaning that 37 people (or about 88 percent) said they had unanswered questions. Among those, the questions cited predominantly centered on financial issues, usage issues or concerns about the physical renovation plan.

### **Recommendations**

- Explore possibilities for scaling back the scope of the project or phasing it so as to be aligned with the expectation that \$1.5 million could be raised.
- Develop effective community outreach and education efforts to move project approval numbers above the roughly 79 percent we found in this report.
- Focus the time and effort of the current volunteer committee on identifying more individuals who would be willing to help in a campaign. In addition, make contacts with some of the prominent Prairie du Chien natives and Campion Jesuit High alums who were not interviewed for the feasibility study.
- Provide to potential project supporters more financial information and develop a pro-forma operating budget. It is better to err on the high side when estimating future operating costs. “Low-balling” such numbers almost always plants the seed for public relations problems down the road when the “true” cost of operations become evident.
- Make a clear distinction in the planning documents and renderings which phases of the project will be completed with the initial dollars raised, and which phases will be completed in the future at an additional cost.
- Take advantage of the fact that almost everyone interviewed, including some opponents of the renovation plan, agree that Hoffman Hall is a spectacular facility. The issue is not with the facility – it lies with presenting to skeptics a set of financial numbers that work for them.
- Additional dialog within Prairie du Chien is needed into determine whether a broad cross-section of the populace believes that renovation of Hoffman Hall is indeed a high priority for the city. A robust community discussion about the project will help to dispel the notion among some that the city is imposing an agenda that is contrary to the wishes of a majority of Prairie du Chien residents.\*

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\* The Feb. 16, 2010, Hoffman Hall Community Center Task Force report did indicate that a majority of individuals who completed the Needs Assessment were in favor of the renovation and preservation of Hoffman Hall as a city facility. However, the 190 responses received results in a margin of error of + / - 7 percentage points at a 95 percent level of confidence. For the 140 responses from Prairie du Chien residents, the margin of error rises to more than + / - 8 percentage points. In addition, some who participated in the Feasibility Study felt that Hoffman Hall proponents were over-represented in the sample for the Needs Assessment. There is no way to confirm or deny that, but some additional public discussion will help determine where Hoffman Hall falls on the public’s list of community priorities.

## Key Findings

While all of the information gathered in the Feasibility Study is important, certain benchmark indicators are critical. Typically, the following are characteristics of feasibility study findings in campaigns that succeed in reaching their goals:

- the project in question wins 90 percent or greater approval;
- seventy-five percent of respondents or more are willing to at least consider taking leadership or volunteer roles in the campaign;
- eighty percent of respondents indicate willingness to make a gift; and
- respondents generally hold in high regard the leadership of the organization that is seeking funds.

As shown in Chart I, the Hoffman Hall project has a bit more than 79 percent approval among those interviewed for this study. Most of those who said they were undecided cited financial concerns – either the budget numbers set forth in the Preliminary Case for Support did not give them enough information, or they thought the budget numbers were unrealistically low or incomplete. Among the 15.6 percent who said they are undecided, most said that they physical renovation plan appeared to be well thought out. Their concerns centered around long-range financial considerations – some wondered if Hoffman Hall would have enough users to justify the expense of maintaining the facility.

When asked if they are willing to take leadership or other volunteer posts with a campaign for Hoffman Hall (Chart 2), about 41 percent of the respondents said “Yes.” The roughly 29 percent who said “Maybe” primarily cited concerns about the possible demands on their time. It should be

Chart 1 -- Project approval

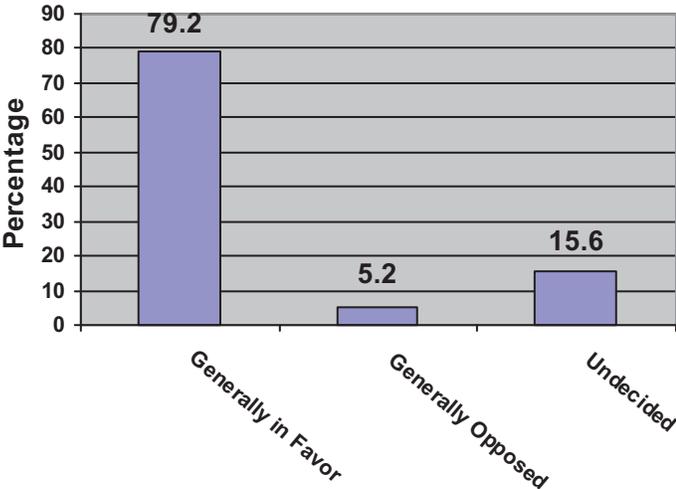
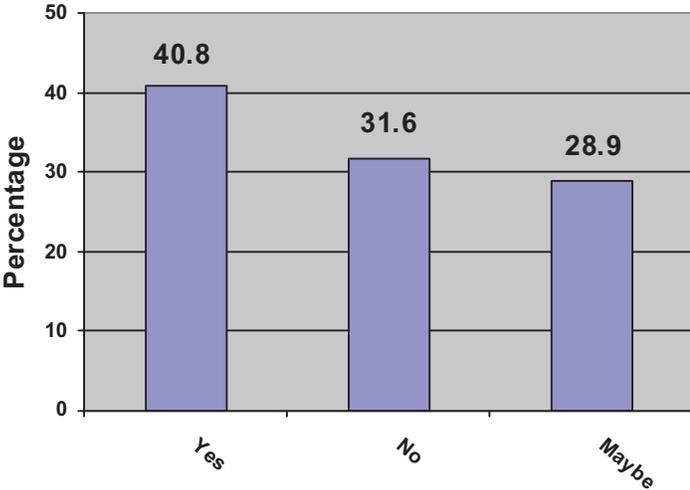


Chart 2 -- Willingness to lead or volunteer



noted that Leslie Kline Lukas did not have the opportunity to interview eight individuals on the Hoffman Hall Committee that would have likely contributed to the “Yes” percentage.

More than 80 percent of the respondents said they would be willing make a gift to a campaign for Hoffman Hall (Chart 3), and 17 percent were unsure. The fact that only a very small percentage said they would refuse to give to project indicates that there is a spirit of generosity in Prairie du Chien to be harnessed and channeled into community improvement projects.

Chart 4 compares the key benchmark findings for the current Feasibility Study with those that are typical of a successful fundraising campaign.

When participants were asked to critique the Parks and Recreation Management within the past year, a majority of those surveyed felt that the Parks and Recreation Department was doing a good job and headed in a good direction.

Amidst the responses was a lot of praise for the initiatives thus far completed by the new Parks and Recreation director, Mike Ulrich. Many commented that he is doing a good job of incorporating new programs and more age groups in Parks and Recreation activities. Many specifically commented on projects at the “Island” and the new playground equipment for the kids.

*“Most recently, the Parks and Recreation department has done an excellent job. You never knew about what was happening in the past. They have really stepped up the communication – you get information about events and functions all of the time. They are trying to hit all age groups.”*

Chart 3 -- Willingness to make a gift

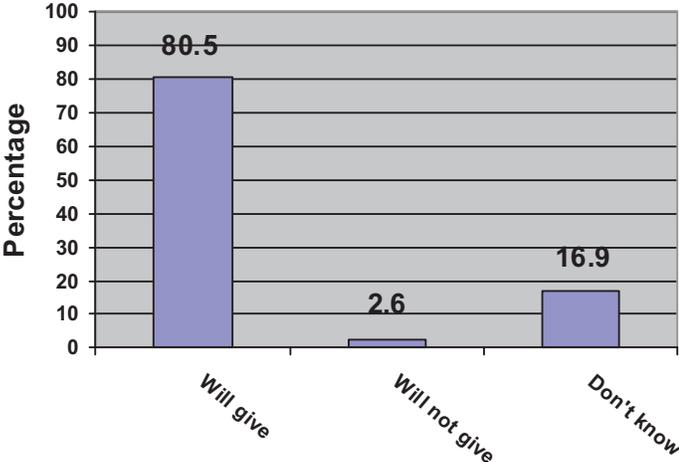
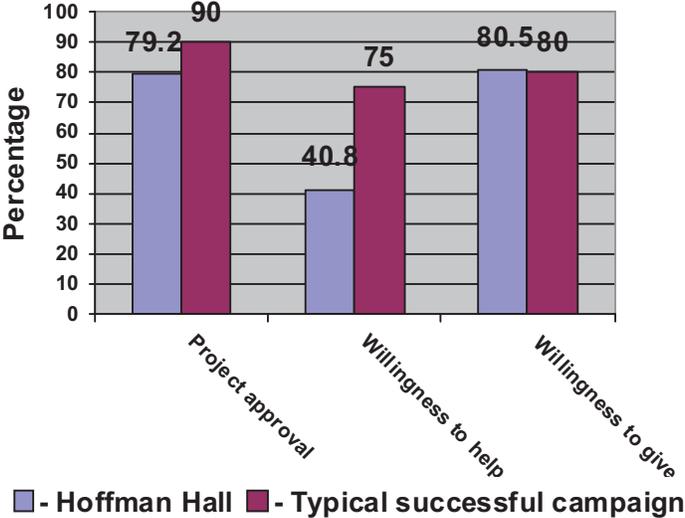


Chart 4 -- Key success indicators



Many participants appreciate that Mike is very open and transparent about his work. They think that he has put the little funds that he has available to him to good use and has made information about the Parks and Recreation department more readily available.

*“There is new energy and excitement behind the programs and facilities. Mike is taking the job very seriously and putting a lot of effort into it, and we did not have that before.”*

In regards to Hoffman Hall, a few respondents had some concerns over its current usage. One respondent in particular felt that user fees suggest that programs are only for people with money, while others recognized the fees as a means to pay for operational costs. Other concerns included that it does not have very consistent hours and more communication techniques, such as a hotline, is needed to get the information out.

*“What I've seen change is everything now has a user fee and I know we're challenged financially, but there used to be a philosophy to keep fees down or non-existent so that everyone is able to participate. A lot of kids can be left out if they can't afford the fees. I hate that it seems to be geared towards the people who have money.”*

A few participants suggested that Hoffman Hall could increase its evening programs to make it more available for kids and adults alike. On the same note, organizing afternoon events with daycares or being open on snow days would give parents a good place to take their kids when other options are unavailable.

Quite a few of the individuals surveyed felt that Parks and Recreation needs to get the community more involved on what they have and not focus so much on larger attractions.

*“Parks and Recreation have kind of fallen down in terms of advertising. Lawler Park and Children's ranch, it's all focused on the bigger attractions. They need to change their approach, get the community involved, and be excited about what they have here.”*

On the whole, a large majority of the respondents reported a positive or hopeful outlook on the reputation and ongoing work of the Parks and Recreation department. Mike has brought new life into the department and although there is always room for improvement, many feel confident that it will continue to improve as it has been this past year.

With the recent changes in Prairie du Chien's administration, many respondents felt that it is too soon to tell how well the new administration is performing. However, all participants agreed that any change is better than the recent past administration. (Chart 6)

*“Good – not yet excellent. The new Mayor is definitely a change for the better, and the council is now able to work more together. The new City Administrator is doing a bang-up job as well. I think this rating could become excellent in a year.”*

Out of those individuals who responded, many commented that so far the new administration has done a good job and it can only improve from this point. There was a general consensus that people are pleased with the new City Administrator, Aaron Kramer and the new Mayor, Dave Hemmer.

*“The image and expectations have risen and don’t seem as negative. It’s headed in a better direction.”*

Most respondents were pleased with the work they have thus far seen from the city council. It should be mentioned that a few respondents noted some tension between the council and were concerned that this may halt their progress.

*“If they would spend as much time working on the issues, instead of pointing fingers back and forth, they would get a lot more of the job done.”*

In regards to Hoffman Hall, some respondents commented that they wish the administration would have addressed the renovation of Hoffman Hall sooner, possibly preventing some of the concerns it currently is facing.

When asked how survey participants would rate the

Chart 6 -- City leadership reputation

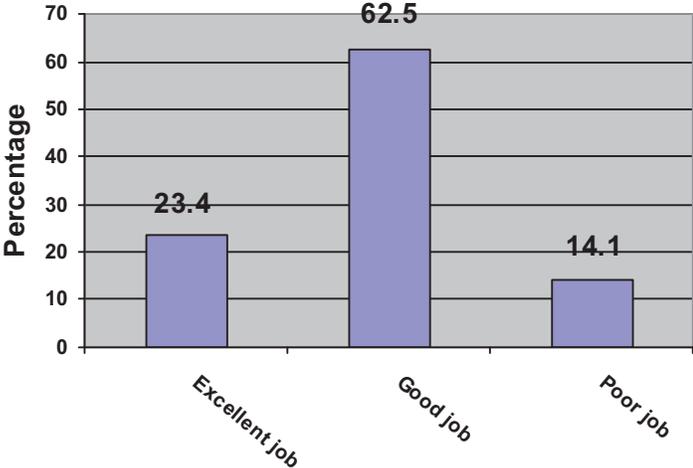
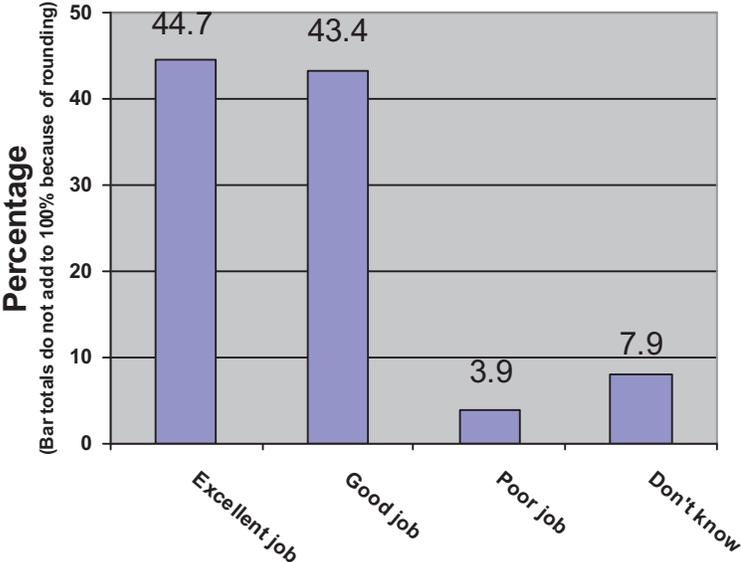


Chart 5 -- Park and Rec reputation

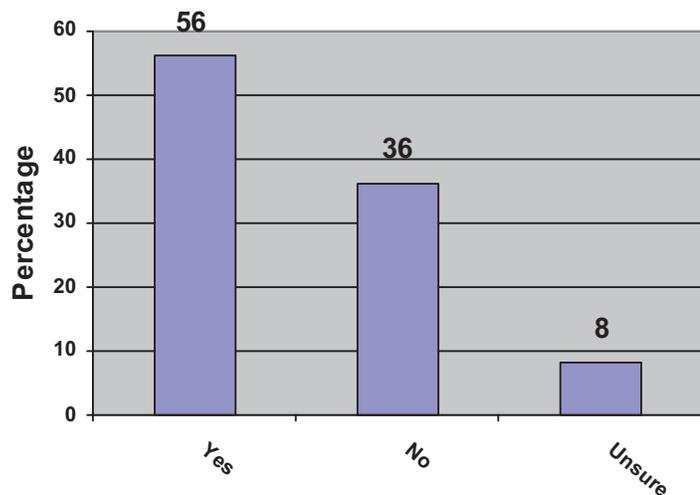


current wellness facilities available to them, a majority of the respondents felt that Prairie du Chien would not have adequate facilities if Hoffman Hall is removed (Chart 7). Although the high school has a community weight room, many felt that the facility is not as open to the community as it appears. There are limited hours, it is not very accessible geographically and some also noted that some adults may feel uncomfortable working out amidst high-school age men and women. Prairie Fitness and Curves also struck a few notes of concern that it did not appeal to all age groups.

*“The people who use Hoffman Hall (kids, elderly and retired) are taken for granted in the sense that people don’t realize how important it is to have that facility for them to use. We need Hoffman Hall to fill the missing gap for the unaccounted age groups.”*

Although most participants agreed that Prairie du Chien needs Hoffman Hall, many expressed concerns of increasing enrollment numbers after the renovations have been made. Some participants offered suggestions to make Hoffman Hall more utilized by the community as a banquet center in addition to a community space and fitness center. Also, many participants agreed that including surrounding communities in the renovation plans of Hoffman Hall is a way to increase funding and enrollment numbers.

Chart 7 -- Are PDC fitness, wellness, rec facilities adequate?



*“We need Hoffman Hall. Nearby communities don’t have a lot or any services either. We should charge out-of-towners more but not an outrageous amount that would stall them.”*

The amount of indoor activities does not compare to the availability of outdoor activities. “Unless they are in a sport, kids and adults don’t have access to any facility. [This community] needs Hoffman Hall to fill this void.” Along the same notion, almost all respondents agreed that the city lacks enough indoor basketball space to meet its needs, which the removal of Hoffman Hall would only increase this concern.

It should be mentioned that a few respondents did feel that the Hospital, Prairie Fitness, Curves and the High School were adequate facilities to meet the needs of Prairie du Chien, without Hoffman Hall being included.

In regards to outdoor recreation facilities, many people felt that the bike trails were adequate but that there is a lot of surrounding noise to distract from the experience. Many parents were

also concerned with traffic not respecting pedestrian rules and felt that their children were not safe to be riding a bike around the city.

Overall, the majority of the views of the individuals surveyed agreed that Hoffman Hall was needed to meet recreational and wellness needs of the citizens of Prairie du Chien.

*“Prairie du Chien needs similar activities to a YMCA and they feel the high school weight room and Hoffman Hall (the way it stands now) is sufficient and it’s not anymore. The renovation of Hoffman Hall would be a step in the right direction.”*

## **Internal Readiness**

Successful capital campaigns begin with careful planning. The organization conducting the campaign must have reliable accounting and record-keeping from the very start.

Campaign funds should be segregated in a separate bank account, or multiple accounts if restricted funds are received.

The City has recruited a solid group of campaign volunteers. It is in fact far ahead of many organizations in this regard at this point in campaign preparation. Several individuals among the volunteers have experience with capital campaigns and nonprofit management, and the City should take full advantage of that expertise.

Donor confidentiality is a must. Some government subdivisions decide to work through a strong and well-organized local community foundation as a means to engage more people from the community, ensure donor confidentiality and make use of fundraising infrastructure that the foundation might possess. While donations to government subdivisions for public purposes are tax-deductible, some donors might be more comfortable making a gift to a foundation that has tax-exempt 501(c)(3) status from the IRS.

The Crawford County Community Fund at the Community Foundation of Southern Wisconsin might offer an opportunity for collaboration on the Hoffman Hall project. This could help the Hoffman Hall campaign to be perceived as a community effort in support of enhancing the quality of life in Prairie du Chien.

The City of Prairie du Chien will need to establish processes to acknowledge gifts, thank donors, and provide appropriate tax and other documentation. It will be to the City’s advantage also to capture and maintain detailed donor records. One beneficial outcome of a capital campaign is the identification of a donor base that can be called upon in the future to help with other community-benefit projects.

Should the City proceed with a capital campaign to raise funds for Hoffman Hall, among the first tasks will be developing and adopting all of the needed policies and procedures, identifying the database management system that will be used to track donors and their pledges, and creating the marketing strategy that will drive the campaign.

Campaign leadership and volunteers are essential to success. It will be to the City’s advantage to have at least one individual who can devote nearly full time for 12 months to administrative tasks associated with the campaign.

With a strong volunteer campaign committee in place, priority should be given to efforts that will gain wider citizen approval for the project and overcome citizen reluctance to become involved in a campaign.

In addition, the City and its volunteer committee should take into account the need to completely and effectively address the following aspects of successful capital campaigns:

- Development of a campaign marketing strategy and plans, as well as an effective campaign communication program. Creation of the marketing materials and Case for Support and customizable solicitation and proposal packages.
- Effective “internal gifts” campaign: Securing 100 percent participation from volunteers in giving prior to asking any “external” sources for funds.
- Prospect ID & rating.
- Additional leadership recruitment.
- Develop the gift naming opportunities.
- Sacrificial giving on the part of project champions sets the tone for the entire campaign.
- The campaign must be perceived as a community effort in support of improving the quality of life in Prairie du Chien.
- The first 10 to 15 largest gifts will establish the standard for the entire effort: Failure to follow sequential fundraising lowers giving sights.
- No number of smaller gifts can make up for gifts missed at the upper levels.
- Major at the beginning on the major gifts. Breaking the sequence triggers the need for more volunteers, more rated prospects, a longer campaign period, and increased costs.

## Giving Capacity

### Individual Giving Among Individuals Surveyed

If the individuals interviewed for this report all in fact gave at the low end of the indicated gift ranges, the yield would be \$569,750. If they gave at the high end of the indicated ranges, the yield would be \$918,951.

For the nineteen individuals who said their gifts would be under \$1,000, we conservatively estimated the low end of the range at \$250 and the high end at \$1,000.

Thirteen individuals indicated that they would make a gift, but would not indicate an amount. We do not assume an amount for these nine individuals in this report. It should be noted that four of these unknown gifts were said to be employer donations.

Participants were also asked to identify who they thought could be potentially large donors for a capital campaign of this size. Twenty-seven individuals and families were mentioned among 121 responses to this question. Out of those 27 mentions, the five individuals or groups whose names were cited the most are as follows:

1. Blair Dillman – 29 nominations
2. Frank Weeks – 15 nominations
3. Champion Alumni – 14 nominations
4. Steve Welter – 10 nominations
5. Jim Hutchinson – 7 nominations

### Corporation Giving Estimate for the Prairie du Chien area

A majority of individuals surveyed also nominated local corporations as potential large donors. Twenty-eight different businesses were noted among the 199 nominations received. It should be noted that many of the participants encouraged the City administration to consider corporate memberships or tax incentives as a way to bring revenue into Hoffman Hall as well as secure large gifts to support the renovation campaign. The top five corporations suggested as potential large donors were:

1. 3M – 46 nominations
2. Cabela's – 22 nominations
3. PDC Memorial Hospital – 17 nominations
4. Design Homes – 16 nominations
5. Prairie Industries – 14 nominations

Few respondents indicated any numeric estimate as to what amount these corporations would give. However *Giving USA's* 2010 Executive Report stated that corporation giving rose an estimated 5.5% in 2009 to a total of \$14.1 billion dollars.

By and large if the city of Prairie du Chien goes ahead with the proposed campaign to renovate Hoffman Hall, the individuals and corporations listed above should be highly considered for lead gifts.

### **Individual Giving Estimate for the Prairie du Chien area**

According to CityInfo.com, the median household disposable income in Prairie du Chien is estimated at \$37,500 (www.cityinfo.local.com), with 2,469 households. As stated in *Giving USA*, individuals donate about 2 percent of their disposable income to charitable causes.

That means that in Prairie du Chien, \$1,851,750 is given annually to charitable causes. The largest share of these philanthropic dollars goes to churches or other religious causes.

If a broad-based appeal on behalf of the Hoffman Hall project can attract one-half of 1 percent of that annual giving in Prairie du Chien, it would yield \$9,258 a year – or \$27,774 over the course of a three-year campaign.

### **Grants**

In 2010, *Giving USA* estimated that \$22.46 billion dollars was donated in 2009 to organizations whose mission or projects were related to health. That is 3.8% increase from the previous year. On a similar standpoint, \$22.77 billion dollars were given to causes that revolved around a public-society benefit. This was a 4.6% decrease from the previous year. The City of Prairie du Chien can use this information to accurately target foundations and grants that would contribute to a capital campaign such as the Hoffman Hall Recreation and Wellness Center renovation.

Already this year, the City of Prairie du Chien was awarded a \$225,000 energy-efficiency block grant from the Wisconsin Department of Commerce and Office of Energy Independence. The purpose of the grant is to increase the energy efficiency of Hoffman Hall through such improvements as new windows and new heating and cooling systems. Prairie du Chien was awarded this grant in the first round of applications accepted. Also this year, an application for a \$50,000 Lowes/ National Trust grant has been sent in.

The Kresge Foundation in 2004 awarded a \$750,000 challenge grant to the LaCrosse, Wis. YMCA for construction/renovation of the Onalaska Branch Building.

The challenge grant for a capital facilities campaign is a signature of the Kresge Foundation, and it is possible that the Hoffman Hall project could garner a similar grant. Kresge grants are challenge grants and hinge on local efforts to raise adequate matching funds. The \$750,000 grant was premised on the LaCrosse YMCA completing fundraising for an \$8 million project.

For insight into the process, this information is from the Kresge Foundation website's information for grant seekers:

#### **Am I Ready To Submit My Letter of Intent?**

Seven key readiness indicators will help determine if your organization is ready to submit a letter of intent:

You are able to make a strong case for why your organization and your proposed project fit within Kresge's fields of interest and advance Kresge's values. We ask that you make this case in a five page letter of intent that addresses the following bullet points:

- Provide an overview of your community and the role your nonprofit organization plays in it.
- Explain how your organization and the project you are proposing fits within the relevant Kresge fields of interest and explain with specific examples how your organization and project are advancing Kresge's values.
- How does your project support your organization's mission?
- Tell us about your fundraising campaign, including an overview of your campaign plan and how the campaign plan supports the long-term financial sustainability of your organization.
- Your project-cost estimates are firm and the construction timetables have been established.
- Your site control is finalized and all regulatory issues are imminent.
- Your campaign plan is in place and includes both a clear end date and an established challenge strategy.
- Your board is beginning to demonstrate its financial support for the campaign.
- You have begun to raise private gifts for your campaign, including some private lead gifts. (Typically, we suggest at least 20% and sometimes as much as 50% of your private fundraising goal be raised before applying. If your private fundraising goal is quite large, then having more than 50% raised may be more appropriate. In every instance, however, letters of intent are evaluated first based on how well you advance the values that apply to your project or program and second, the status of your capital campaign.)

If your plan includes any of the following sources of funds, they should be committed, imminent or backstopped: long-term financing, government funds (if a substantial amount), organizational funds, or bequests.

The Kresge Foundation typically funds 8 percent to 10 percent of the private fundraising total in a campaign. Thus, the Hoffman Hall project could aspire to as much as \$300,000

**Participants in this Feasibility Study mentioned the following foundations as potential funding sources for the Hoffman Hall project:**

Woodward Foundation:

[https://wcinet.com/support\\_foundation.cfm](https://wcinet.com/support_foundation.cfm)

- Supports the PDC Chamber of Commerce and Downtown Revitalization project.

The George Family Foundation:

<http://gffcrawfordcounty.com/index2.html>

- Supports specifically projects in Crawford County

Franciscan Skemp Foundation

<http://www.mayohealthsystem.org/mhs/live/contribute/fsh/aboutus.html>

- Would have to focus on healthcare
- Would be a good idea to identify the handicap accessibility and uses for senior citizens (therapeutic swimming and walking)

Gunderson Lutheran Foundation:

<http://www.gundluth.org/?id=814&sid=1>

- Focuses on Community health outreach

### **Grants found through other outlets:**

Robert Wood Johnson Foundation

<http://www.rwjf.org/grants/>

- Does not support physical activity for ages 50 and older
- Does not support Endowments or Capital costs → would be worth looking into anyways.

3M grants for 3M Communities

[http://solutions.3m.com/wps/portal/3M/en\\_US/CommunityAffairs/CommunityGiving/US/Apply/](http://solutions.3m.com/wps/portal/3M/en_US/CommunityAffairs/CommunityGiving/US/Apply/)

Federal grants for recreation and wellness:

<http://www.federalgrantswire.com/community-facilities-loans-and-grants.html>

The Sandy River Charitable Foundation:

<http://www.srcfoundation.org/srGuidelines.htm>

- Supports community recreation programs

When applying for future grants, Leslie Kline Lukas recommends putting a focus on the fitness and wellness benefits that would stem from completing the Hoffman Hall Renovation campaign. An article about Rural Health Risks states that “obesity has become more prevalent in rural areas than in urban areas. Rural residents who feel isolated from recreational facilities, stores, churches and schools are more likely to be obese than those who don’t.” To view the entire article, go to <http://www.worh.org/node/9959>.

To summarize, Prairie du Chien has a giving capacity of between \$822,524 and \$1,522,725. This is a conservative estimate and it assumes that Prairie du Chien implements the recommendations made in this report prior to launching a capital campaign.

Source	Range
Feasibility Study	\$569,750 \$919,951
General Campaign Prairie du Chien	\$27, 774
Public and Private Grants	\$225,000 – \$575,000
<b>TOTAL ESTIMATED GIVING CAPACITY</b>	<b>\$822,524 - \$1,522,725</b>

## Case for Support

Think of the Case for Support of the Hoffman Hall project as being closely related to the cause. Charitable causes come into being because problems exist in society. An individual or a group of individuals forms an organization, or formulates a program to solve problems or to resolve the needs.

Worthiness of the cause should be related to its capacity to solve the problems it was organized to solve, or to adjust its focus and problem-solving capabilities in accordance with changing market or societal conditions.

The Case is bigger than the organization's needs, bigger than the organization itself. The Case is described in a document known as the case statement.

The case statement is not a brochure, or a printed sales piece. It is a "database," a "copy platform," a resource document, a compilation of information pertaining to the organization. Informational material for all printed documents, speech texts, presentations, and grant applications is drawn from the case statement.

The case statement must respond factually and forthrightly to questions that are being asked more frequently by potential giving sources. Some examples of questions that might be asked by potential donors:

- Does your organization operate in an area of recognized social need or address a recognized social problem? What documented evidence subject to independent verification?
- Given an acceptable and documented statement of need or problem, does your organization have objectives stated in clear, concise terms which relate directly to the alleviation of the need or resolution of the problem?
- Are your objectives stated in a way which will enable a prospective donor to develop some reasonable method to evaluate whether your objectives are met? Are past evaluations available or is an evaluation method presented?
- Given a clear and concise statement of objectives, does your organization have a reasonable strategy or special set of tasks it undertakes to reach its objectives within a given period of time?
- Does your organization propose a span of time for its program which is appropriate in terms of the tasks it plans to undertake to reach its objectives?
- Does your organization operate under a budget which is congruent with the tasks it undertakes? Is the budget sufficiently detailed in terms of dollar allocations for staff, travel, subcontracting expenses, administrative expenses and the like to reach a judgment on its appropriateness?
- Does your organization present evidence that it is competent to undertake the program it proposes to undertake?

- Does the organization identify the staff it has or proposes to assign to a program and present evidence of the competence of the staff?
- Does your organization provide a mechanism for a review and appraisal of its work during the life of the program for which funds are being sought so that the donor may terminate support in case your organization is not completing its tasks or reaching its objectives?

Marketing principles must be applied in development of the Case for Support. A market is a distinct group of people and/or organizations that have resources which they want to exchange, or might conceivably exchange for distinct benefits. Organizations that take a marketing view in delivery of services and in preparing for fundraising consider exchange potential.

In simple terms, exchange can be interpreted as “How will it benefit the donor to give?” Exchange benefit will have to be considered from view of various giving categories: corporations, foundations, individuals, families, associations, etc.

The marketing process requires study and research to determine:

- Who are the potential donors?
- What will they require in the form of exchange?
- What are their interests, their concerns, their prejudices, their conditioning, their giving patterns?
- Who makes the decision about giving, and what will affect these decisions? Who are the opinion-makers and what opinions do they hold about this organization?
- What will stir them to make a gift? What are the motivating forces? What are the exchange potentials and how can we emphasize them?

The Hoffman Hall Feasibility Study devoted a section of questions to making a start on answering these questions.

The Preliminary Case for Support that was developed for the Feasibility Study is a short introductory version of the Case for Support that was used to determine whether we have developed effective messages to motivate support for the Hoffman Hall project.

Prior to their interviews, participants were given copies of the Preliminary Case for Support and asked to read the document prior to the interview. Responses to questions about the Preliminary Case for Support will aid in developed the fully articulated Case should Prairie du Chien decide to move ahead with a fundraising campaign.

Sixty-five (or about 84 percent) of the interviewees had read the Preliminary Case for Support prior to their interviews.

Some representative quotes on the general reaction the Preliminary Case:

“(The) JFK letter was hokey. I would have rather seen budget numbers and what it will mean for our banks.”

“It was very well done.”

Six of the questions that followed were intended to elicit interviewees' views on the specific content of the Preliminary Case for Support.

When they were asked if there was anything in the Preliminary Case that was inaccurate or with which they disagreed, 14 of the 43 individuals who responded to the question gave unequivocal "no" responses.

The majority of those who cited inaccuracies or disagreements mentioned their concerns about the ongoing operating costs for Hoffman Hall or other financial issues. A few said they were not sure whether \$3 million could be raised and others were not sure that \$3 million would be enough to accomplish the vision laid out by the City.

Sixty-one individuals responded when they were asked if there was anything in the Preliminary Case with which they strongly agreed or that struck a chord with them. Of those, one said "no." The other comments ranged from strong agreement to a kind of disinterested agreement that it would be good for Prairie du Chien to keep the facility open and fix it up if the funds are available.

A few representative quotes in connection with this question:

"This town doesn't have any reliable fitness facility. Prairie Fitness is just cardio equipment - and no one monitors it. It's the only pool in town. If we lose Hoffman Hall, there will be no swimming anywhere. Locker rooms are a pit. Need refurbishing."

"Have no doubt that a facility like this is needed, but location is a big concern."

"I was very impressed with it (the renovation plan). I was unaware of its scope. If we could pull it off, I think it would be pretty sweet."

"A community this size needs a facility like this as one of those quality of life facilities that are needed to help acquire businesses in town. It is the only one like this in the area."

"Agree with it all, but not strongly."

"Main focus is the financial feasibility. Obviously a wonderful asset and the community can get a lot of use out of it but how will the bill be paid?"

Forty-seven people responded to the question, "Is it absolutely clear to you what the City intends to do with any dollars raised for this project?" Of those, 29 individuals (or about 62 percent) gave straightforward "yes" responses and three (or about 6 percent) gave unequivocal "no" responses. The remainder (15 people or about 32 percent) indicated that they needed some additional information or had some doubts about the City's intended use of dollars raised for the project.

Some representative quotes from answers to this question:

"Thought the all-private route was very optimistic. Will have to get the first 50-65% before making the campaign public. There are people in this community who could bring in the big bucks."

"Yes. Plans looked good."

"Yes, the concern is the maintenance cost after the renovation. Need to work on selling the facility to the corporations and communities."

“No. Primarily due to questions about operating budget. Because I thought those were less than honest, I pooh-poohed the rest of it.”

Participants were asked: “Is there anything about the Hoffman Hall plan that you thought was missing from the Preliminary Case for Support?”

Forty-one respondents answered this question. Eight (or about 19 percent said ‘no.’ The remainder said a number of things were missing. Most said they wanted more information about the ongoing operating costs of Hoffmann Hall following the renovation. A number said they wanted more information about plans for updating and maintaining the heating systems (related questions raised the issues of solar energy and/or other alternative energy sources). A few mentioned including information about access for handicapped individuals.

A few representative quotes in connection with this question:

“There was nothing about revenue. How close to covering those expenses - I'm concerned about operating expenses.”

“Didn't see any plans on how to increase the usage because at this point, the usage is dismal. Has increased since Mike joined the team but still relatively low.”

“Preliminary case seems to be more of a promotional piece. Would like to see more of the cons, to create a good discussion. Location of building is not ideal; it's hard to get too, by prison and railroads.”

“The city is spending a lot of money on things that may or may not develop down the road, like the TIF lots. This is still a liability for the city and doesn't generate any revenue right now. The premise for this plan is great, but the city alone can't afford to save it.”

Forty-two interviewees answered the question: “Is there anything in the Preliminary Case for Support that leaves you with unanswered questions about the City's intentions or about Hoffman Hall?”

Five individuals (or about 12 percent) said “no” without qualification, meaning that 37 people (or about 88 percent) said they had unanswered questions. Among those, the questions cited predominantly centered on financial issues, usage issues or concerns about the physical renovation plan.

Some representative quotes:

“Why are we as a city treating this as such a closed facility? The city wants the school district to pay money to take kids there; we're all one community, money is all going to the same place. The city isn't working close enough with the schools to get the kids there at a fair and reasonable agreement.”

“The money thing is the biggest thing. When I look at property taxes, I just don't think we can afford it.”

“Doesn't see school district, hospital, and city on same page for a project like this. People have concerns about jobs being eliminated if Hoffman Hall offers increased services and solving issues for users.”

“The plan is heading in a good direction, but I hope the City Council can collectively make a good decision on the plan. They need to solicit fundraising from areas outside of Prairie du Chien.”

“It appears the facility is underused – 25,000 visits vs. 8,000 population in the immediate area. Also, where is the ongoing revenue coming from – pool revenue, facility rental revenue, membership revenue, etc.? Those need to be projected.”

The sixth and final question dealing with the substance of the Preliminary Case for Support was: “Is there anything about the Hoffman Hall renovation plan that you think should be changed? Please elaborate.”

Fifty-three people responded to this question. Most had suggestions for changes, additions or deletions in the renovation plan, and a number of people once again expressed their concerns regarding finances.

Some representative quotes:

“Greater emphasis on process of separating from the prison's heat supply. More focus on energy efficiency. The building is not in the geographic center of the community.”

“Go for broke -- DO IT.”

“DON'T DO IT. Why? Dollars and cents. I think its a fabulous resource, but I don't think people in Prairie du Chien will pay for it. They (Hoffman Hall supporters) don't want to really look at the REAL COST of things.”

“Maybe Hoffman hall subleases some of the space to a private person or company, such as Prairie Fitness. Prairie Fitness also has trainers, which Hoffman Hall probably couldn't afford on its own. I liked the walking track idea. I liked the overall concept, not sure if the open weight training will be successful because of competition (Curves, Blackhawk Junction, high school). It would be great if we could redirect fitness users and families to Hoffman Hall. Not sure if a full-time manager and building supervisors are as needed. Don't confuse the public by separating the gymnasium/ aquatic center in the budget.”

## Potential Campaign Leadership

The selection of capital campaign leadership will determine whether the goal is met or surpassed. Passive leadership will cause the campaign to falter. Pleasantly-aggressive leadership will ensure that all the individuals who have the potential to give are provided an opportunity to participate at the appropriate level.

The five people mentioned most often by interviewees as those who are best equipped to serve in leadership positions in a Hoffman Hall campaign:

- Tom Ferrell (HHC), mentioned by 22 interviewees.
- Dr. Mike Garrity (HHC), mentioned by 10 interviewees
- Pam Ritchie (HHC), mentioned by seven interviewees
- Roy George, Jr. + Family, mentioned by five interviewees
- Mike Ulrich (HHC), mentioned by four interviewees

\*HHC indicates that this individual is already a part of the Hoffman Hall Committee that was organized prior to this feasibility study.

## External Conditions

### Other Campaigns

When they were asked if they were aware of other capital fundraising projects in Prairie du Chien that might have a negative impact on a campaign for Hoffman Hall, interviewees cited a number of efforts.

Among those most often mentioned were ongoing campaigns on behalf of the Mississippi River Sculpture Park, the veterans memorial and an outreach by the Fort Crawford Museum to alumni of Campion Jesuit High School. Campion alums also are being solicited to donate to a Campion school that the Society of Jesus plans to establish in Africa, according to Jesuits who were contacted about the Hoffman Hall project. Also mentioned was the possibility that Prairie Catholic School is considering a fundraising campaign for a new gymnasium.

A number of other efforts, most with goals of several hundred thousand dollars, also were mentioned.

### The Economy

The Gallup Poll places the State of Wisconsin at No. 18 nationally in surveys measuring economic confidence in the nation as a whole. The state's economy is faring better than the nation as a whole. However, individuals interviewed for this study cited the sluggish economy in their responses to many questions, primarily in connection with expenditures for renovation and ongoing maintenance of Hoffman Hall.

Among the 13 individuals who said they did not know whether they would make a gift to a Hoffman Hall campaign, several cited the effects of the economic downturn, either on their personal or their business finances.

Interviewees also wanted information about the project's potential impact on their property taxes.

There is enough economic concern statewide that a coalition of Wisconsin business and education groups scheduled a series of economic summits across the state to help business leaders, lawmakers and the next governor deal with job creation, the state budget deficit and Wisconsin's competitiveness in the global economy.

## Conclusions and Recommendations

- **CONCLUSION:** Leslie Kline Lukas’ conservative judgment is that \$1.5 million could be raised for this project. A formal campaign goal might be a bit higher, or lower. A formal campaign goal would be set as a part of the capital campaign planning process.  
**RECOMMENDATION:** Explore possibilities for scaling back the scope of the project or phasing it so as to be aligned with the expectation that \$1.5 million could be raised.
- **CONCLUSION:** A majority of individuals (just over 79 percent) in this study favor the project. That is more than 20 percentage points below the normal benchmark for success in a capital campaign, which is 90 percent approval.  
**RECOMMENDATION:** Develop effective community outreach and education efforts to move project approval numbers above the roughly 79 percent we found in this report.
- **CONCLUSION:** Individuals interviewed for this study likely would give generously to support the Hoffman Hall project. This study did not include a number of individuals, particularly alumni of Campion Jesuit High School, who also might be generous.  
**RECOMMENDATION:** Focus the time and effort of the current volunteer committee on identifying more individuals who would be willing to help in a campaign. In addition, make contacts with some of the prominent Prairie du Chien natives and Campion Jesuit High alums who were not interviewed for the feasibility study.
- **CONCLUSION:** Even among those interviewed for this study who support the project, there is uneasiness or lack of understanding about the finances involved.  
**RECOMMENDATION:** Provide to potential project supporters more financial information and develop a pro-forma operating budget. It is better to err on the high side when estimating future operating costs. “Low-balling” such numbers almost always plants the seed for public relations problems down the road when the “true” cost of operations become evident.  
**RECOMMENDATION:** Make a clear distinction in the planning documents and renderings which phases of the project will be completed with the initial dollars raised, and which phases will be completed in the future at an additional cost.
- **CONCLUSION:** Hoffman Hall and the ongoing legacy of Campion Jesuit are treasured among a majority of those interviewed for this study. The structural integrity and historical value of the build are recognized.  
**RECOMMENDATION:** Take advantage of the fact that almost everyone interviewed, including some opponents of the renovation plan, agree that Hoffman Hall is a spectacular facility. The issue is not with the facility – it lies with presenting to skeptics a set of financial numbers that work for them.

- **CONCLUSION:** Even among project supporters interviewed for this study, there is uncertainty as to whether a majority of Prairie du Chien residents see Hoffman Hall as a clear-cut community priority.

**RECOMENDATION:** Additional dialog within Prairie du Chien is needed into determine whether a broad cross-section of the populace believes that renovation of Hoffman Hall is indeed a high priority for the city. A robust community discussion about the project will help to dispel the notion among some that the city is imposing an agenda that is contrary to the wishes of a majority of Prairie du Chien residents.\*

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\* The Feb. 16, 2010, Hoffman Hall Community Center Task Force report did indicate that a majority of individuals who completed the Needs Assessment were in favor of the renovation and preservation of Hoffman Hall as a city facility. However, the 190 responses received results in a margin of error of + / - 7 percentage points at a 95 percent level of confidence. For the 140 responses from Prairie du Chien residents, the margin of error rises to more than + / - 8 percentage points. In addition, some who participated in the Feasibility Study felt that Hoffman Hall proponents were over-represented in the sample for the Needs Assessment. There is no way to confirm or deny that, but some additional public discussion will help determine where Hoffman Hall falls on the public's list of community priorities.

## Appendix A – Numerical and Narrative Responses

**Question 1: How long have you lived in the Prairie du Chien area?**

	%	n
<b>0 - 5 years</b>	<b>9.1</b>	<b>7</b>
<b>6 - 10 years</b>	<b>6.5</b>	<b>5</b>
<b>11 - 15 years</b>	<b>10.4</b>	<b>8</b>
<b>16 or more years</b>	<b>74</b>	<b>57</b>

**Question 2: Do you personally use the Hoffman Hall facility?**

	%	n
<b>Yes</b>	<b>62.3%</b>	<b>48</b>
<b>No</b>	<b>37.7%</b>	<b>29</b>

**Comments:**

- Infrequently.
- Gym.
- Not now, but used to and goes to her grandkids game.
- A little through the years, but not recently
- Yoga.
- When he was a child, but not recent years.
- No time, owning own business takes time.
- Yoga.
- Was Involved with Haunted House.
- Not recently, but in the past.
- I use the tennis court.
- Wife does too and uses the pool.
- I didn't get around to it.
- Don't swim.
- Not regularly.
- Once in a while, but seldom.
- Have in the past.
- Live two miles outside of town.

Asst. basketball coach - I don't use the pool area.

For special events within the school districts.

Swimming 3-4 times a week.

Swimming and have been there for basketball games.

I swim and use the pool.

Not for the last two years, during Winter season "learned to swim better: I still absolutely hate to swim.

I go to exercise classes there.

I teach yoga there once a week and I've also taken art classes.

Yes, but not regularly.

Not interested in activities, I prefer to be outdoors.

Schedule doesn't allow for more, I am involved with Prairie Fitness.

Pool.

No interest.

Son & daughter play basketball and use swimming pool.

Only recently became aware of what the facility has to offer. Work schedule currently precludes personal use and children are too young for the facility and programs, but that will probably change.

Spectator at grandchildren's basketball games.

Never have used the facility, I am active in business and other time constraints.

Water aerobics and classes for gymnastics.

I live outside the city and have no children involved in recreation programs.

Too old for leagues, but would like to use in the future.

I don't swim, and I personally don't feel that I would go there for exercise because I have a home program.

I coach youth basketball at the facility.

It's not convenient to get to.

Used to swim often.

I am a Basketball coach and do clinics.

Back when it was Champion, I used the pool and such on Sundays.

We have very busy lives, we do lots of gardening and a lot of outdoor work.

Kid's activities, pool, and basketball.

Champion Alumni (father and brothers) - only freshman year.

Yoga and pool.

Swim a little.

In general, there is a need for physical fitness and to get youth in the habit of exercise. Hoffman Hall is a city asset. Cities that have recreation centers and similar facilities seem to have a different and higher view of their citizenry.

Water aerobics.

Tennis courts.

Pool, gym, and exercise room.

Swim.

Would rather walk outside.

I am part of the winter badminton league and yoga.

Swim.

Only for meetings, I am on the park board.

Not regularly because she runs outside.

Volunteers.

Did for two winters for swimming.

Four kids, basketball and swimming. This year they've done a good job of marketing. Mike is doing a great job by Increasing building potential after years of neglect.

Not often.

**Question 3: Have you ever been to Hoffman Hall?**

	%	n
<b>Yes</b>	<b>91.9%</b>	<b>34</b>
<b>No</b>	<b>8.1%</b>	<b>3</b>

**Comments:**

Many times.

Basketball officiating.

To the gym.

If they decide to keep Hoffman Hall going, the locker rooms and restrooms need to be upgraded. It doesn't present a positive feel.

Does not live here and no projects have brought him near it.

**Question 4: Do your family members use the Hoffman Hall facility?**

	<b>%</b>	<b>n</b>
<b>Yes</b>	<b>59.7%</b>	<b>46</b>
<b>No</b>	<b>40.3%</b>	<b>31</b>

**Comments:**

High School rents facility for practices.

Husband and grandkids have.

Grandkids play bball.

swim/bball

Kids do bball, swim and programs.

Wife does.

Kids do swim, sports, and crafts.

Wife and daughter use the pool and water aerobics.

Brother plays bball.

Youngest daughter has practice there.

Son that just graduated high school does.

Son is a high school basketball player

We are avid swimmers, we swim every morning, and use it frequently.

Wife

Not currently. Kids were ballplayers.

My two boys played there.

I wish, I have 5 grandkids.

I have had exchange students who swim, but currently none.

High School age son uses it, kids go to Prairie Catholic so the school uses HH for gym, concessions etc. The concessions area is filthy.

Wife aerobics and kids played BKB

We're open to it

My children do, who are 3rd and 6th graders

Niece and nephews do the programs.

My kids go up there sometimes.

Son has used a couple of times.

Husband used to go, but not anymore.

My son does, for open gym and other events.

My husband lap-swims and I have two daughters, 7 and 9, who take art classes there.

Pool, yoga, and pilates classes

Children too young, and I was unaware of the activities.

My kids are grown and my husband is "on the river"

When the grandchildren come to visit

No children

In-laws use the pool.

Mother uses the pool.

Children's basketball league

When kids were young they played basketball.

Son was on swim team at Campion. Three of her sons went to Campion.

Children use it for swimming, to "hang out", and basketball

Our three children are grown and gone.

Kid's activities, pool, and basketball

Sons in sports, use gym and pool

Was opposed to campaign being a prison and thinks the city could have purchased all of Campion of \$3 million.

My daughter works there. We've gone to special events there and son played basketball.

Children use pool and soccer programs.

Kids' sports activities.

Basketball, leagues, and special functions. Children involved in basketball programs and with a lot of the various functions. Husband works at some of the functions and we attend men's league games

Kids play basketball

My wife also swims regularly

Aerobics and exercise classes.

I have grandkids that occasionally use it, a son-in-law that plays bball in the Sunday men's league, daughter plays badmitton, husband does yoga

Wife used it for quilting classes and has attended trade shows.

Kids aren't home and husband uses hospital, if they could combine the programs, that would be a nice compromise.

Husband uses facility.

Grandkids when they were here ( 1 or 2 a year)

Swimming mainly

Occasionally

Kids do basketball and swimming

**Question 5: Did you read the Preliminary Case for Support that we sent to you?**

	<b>%</b>	<b>n</b>
<b>Yes</b>	<b>84.4</b>	<b>65</b>
<b>No</b>	<b>15.6</b>	<b>12</b>

**Comments:**

JFK letter was HOKEY. I would have rather seen budget numbers and what it will mean FOR OUR BANKS.

No - it was very well done.

Been working with "The Island" and ballpark for 5-10 years, started from scratch. Didn't think it would ever work and it did come along with a lot of hard work. Well over \$1 million.

Flipped through it.

**Question 6: Is there anything in the Preliminary Case for Support that you find inaccurate, or with which you disagree?**

<b>Answered</b>	<b>43</b>
<b>Skipped</b>	<b>34</b>

**Comments:**

Struggle with usage numbers and if they are accurate, it feels they are actual users. Big concern on location, it is hard for kids to get too, and not a central hub of community.

Heard one of the big issues is the maintenance and operating costs. Wondering if they looked into geo-thermal? Locker rooms seemed to be unneeded because they are so huge and not used by a lot of people, but at the same time they're not very pretty

No, it was accurate.

One thing she wondered was the plans for handicap accessibility, the case did not explain that well. Maintenance estimate seemed low to what she would expect.

No, budget numbers were conflicting between pg. 3 and pg. 11

Only thing he saw is he thinks it will cost more than 3.3 million. NOT SURE THERE IS THE MONEY TO SUSTAIN IT. In Veroqua, they built a new facility but couldn't keep it open.

The facility needs an upgrade, but still need to work out a timeline. Not sure on the money we can raise.

I was very impressed with it...very well done over.

Cost of concrete? Front entrance deteriorated, the concrete should cost more. Front entrance and handicap entrance.

No - I like the plans.

2011 numbers are NOT accurate. So what could operating expenses be for 2012? Sate will discontinue. PT Super not realistic if you have your own power plan work. Need licensed plumber. Certified elevator operator/inspection fees - not reflected in budget. City will pick up water bill = sewer - city won't permit this. Custodial maintenance. Women's restrooms did not have all working toilets."

The "best" facility for all age groups. Mainly kids and elderly use it right now--middle-aged group isn't as stirred.

Don't know if they can operate it for stated cost per year. Varoquia - raised funds for a pool and had to close it down. Didn't factor in operating costs.

Budgetary numbers, incomplete data, and insufficient dates.

Operational costs on first glance are unbelievably low. Schools that have a pool say minimum of \$250,000 a year to operate - \$7.7 million is high for a new building - my guess is that if you took just \$4 million and put it into a new building you'd have a pretty nice building.

We need to address the heating situation.

No - nothing that I objected to.

I think you'd be better off just building a new facility.

It will be a struggle to come up with the money.

They need to stress the historical value of this building. They are restoring a unique and valuable building that can last for hundreds of years, not putting up a steel shed that won't last 30 years. The non-resident fees perturb a lot of people. What little they generate is probably less than what they miss by charging the fee."

What is the plan to pay for it? What are the projected sources of revenue for not only the renovation, but detailed operating revenue going forward?

There needs to be more gym space. Hoffman Hall is just one gym. If there were additional gyms added, I would be more in favor. There is a serious shortage of gyms in Prairie du Chien.

Was the separation of utilities completely addressed? It would be very expensive to build a boiler since the building will have to be physically separated from the current steam heat from the prison's steam plant.

From a user standpoint, if it could be phased it would help. Users are not looking for anything grandeur, they are looking more for things to be in good repair.

No, felt really comfortable with everything it said.

The project is ambitious. Hoffman Hall, to me, is important. I run the local newspaper and keep Hoffman Hall in their best interest. Historically, it's a nice piece for the city but is it worth the \$3-4 million. We need a facility, but is it Hoffman Hall??

Elevators are so expensive to install and maintain, is there any way to make a better handicap entrance, just as a factor to cut cost.

Questions about lower level layout

No, it was a good general overview of the facility and what it can provide to the community.

Wouldn't say that, has been familiar with this process for awhile now

Question budget numbers and if 3 million would be enough. Is familiar with renovating and is afraid we'd get started and find more issues to fix.

Father-in-law was a maintenance guy at Hoffman Hall so questions on structural soundness...is the east wall ready to fall?"

Instead of the walking track, rent out space for revenue. Possibly the CAP, whose rent expires in two years.

**Question 7: Is there anything in the Preliminary Case for Support that strikes a chord with you, or with which you strongly agree?**

**Answered 61**

**Skipped 16**

**Comments:**

Would have to agree that it is not a facility that would be readily replaced if not saved, it would be hard to convince the city and citizens to build a new facility

Have no doubt that a facility like this is needed, but location is a big concern.

If the adjustments will pay for themselves over time, then it would be worth it.

The more things we can use the facility for the better. It has so potential.

The one thing is that it's such a benefit to the elderly and people don't understand that until they get older. It is underutilized by the kids as well. Its economic impact on those who do use it have to travel here and spend money in PDC. About \$150/team to use, but they bring economic development.

The idea of a community center would be nice, whether or not it's Hoffman Hall.

If we're going to do it, let's do it right. Don't half-ass it.

Covers all age groups

I always thought it should be run like a YMCA, have ongoing programs for all ages, incorporate outer districts, and make it self-sustainable.

Really like the extensive plan to renovate, used to run tournaments and there were big complaints about women's bathroom, and a walking track is a great idea

Nearly all of it, maybe if there was difficulty raising funds they could scale it back. I was a little shocked at the price of the heat. It is a beautiful plan.

This town doesn't have any reliable fitness facility. Prairie Fitness is just cardio equipment, and no one monitors it. It's the only pool in town. If we lose Hoffman Hall, there will be no swimming anywhere. Locker rooms are a pit, and need refurbishing.

Yes. It's benefitting the whole area. I like Tim Baxter's quote - that its a central gathering place. It serves the entire community. It doesn't have to be a money-making facility.

It's an important facility. Figure out a way to save or utilize.

In general, I would say no.

Swimming lessons are important.

I totally agree that this facility has much potential in our community. Not only as a gathering place. Good physical and emotional health values. It also provides opportunities for families to be active.

The idea is wonderful, but I don't think the city of PDC has the money for it.

Thinks we need it, it's the closest thing to a YMCA or fitness center and it's already there. Could be a better use of space in it.

It's presented from a positive standpoint.

No - because the study was based on insufficient data.

Pretty decent except for costs to do it.

I strongly agree with this concept. If you're going to be a viable community, you have to have some kind of facility. It's not practical as far as doing what we can afford to do.

The more exercise you have, the better life you have.

I thought it made a pretty good case. It seemed to make sense.

I like the new plan and adding the parking lot. And I like the indoor walking area next to the pool.

It's a great facility, but I have not used it.

No. I was very impressed with it. I was unaware of its scope. If we could pull it off, I think it would be pretty sweet.

This would be a great asset to keep available for use. Once that asset goes away, it would be hard to resurrect. This could be a great way to bring in new residents.

That this type of facility is certainly needed in town.

PDC needs this in order to attract business and growth from other areas.

I agree with the wellness issues. The fact that a lot of users are from outside of PDC disturbs me.

The history.

I just hope they can get it done

The city should have some type of indoor recreation facility, and I like the fact that they don't have to start from scratch and build a new one.

The grant monies for "green" improvements and the money that the grant writer is bringing in.

I'm rather unemotional about the whole project

The portical (sp?) over the front entrance, happy that the design stays as is, different windows for the pool area, pool ceiling

The benefit of having something to be proud of and to have the community be able to use.

A community this size needs a facility like this as one of those quality of life facilities that are needed to help acquire businesses in town. It is the only one like this in the area.

Agree with it all, but not strongly.

Keeping the pool open for the older people to do water therapy.

This has the potential to become a magnificent facility.

I agree with the overall concept of a facility for the community that encourages fitness. This is important to overall community development.

If this project moves forward, I'd like to see the locker rooms upgraded. The project does not seem to have a positive feel. I would like to see this happen, but worry about the finances.

Is a proponent for the renovation. Could be a great asset to the community and thinks it is underutilized.

The space issue the community has for recreation activities and meeting space. The public school does not have adequate recreation facilities and depends on Hoffman Hall.

Have heard about the possibility of making it a regional – rather than local – facility. This seems more viable, so that the facility could get tax support from the county and the benefits could be shared more equally.

Good goal, but needs a primary, 2nd and 3rd plan if the dream doesn't come true. What will you do to survive if the funds can't be raised? Have there been 2, 3 or 4 estimates to see if the money is being spent wisely and the costs are realistic?

It's vital to get young kids involved in fitness. In that sense, this building is important. Cities with fitness centers have a different view of their citizenry.

Glad to see the additional parking – the current parking is inadequate. People are parking on the nearby grass and tearing up the lot. Also like the energy efficiency items like the windows and green items. Also liked the walking track.

The concept of having more of a community hall – a central location for athletic and recreation programs. Also the future shortage of basketball courts is an issue.

The pool is a big thing, especially in the wintertime. Nothing is better for a body than swimming.

It's a grand facility.

"Like the plan, it's a solid plan. Addresses issues of the hall and how it will be funded. Is necessary for community to support it."

Was overall pleased with the report. Part of me would not have gotten as crazy with the cost.

Understand that the building needs to be fixed and needs to be handicap accessible.

I think that we have a perfect facility in its present stance, new is not always better, we have the perfect opportunity to preserve part of history. Doesn't seem to make a whole lot of sense to tear something down and then raise money to rebuild.

Main focus is the financial feasibility. Obviously a wonderful asset and the community can get a lot of use out of it but how will the bill be paid?

Found in it and hadn't thought about it before, the historical value has been understated throughout the community

**Question 8: Was it absolutely clear to you what the City intends to do with any dollars raised for this project?**

**Answered 47**

**Skipped 30**

**Comments:**

Yes, but questions if city money is included in grants. Matching grants? Heard about that in previous meeting.

There's a feeling that PDC starts putting money into projects that don't get taken care of. A lot of projects only get 1/2 or 1/3 of the way finished. To be successful, this fundraiser needs to show that it will be run by someone who will follow through and finish.

Yes. Was more active with HH a few years ago when Pam Ritchie was on the committee

Was on council when city bought it and Public Works chair, and helped hire first Hoffman Hall director. We've covered everything in the plan as best as we possibly could.

It is. The paper has had some information. They have to do a better job in publicizing it - through accessible public forums. The prison's a deterrent to some people, especially with kids.

Yes. Plans looked good.

I think it was clear enough.

No. Primarily due to questions about operating budget. Because I thought those were less than honest. I pooh-poohed the rest of it.

Yes, understand that a grant has been secured.

My impression is that anything raised will go to Hoffman Hall.

Yes - for this building.

Yes. I felt it was well put forth.

I didn't analyze the financial part of it.

Could have been more clear.

Yes – no ulterior motives

Mostly clear – but don't understand the timing. Will the city raise all the money before any renovations start, or will the renovations occur as the city brings in money?

Could the renovation be done incrementally, rather than trying to do it all at once?

I have an issue with continuing maintenance – after you spend \$3 million to renovate the place, how are you going to find the money to maintain it? That is the biggest flaw with the project. The city has never budgeted for maintenance and repairs and now we have to raise \$3 million all at once.

No. But if Garth can work on the grants, that would be tremendous help.

Breakroom raises questions -> canopy/entranceway not really necessary. Would like to see money repositioned, don't try to do too much.

Not really, the impression is that there are so many areas requiring attention that an explanation of priorities would be useful.

Yes, if they can raise all the money

No – if they don't raise it there are no priorities given.

Need a revenue side of projections to balance out the cost projections.

No. Fund raising was uncertain and how they intend to prioritize spending.

Would like to see the city confirm where the funds are going.

Yes, the concern is the maintenance cost after the renovation. Need to work on selling the facility to the corporations and communities.

(Grants, private donation) A lot of concern with tax payers right now, which I don't think is a legitimate concern. It's short-sided to think that taxes/city funding will be raised to keep it operational since people use the facility and infrastructure money is available, you just have to go after it. There is a close-minded perception that if we leave it alone, it will go away and we don't want it to go away.

Yes, but I think it will be difficult

Thought the all-private route was very optimistic. Will have to get the first 50-65% before making the campaign public. There are people in this community who could bring in the big bucks.

Private funding is a little misleading. Grants can be public money.

Operational costs are questionable, the budget seems to be optimum goal. Not sure if \$200K is a big number for PDC area.

**Question 9: Is there anything about the Hoffman Hall plan that you thought was missing from the Preliminary Case for Support?**

**Answered 41**

**Skipped 36**

**Comments:**

Didn't see any plans on how to increase the usage because at this point, the usage is dismal. It has increased since Mike joined the team but still relatively low.

Thought it was excellent

As long as there is a plan for handicap accessibility.

Didn't catch anything. The case has all the cost breakdown.

Better explanation of multi-purpose rooms.

Nothing other than sustaining costs.

No, pretty self-explanatory.

There was nothing about REVENUE. How close to covering those expenses, I'm concerned about operating expenses.

Barrier fence for prison - I like the idea of additional parking. Renovation of the tennis courts should be included. Only two tennis courts in PDC -- doesn't like skate park idea.

Pool for a chance for swimming lessons, high schools have other lessons, could they be brought in? Swimming lessons are important.

I see this as an opportunity to develop child care, parents could bring their kids. It is a chance to bring in revenue by having year-round child care.

Without the right money the rest of it doesn't matter.

Any ability to use solar?

Estimated cost for 2011 - Based on contract for DOC. Projection should be based on 2012. It's very incomplete, please get the accurate numbers. Staffings information and recreation staff are low/misleading. They seem to be throwing out random low numbers.

Operating costs. That's what kills people. You can build Taj Mahal, but you have to operate it. Taxpayer is probably looking at more than \$150 a year. No way that the users can pay for this. Somebody has got to say tax money will go into it and that's effective for everyone

I see nowhere in that report anything about updating the filtration system. We need to worry about heating costs.

Is the area adequate in size to support all the things they're going to want it to do. From what I've seen, I don't think the area is big enough.

Something for golfers during the winter...a simulator?

More children's activities like child care and day camps. More involvement with U of W extension.

Would like this place treated like a business. Focus on energy efficiency.

There appears to be only one meeting room in the plan. Can this room be partitioned off or would multiple meeting rooms be of benefit? A lot of families and businesses have a need for meeting room use. Also, the pool area should be more family-friendly, and not just "a pool". Water slides, kiddie area, etc. would be beneficial to make the pool more attractive to families.

HVAC issues require a standalone building. There's room for banquets and revenue-producing opportunities.

The city is spending a lot of money on things that may or may not develop down the road, like the TIF lots. This is still a liability for the city and doesn't generate any revenue right now. The premise for this plan is great, but the city alone can't afford to save it.

For that kind of money they should add 2 more gyms

The plan to keep it up to shape in the future and how they will sustain it. What if they can only raise \$1.5 – 2.0 million? Do they prioritize and fix what they can?

I was surprised that the plan did not include space for performing arts. I have been thinking that we should develop a biomass facility near Hoffman Hall to create energy for this facility. You could sell energy to the prison and probably get (energy for) Hoffman Hall free. (Biomass facility could make use of debris cleared from Kickapoo River).

Easier accessibility (to the building) would be nice, it's hard to get to, especially with the construction

Pool area is a nightmare; it needs to become more of a focus.

Emphasis on energy efficiency – what really needs to be done? Currently there is no insulation. Would it be cheaper to build an energy-efficient shell building around the current building?

There is no timeline of decision dates, back-up plans, etc. Management expertise: who will manage the facility, who will manage the renovation project. Also need the revenue side of the projections to balance out the costs after the project is completed."

Is the pool going to tie into school activities? I'd like to see more pool usage.

How are they going to get more members of the Prairie du Chien community to utilize it? It seems like the vast majority of users are from out of town. Also need to have it used more heavily during the day. The long trek to the pool is daunting for some of the older users, making it more accessible would make them more likely to come more regularly.

If it is a community center, can we make it more usable with an auditorium/ stage; be able to rent our facility for dances etc. to bring in revenue. People in PDC are apathetic to these types of project, but to dig in their pockets is another story."

I don't agree with the thoughts to tear it down if we don't decide to save it. Why not put it up for sale or offer it to someone else.

Alternative Energy methods were not mentioned in the case. Solar? Biomass? Selling back to prison? Might be a good way of selling the project to the community.

Preliminary case seems to be more of a promotional piece. Would like to see more of the cons, to create a good discussion. Location of building is not ideal, it's hard to get too, by prison and railroads.

**Question 10: Is there anything in the Preliminary Case for Support that leaves you with unanswered questions about the City's intentions or about Hoffman Hall?**

**Answered** 42

**Skipped** 35

**Comments:**

Why are we as a city treating this as such a closed facility? The city wants the school district to pay money to take kids there; we're all one community, money is all going to the same place. The city isn't working close enough with the schools to get the kids there at a fair and reasonable agreement.

Doesn't see school district, hospital, and city on same page for a project like this. People have concerns about jobs being eliminated if Hoffman Hall offers increased services and solving issues for users.

At the times I have used the facility, there is hardly anyone there. What is the projected usage after the renovations would be done?

No, she would just like to see the full plans and improvement start.

Some people wonder if custodial/maintenance costs are correct. Right now, it is volunteers but if we plan to remain open, we have to have staff.

Being that it's a city facility, where can we get money out of the city budget to help at all with this? 6,000ppl X 500 = project paid for

Need to clarify better on the future renovations

Could they get the heat from the state?

Multi-purpose rooms.

The money thing is the biggest thing. When I look at property taxes, I just don't think we can afford it.

Concession area needs to be revamped and reopened to bring in additional income.

City's owned this for 10-12 years, why is this city doing this now?

Budget - how much will it really cost? I think the costs are going to be tragically and shockingly higher.

There's some negatives to the location.

Is there a wish list? Viroqua - couldn't afford to run. How are we going to staff it? How are we going to run it?

Didn't look at it closely enough.

I'm afraid they'll close it. I don't know what they'd do without this.

Sustainability is questionable.

The plan is heading in a good direction, but I hope the City Council can collectively make a good decision on the plan. They need to solicit fundraising from areas outside of Prairie du Chien."

There are issues with the heating and cooling systems, and the replacement and ongoing costs for these systems. The ideal facility would also have ample room for banquets, meetings and other revenue-generating opportunities.

It appears the facility is underused – 25,000 visits vs. 8,000 population in the immediate area. Also, where is the ongoing revenue coming from – pool revenue, facility rental revenue, membership revenue, etc.? Those need to be projected.

Most of Prairie du Chien doesn't care if I stick money in this or not. Not many of my employees use it. If citizens go to their employers and show their support for the project, then local businesses would be more likely to support it.

Need to do more with the facility, need to utilize kitchen area better. It is more than just swimming.

The challenge is to manage it in such a way as to have continued use of it, continue to think outside the box for different uses and incentives for users.

Architectural/Engineering costs jump out at me. Salaries involved in event dividends, money based off success. OWM students as interns or entry-level positions instead of hired managers.

No – this is an excellent opportunity to provide more value to the community.

I am concerned with how they are going to raise all the money. Need to be more specific about the fundraising plan.

Where is the money going to come from?

This is a very large expenditure, is it going to be used by more people? What is the likelihood of success of the fundraising program? I'm not a big fan of grants because somebody still has to pay for it.

Public utilization.

Have the ADA requirements been addressed? Would these renovations trigger compliance with these requirements?

Not sure why employees need separate break room and other renovation aspects, they seem pricey and over-ambitious.

Think they are doing a good job. Aaron Kramer has come on board and has been asking some hard hitting questions.

People think that location is bad but those people typically don't use it and you don't see the prison once you're inside.

Thinks the infrastructure needs to be improved and the air conditioning improved (good utilities).

Seems to be a bit of a skirmish between the school district and Hoffman Hall. Tried to pass the "Big Box," if we can get the school board on board that would be huge. Need to have people run for school and county board that support this.

\$3 million to keep Hoffman Hall open and not useful to schools vs. \$1 million for new facility. "Big Box" project, new pool and gym complex \$1 million from city + Tarp \$\$\$\$. One or two years ago..was voted down. What happens when the state stops paying for the heat?"

Been down in the locker room, what were they planning on doing down there? Maybe some of the renovations aren't necessary for the 1st step since not many people use it. Probably won't be able to do the whole project at once, steps are more of the reality."

**Question 11: Is there anything about the Hoffman Hall renovation plan that you think should be changed? Please elaborate.**

**Answered 53**

**Skipped 24**

**Comments:**

Maybe Hoffman hall subleases some of the space to a private person or company, such as prairie fitness. Prairie Fitness also has trainers, which Hoffman Hall probably couldn't afford on its own. Liked the walking track idea. Liked the overall concept, not sure if the open weight training will be successful because of competition (curves, blackhawk junction, high school). It would be great if we could redirect fitness users and families to Hoffman Hall. Not sure if a full-time manager and building supervisors are as needed. Don't confuse the public by separating the gymnasium/ aquatic center in the budget."

Really likes the idea of gym dividers.

Nothing major. Already put my input in and I think it's a good plan.

Need to indicate Handicap ramps in plans. Explanation of heating/air needs to be more thorough and show the energy efficiency

Ideally, there was talk about an addition off of the cafeteria. I think they covered everything possible.

Just a strong emphasis handicap accessible plan, possible lift in the future (in charge of nursing home).

It's pretty inclusive of what they're looking at doing.

Go for broke -- DO IT

Custodial and Maintenance budget too low - estimate should be boosted. \$10,000 NOT ENOUGH. Barrier hiding the prison. Only thing I question is the staffing. Are they going to have user fees? Like a club membership. How are you going to delineate who gets to use it? How about other communities?"

I don't think so. I was surprised there was that much changed.

Space, the gym area would be excellent for trade shows and small conferences. Tournaments BKB and volleyball spaces could be used for receptions. We don't have a large area for other conferences. We want to make good use of this. My son in Waukon comes down to swim at Hoffman Hall, we need to get more people."

Multi-purpose area divided by portable dividers so larger space could be created.

DON'T DO IT. Dollars and cents. I think its a fabulous resource, but I don't think people in PDC will pay for it. They don't want to really look at the REAL COST of things.

Gym Dividers are a good idea. Multi-purpose rooms could be bigger. Unfortunate to turn away people who would pay to rent the space, to help support itself. Problem with it now is all the little rooms that can make it unusable. Some friends wanted to have some yoga/ kettle ball classes at HH and they were not receptive and no areas were available to really suit the classes either."

My only question is on the pool - can they justify running it? Look at whether pool should be a part of this project.

Use solar, that would make a lot of sense

The pool is fine, but more court space for teams - they don't have a lot of space.

The whole idea I don't think is correct. It should be in a different location. The school can't use it where it's at and it makes it prohibitive to do any more than minimal activities.

It's fine, I think.

Entrance to the building is very poor, it needs to be more inviting.

No, I didn't really pick it apart.

Too bad it's not in a better place. Increase marketing for this project.

A more handicap-accessible pool and more child-friendly things.

There appears to be only one meeting room in the plan. Can this room be partitioned off or would multiple meeting rooms be of benefit? A lot of families and businesses have a need for meeting room use.

If changes come along that make sense, keep the plan heading in the right direction

Loved the open space in the lobby.

Would the party room rentals take away from an established business in town? Have to make sure that this facility does not compete against established tax-paying businesses in town. The facility needs renovation, but is it worth putting \$3 million into it or does it make more sense to start new?

It would be more sensible to do the renovation instead of the addition. Could it be pared back? It would be a tall order to raise \$3 million.

I am concerned with the dollar amount. I would like to see the cost reduced. The figures are not hard estimates from contractors, and since many projects are coming in under budget recently

and material costs are currently down, I wonder if this project could be accomplished for less than the estimates.

I like the walking track. A basic weight room would be great. It doesn't need to be elaborate. It shouldn't be in competition with local business."

The building has to be operated more efficiently so that it costs less to maintain. Better insulation, heating and air conditioning systems, windows, etc. – need to reduce ongoing operating costs.

Need to have more things for small children. They'll support it through their lifetime. The meeting space is needed.

Maybe look at staging opportunities in the gym to hold cultural events and performing arts shows.

Add performing arts space. There are theater groups in nearby towns – Viroqua and Mineral Point, for example -- that would use it. There are people who have money who would support performing arts space. There is the potential to attract those and other performing arts groups and to enhance the cultural opportunities in our community. The closest thing Prairie du Chien has as a venue is the little theater at the high school.

Mentioned before

Greater emphasis on process of separating from the prison's heat supply and more focus on energy efficiency. The building is not in the geographic center of the community.

Need to come up with a back-up plan that works in case the fundraising runs short.

No. The original plan is unlikely to be the one that's passed.

What parts of the hall will keep their 'historic' feel?

Need to establish the priority of certain line items, like the rock wall. Some of these might be a luxury that will not pay for themselves. Would also like to see the meeting space used more for banquets, anniversaries, graduation parties, etc. The kitchen area and food service area definitely are in need of improvement.

Phasing in the improvements as funding is available. There are a lot of things this facility could be used for, such as performing arts groups, wedding receptions, meetings, etc. Have to get the word out to bring in these kinds of functions.

I would make it more accessible for seniors and the handicapped

With the possible rock wall, do you open yourself up for liability?

It has to be an area community center, not just PDC. Make it affordable and get them involved with fundraising. Crawford and Clayton County, Eastman, Marquette, McGregor, Seneca etc.

For me I look at the hall right now as completely functional. The plumbing, walls and roads need to be fixed but to turn it completely around, I'm not sure if that's all necessary.

All of the things they plan on changing cater to different groups.

I think having the pool and basketball courts is important. Having a place for fitness is important if people benefit from it.

Doesn't use it that much personally now but is 100% for the project. Good opportunity for us to build community and the community relationships outside of Prairie du Chien.

Glad to see the parking issues addressed. Wondering who owns adjoining land to see if expansion plans were available for parking, trails and possible buildings. Right now the building is hard to get too, would the expressway help with that?"

Any plans for solar power? Work with high school. Wisconsin pays more for electricity than other states. Is there a Revenue plan?"

**Question 12: After reading through the Preliminary Case for Support, would you say that you are: -Generally in favor of the Hoffman Hall renovation plans? Why? -Generally opposed to the Hoffman Hall renovation plans? Why? -Undecided on whether you favor or oppose the Hoffman Hall renovation plans? (If undecided) What additional information would you need, or what circumstances would have to change, to help you make up your mind?**

Answered 77

Skipped 0

#### Comments:

In favor. I think we should try and save this while we still can. Not sure if operational cost estimates are accurate. Parking definitely needs to be addressed. Usage needs to be increased to justify operational costs. Need to throw down the barriers now and get the kids there, kids can be influential to parent's decision. Don't think enough of our citizens have even been in the facility to really know what it all has to offer.

Undecided. Definitely in favor of a community center, one that fits all ages. Until everyone is on the same page, there will be some distrust in the community. "Big Box" was pushed because of Obama money, city wasn't behind it and people were unsure of the status of Hoffman. School district funding could be returned 66% by the state.

Undecided. Not knowing how everything would be projected after renovations, definitely in favor of having the facility. Had a lot of fun with the badminton league, recruited all of their golf friends to join

In favor. Has always been in favor of plans. Too good of a facility to let it go to waste.

In favor. An asset to the community. If we don't save it, I don't believe the comm. would have the funds to rebuild one from the ground up.

In favor. Just see it as a benefit to the whole community and if we tear it down, we're just going to be having a capital campaign in 5-10 years to rebuild it. Location is not ideal, but we can't change that."

Generally in favor. Hard not to be in favor of it but not sure if a building from 1962 is worth renovating, but if they don't renovate it, they won't have it anymore.

Very much in favor.

Undecided. PDC and the citizens, we pay a lot for taxes, so we deserve a place like this, but I just have to wonder if we can afford it. Worry about people pledging large amounts and not following through. SUSTAINABILITY. My personal belief is I don't think we can afford to renovate, BUT I hope I'm wrong and Mike is the person to make it happen. We would have to partner with the schools and nearby local gov. We cannot afford it on its own.

Undecided. On the fence yet about the timing of this. There is a lot of good points to it, but if you don't have the money, you don't have it. This is a great facility, no interest in building a new facility.

Undecided. Knowing the usage of the center on a daily basis, what are the main uses?  
Revenue/Increased usage after renovation?

In favor. The renovation is a bit controversial. If we have to close it, we have to close it but wanted to investigate it to get the final facts. Can't allocate taxes for it, but if we can get the money, then we should do it."

In favor. Town's finances creates friction between citizens & towns. As a taxpayer, would not be adverse to seeing his taxes go up a little bit. My concern is will the project be finished? Don't want to start something and have it only half-finished. People are willing to give if the project is right. Coached soccer, football, head of Little League and baseball. Town does not do enough in providing facilities for the youth. Even new baseball diamond was privately built."

In favor. Business perspective - we've lost a few physicians because they city doesn't have one of those Stars. It would be an important tool.

In favor. My one hold back is the money, where is the money coming from?"

In favor. It's unique for a city our size to have a facility as an asset like this. It's not going to start from the ground up. It would be a shame to let it go.

In favor. My biggest question, Who's going to be responsible for the upkeep? Is that ultimately going to fall back on the tax payers here in Prairie? This is the #1 issue. Answer the T-question.

In favor. We're here to make this place a better community. I think it's worth it. We've got it pretty good here in Prairie.

In favor. If the city can afford to sustain it. If we can't sustain it, I see this as a diamond in the rough in the community."

Opposed. BE TRANSPARENT ABOUT FINANCES. Be straight about the budget. We're giving resident rates to outsiders who own property and to people who rent the property. So we're giving resident's taxes away there.

In favor. I hope a lot of money isn't geared towards aesthetics and more for function.

In favor. I think it would be a good asset to the community

In favor. Swimming is a great asset. Gymnasium, space is usually lack, and it's invaluable for use. It's exciting to see the different uses. Answer COST QUESTIONS. Some negative coverage developing around this project. I would cringe at losing that facility.

Opposed. The way it is right now, information is not accurate. It could lead people to believe we can afford.

Opposed. I live outside. Ultimately, it's going to fall on the taxpayer of the city. Users are from Iowa and they pay nothing.

In favor. I'm in favor of cardiovascular exercising. The healthier your body, the healthier your mind.

In favor. I like this project.

In favor. The ability for this town to have an asset of this kind that other areas don't have. The schools with sport programs need the basketball courts. You look at Madison, the schools there have swim teams. To have this type of facility is tremendous. Access would need to be improved. There is a lot of real estate there for a kind of sports complex.

In favor. As a physician, the health benefit for the community in terms of exercise is beneficial.

In favor of keeping the facility open. Hoffman Hall could be marketed better. People were looking at the negatives and I was looking at it from the positives. Look at what you could do with this? I was thinking before you bail on this facility, have you explored all the things you could do with this? Without Hoffman Hall there is no place for me to do lap swimming. The pool is unique. If Hoffman Hall would close and I wanted to train for a triathlon, I would have to drive. Aquatic marketing went to a 40-mile radius. Broaden that radius and let people know it's there, you're going to fill those lanes up. MAKE IT INVITING FOR PEOPLE TO BE THERE. Updating the facility is part of that equation.

In favor. We need something like this, especially something that is open to families and kids on weekends and evenings.

In favor. In our size of community, it's a great facility. The value to the community is there. It is an opportunity to bring more people to Hoffman Hall. If we don't do it, if we don't do it, I don't think we will have another structure like that. It provides something for kids to keep them out of trouble.

In favor. Wellness and fitness – obesity – we have these issues. These facilities can address these issues.

In favor. I think the plan is impressive. It would be an asset to the community and would attract more people here. In some ways I think Prairie is missing something like this, it's a project we could be really proud of.

In favor. It's a great community asset.

In favor. Only if they decide on building a new facility.

In favor. PDC needs this in order to grow. If you don't have this, then people won't move to the area.

Undecided. Renovations = YES. But not if it can't be paid for.

In favor of the plan if the study determines that fundraising is feasible.

Prairie du Chien needs a facility like this. My family is getting to a point where it would use the facility.

It will draw people to the community – tax dollars coming into town.

It will take some major benefactors to make this happen.

The renovation plan gets an A+. This is the only Olympic-sized pool in this area. The biggest obstacle is selling the building itself – not just the fundraising plan but getting people to use it after the renovation is complete. Need to encourage more participation from all levels of users. Most users are not from Prairie du Chien, but from the surrounding communities.

I don't have a clear picture on how this will be funded. A public referendum would be the proper way to deal with this. If the revenue projections don't cover the operating expenses, the taxpayers will be on the hook so they need to decide if they want that liability.

In favor. A facility like this would make this an attractive community.

In favor of something happening, just not as it is presented.

I like that they're keeping Hoffman Hall open, but it doesn't solve all of the city's problems with gym space.

Undecided. More people use this building than I originally thought.

Generally in favor. It has potential to be a very valuable community center, gathering for the elderly, definitely helps with gym space crisis. If everything was kept up, it would be a phenomenal area to exercise. Wife worked with comm. arts foundations and they would be held at Hoffman Hall in the past. The community is missing out on that aspect of culture right now."

In favor. It is an asset to the community that is hard to duplicate. I don't know if there is the political will in the community to build this from scratch. You hear mostly about the pool."

In favor of the plans, provided the funds can be raised. It will be a chore to raise that kind of money.

In favor. Wife is athletic, his kids use it and he is a Champion Alum. The city needs the facility. There is a lot of local support but don't mention taxes.

The community really lacks recreational opportunities for kids and families. This facility fills a need in the community. A YMCA-type facility would be an asset to the community. After-school activities would also be beneficial.

I support trying to do something – but am undecided in that more information is needed to better understand the project and to be more supportive.

In Favor. It would be more utilized if it were up to date. I would hate to see it let go.

Need more information on the operating budget. It shows expenses, but not how they might be paid for. It doesn't show fees, city tax or ongoing fundraising efforts. It would be nice to see how the costs are covered. Also doesn't show the depreciation of the \$3 million in costs.

In favor. As long as it's affordable.

It needs to be done. It is too great of a facility to lose. The city has limped along in its ownership. The facility has served its useful life in the sense that some things need to be updated, such as heating and cooling, lighting, windows, etc.

Would definitely be a plus for the community, but with the current economic times it would be tough.

Generally in favor. My family has history with Champion, my husband attended Champion (class of '72). I am also a fan of historic preservation and I felt Champion is an important part of PDC

history and I feel some of the history is gone after the prison took over so it's important to save this last public building for history. I work in economic development and am the director of a non-profit and I know how important it is to have a facility of this capability. We don't have the option to go to the Y and there is nothing in 60 miles around us. We are crazy if we let this building go because we will never be able to build something similar to this. I want the people at my non-profit with disabilities to be able to use Hoffman Hall more and we need to make the building more handicap accessible. It's a selling point for our community for economic development and as we make more jobs in the area, it is important to have.

Generally in favor, but how are we going to do it?? Building can become handicap accessible but can things such as the pool being handicap accessible? If we're going to do a facility, we need to do it, but some of these changes just seem like a lot.

Generally in favor. Expand Grant focus to county-wide grants. If we can push it to expand to the whole community, an area Hoffman Hall, maybe lower the non-city fees if they are supporting the project through grants and funding. Has to be a community effort beyond zip code 58321.

Generally in favor. It was very well built, so it is a good candidate for renovation. I think if PDC can make this work, they do not know how lucky they would be to have it. It's a selling point for the community and if people would realize that it would be a wonderful thing. Regardless, it's going to be a big project but I'd hate to give up without trying.

Generally in favor. I would feel awful if I didn't have that place to go swim. I've been using it since 2000 and I don't know where else I would go swim in the winter.

Generally in favor. We've had private gyms come in and people participate so for people to assume Hoffman Hall services are unneeded, they're unaware of what is available and what is happening and if they're unaware, then they are not in the right position to make a judgment about what Hoffman Hall needs. Hoffman Hall is a part of PDC, it's what people know. Prairie Fitness cater to a younger demographic and Hoffman Hall offers more amenities and caters to the whole community. Hoffman Hall needs to also be expanded to NW Iowa and SE Wisconsin."

Generally in favor. People have concerns about user fees going up for the pool. Continue with what the city presently pays? What does the city pay now? (needs to be clarified) Concerns with keeping it operated after the renovation.

Generally in favor. Would really encourage the rehab of the old building. You lose the quality and character if you tear it down and try to replace it. In that sense, I am 100% for the project but yet it all comes down to economic feasibility.

Generally in favor. These are things that needs to be done if it's cost feasible. If the funds could come in and it sustain itself, that would be ideal. Location isn't ideal, have to wind around.

Generally in favor. Would love to see Hoffman Hall used as a springboard for community groups. Need to start supporting kids from birth. Love the swimming pool and multi-purpose rooms will be great. Certainly there could be a bigger project and if the money could do it, that would be great. It would be great to have a boys/girls club facility. Community groups could have offices there. \$100/200 month rent for desk, phone and filing system. Thinks we have some connections with boys/girls club, the old Parks and Rec chair Deena went there. Foundations to look into: Robert Wood Johnson, Eli Lily. Need to associate the project with

"Community Collaboration," "Community Health," and "Alternative Energy." I understand that the schools don't have money but we need to start supporting these kids from birth, we have to many girls having babies that still need parents themselves and we need to start supporting them and the at-risk kids from birth and up.

Undecided. If I can believe no taxpayer money is being used. I would be in support of it. The building is nice enough to save and there is a need for it right now. No taxpayer funds to renovate, but taxpayer funds to operate? Do we have the funds to maintain it properly?

Generally in favor. Very nice facility, the city needs it. They just need to figure out how to get people to use it. Solar power company may have a sour taste in their mouth because of the last mayor and his administrator.

**Question 13: Looking at just the last year of Prairie du Chien’s Parks and Recreation management program, would you say it:**

	%	n
<b>Generally does an excellent job</b>	<b>44.7</b>	<b>34</b>
<b>Generally does good job</b>	<b>43.4</b>	<b>33</b>
<b>Generally does a poor job</b>	<b>3.9</b>	<b>3</b>
<b>Don’t know, unsure.</b>	<b>7.9</b>	<b>6</b>

**Question 14: Do you think that Prairie du Chien has adequate fitness, wellness and recreation facilities?**

	%	n
<b>Yes</b>	<b>56.0</b>	<b>42</b>
<b>No</b>	<b>36.0</b>	<b>27</b>
<b>Don’t know/unsure</b>	<b>8.0</b>	<b>6</b>

**Comments:**

More than average based on our size.

Needs similar activities to a YMCA and they feel the high school/Hoffman Hall is sufficient and it's not anymore. The renovation of Hoffman Hall would be a step in the right direction but still geographic concerns.

They don't really have indoor swimming pools anywhere. A few other fitness areas in town, but not a lot of areas to do leagues and sports.

Not if they do not include the HH renovations, schools are busy with their own programs. Need a venue for adult programs, summer and kids who aren't in sports.

A nice health club facility. The Hoffman Hall renovations could bring those things. The few private clubs now are pretty inadequate and selective on the service.

The city needs more than Hoffman Hall. They're working on bike paths and things like that, but there could always be more adult fitness programs. Played in badminton league and had a blast. Walking track will be very beneficial.

Would not let kids ride their bikes anywhere because it is not safe. People need to be encouraged to walk and pedestrian rules are not enforced. Bike trails are nice, but walking is dangerous due to the highways.

Needs HH renovation. The problem is 600 ppl. with appetites of 60,000. Fund raising is hard here because of the economy.

A facility (like HH) that can handle ALL ages

Curves, fitness center, HS weight room, but these aren't suited for the senior citizens, so there is a need for HH or something like it.

If you include the Hoffman Hall renovation, HS weight room and Prairie Fitness help, but Hoffman Hall is definitely useful and would be beneficial.

They don't necessary utilize all of them, but it is improving.

Things are let slide for way too long. Cecil Park is trying to get spruced up by private donations too. I don't think the city has done a good job funding these sort of things. The community has made it too easy for them and now it's almost expected.

Fitness and wellness

Sunny Star facility - Each of programs in the past has caused people not to want to come here.

I'd like to see it turned more into a "Y" like facility.

It probably does. Relative to what. It's probably OK. Adult options are missing.

They're adequate.

We've got training (Prairie Fitness) Hospital has cardio rehab, used to have swim lessons.

One fitness center. Gymnasium space is woefully inadequate. I like to see kids playing at all levels and ability. We're handicapped in our ability. We need to provide opportunities throughout the year.

We need Hoffman Hall. Nearby communities don't have a lot or any services either. We should charge out-of-towners more but not an outrageous amount that would stall them. Fitness center, even though 24 hours, does not have everything community needs.

It's a strength to keep this going.

In general terms, we're probably OK. Facilities AND outdoors. If you take Hoffman Hall out, esp. during the winter, we do NOT have adequate facilities. I would love to have the facility - a motivator.

% of city people using the facility has not increased.

Yes and no. Yes - Fitness - a couple of options and we have a lot of down time. Indoor activity space - we have a severe shortage. With or without Hoffman Hall - gymnastics in a factory. We have a huge shortage of activity space.

Hoffman Hall. You can do it all there. I heard someone say if it wouldn't have been for Hoffman Hall, I would have been dead.

I get up and walk in the morning. I have everything I need.

w/ Prairie Fitness. How are we perceived in going against. Is there a way to sublease?

It is tough to see what communities like PDC have to offer.

There are some things that are missing. There isn't any handball for instance. But in general, most things are covered.

Hoffman Hall, with its limited capacities, gives minimally adequate facilities.

Prairie Fitness really helped. A lot of families use the pool. I would have asked Prairie Fitness to operate Hoffman Hall. Prairie Fitness is in a leased facility. It has a good program, you can have your membership taken from a credit card. Revenue for Hoffman Hall isn't managed. Only about 20 people use Hoffman Hall. There is a sense of competition with Prairie Fitness.

(What is missing is) more of a family-oriented facility – a TRUE fitness center, accessible to everyone and to kids.

But there is more potential here for growth.

(What's missing) Everything. I've always worked out at home. I've lived in LA, Denver....there's always been fitness centers there. I've always heard people snicker about the facilities here, more in the past than recently.

A walking track, weights, biking, handball. Could make HH something similar. Company sponsored memberships.

There is always a fight for gymnasium time between the schools and other groups.

Hoffman Hall needs renovations just to make it “adequate”

Facilities are spotty – they open and close a lot – there doesn't seem to be much stability. Everything needs to be under one roof.

What they have is not put out in front of the public enough.

If Hoffman Hall closed, then they would be inadequate

Fitness businesses come and go but there are enough facilities if people need recreation or exercise. If we are going to improve facilities, I would hope that the people would use them. If we spend the money to renovate Hoffman, we have to get the people to come. Maybe they need to start some leagues, such as water volleyball, to keep people interested and attending regularly.

Missing - more gyms, indoor walking track, batting cage. Could add tennis courts and another gym with \$2.5M.

Plenty for the size of PDC. Can use hospital, HH and Garmer's court. But I think a lot more could be done with Hoffman Hall in improving the events.

Bike paths, trails, fitness clubs, high schools. Hoffman Hall is a part of that. If HH was gone, it would take a good portion of that out because of swimming/open gym and aerobic training.

There are not adequate tennis courts.

Needs Hoffman Hall. Likes idea of lower level being utilized with walking track/weights

What's missing is there are more things for K-12 students and seniors than for 30-40 year olds.

Daytime summer activities.

Could use better leadership in the management.

The city's facilities would be woefully inadequate without Hoffman Hall.

Bike paths, marina upgrades

Absolutely not. I think that Prairie Fitness is a privately owned, for-profit business and its not here to support the community. The school has their own objectives first and foremost and is not for the community to utilize. We first and foremost use Hoffman Hall."

We should make Hoffman Hall a banquet facility too. We only have 2 places to have banquets and weddings. Hoffman Hall would need to include this for revenue, but a new facility is probably more what we need. We have everything it takes to make us a great little community but we're so slow to get anything going. In regards to the ""Big Box"" situation, those supporters will not support Hoffman Hall. We don't even have adequate boat launches and were a river city. The High school weight room is not really a community weight room."

"It's an ongoing effort. Very conservative community, so approach change cautiously. Starting to go in that direction, we've made some tremendous adjustments. Mike is gaining support and scope around him to broaden usage.

Adequate fitness center, curves, and hospitals even if you take Hoffman Hall out of the mix. Living by the river, lots of outdoor sports opportunities. There's nothing of structure for kids in the area, especially in the summertime.

Everyone knows we need the space, but no one wants to pay for it. It has adequate facilities because of Hoffman Hall. When they tore down the old school, they tore down a gym and now people are complaining that we already do not have enough space. The people who use the facility (kids, elderly and retired) are taken for granted in the sense that people don't realize how important it is to have that facility for them to use.

Need Hoffman Hall to fill the missing gap for the unaccounted age groups. I'm an admin. of a nursing home, they don't want to hike or go to the island, but they would love to go swimming or on a leisurely walk. Trails that we have are noisy and not very nice, plus they are only good for 6 months of the year.

High School facilities are in good shape and they keep updating their facilities but the problem is it's all school related. When looking at complete quality of life, this would be a nice addition for all ages.

Only if they keep Hoffman Hall. There are a lot of outdoor activities but indoor is limited. Unless in a sport, kids and adults don't have access to any facility. Needs Hoffman Hall to fill this void."

Need to encourage and give initiatives for people to get fit. The High School is not accessible geographically and it's hard to know the hours. I think that perhaps accessibility, commerce court facility isn't accessible to everyone (don't have locker rooms) and they skim off to the people really into fitness."

With or without Hoffman Hall, although Hoffman Hall would be a positive addition. Probably short on indoor basketball space. Works with Catholic system and they have trouble finding enough space/ time.

We have high school, two fitness centers and hospital.

**Question 15: Considering the City's elected and administrative leadership as a whole, would you say it:**

	%	n
<b>Generally does an excellent job</b>	<b>23.4</b>	<b>15</b>
<b>Generally does a good job</b>	<b>62.5</b>	<b>40</b>
<b>Generally does a poor job</b>	<b>14.1</b>	<b>9</b>

**Question 16: As you know from the Preliminary Case for Support, the cost for this project is about \$3 million. If the City conducted a campaign to raise funds from private sources and grant funding, do you think it would be able to raise \$3 million?**

	%	n
<b>Yes</b>	<b>33.8</b>	<b>26</b>
<b>No</b>	<b>22.1</b>	<b>17</b>
<b>Don't know/unsure</b>	<b>44.2</b>	<b>34</b>

**Comments:**

Think it's a doable figure but not sure how to go about getting there. Maybe can expect \$500,000 from the community. Hoffman Hall should not be restricted to just residents, should have equal usage rights.

Yes and No. Seems to be a lot of grants/money available if you work at it. Private donations can be a big challenge. Sometimes PDC has some backwards thinking on areas such as this. Don't think out of the box.

It won't be easy, but grants are available, especially matching grants would help people give more.

Would be surprised if we could even get maintenance costs covered. Unless they find a couple of big donors, it won't happen. People are very generous but there isn't a lot of money to go around.

Doing quick math for just PDC, it would be \$500/person, which can be a challenge for some. There are big corporations that get hit up all the time. Where are all the dollars going to come from in this economically tight time?

I think it would be tough. Crawford county is one of the poorest in Wis. Yet, it is a small town that has that sense of community and pulls together, so I wouldn't feel comfortable saying to b/c if people get behind one another, they could make it happen.

Hopeful, but have doubts because I've lived here my whole life and know how people tend to donate. (I wouldn't say that publically).

I would question the whole amount. Good to do at least half but all of it. I question because we are a small town plus the economy.

Going to need some of the corporate players in town to really step up so it is possible.

Would be a tough sell. They'd really have to push it with the major employers. Strike deals with employers, and make sure you have the right people along.

I've heard seniors complain about paying to walk. I don't know what that is.

We tried to raise \$1.2 million at our church - we ended up scrapping the project.

If it was actively promoted, I think it's doable.

And \$3 Millions not enough

If the community gets behind it.

It's positive. It's tough economic times.

Be on offense. Cost I fear is going to turn people off. It's going to be uphill...Early momentum with corporate donors, that's going to be crucial. Grants/Corporate.

I really don't know. This has gone along so long. I don't think it's feasible. It's a very low amount. Nowhere else....

I think it can be done. Depends on generosity.

I don't think there is the ground swell to keep this alive. I don't think there is 50% of the community behind this. You have a generally poor community.

I don't think there is 3 million in PDC. Maximum 1.5 million?

The quality of this promotion would have a lot to do with it. Get out there 20-30 miles away and let everyone know what this facility could offer. It's possible if it was done right - a regional appeal?

Probably not all within the community. Most of the money in the community is concentrated in a handful of families.

Could they downscale? If you could get the community interested in doing it. People are tired of paying taxes. This deal about the roundabouts! Position it as something everybody can use. Work with companies to see if you can work out subsidized memberships, etc.

It would be difficult but possible. It will come down to who believes. It's just getting the right people on board.

Easily, this town is incredibly giving and generous. The Eagles Club, the telethon, the Relay for Life – people get on board and help. It is a very generous community. You should talk to Champion alumni.

To me it (\$3M) sounds staggering. There's a lot of unemployment and the area is not very reactive to change. It will be hard to convince a lot of people that this will be worth it.

\$1-1.5M private.

Privately, no. Grants, possible.

\$1.5M

I think the money is there if you look hard enough. USDA grants?

In a 3-5 year period

It's a lot of money in this economy, but it's possible

Could be successful but will be very difficult.

Where is all the government money going, there should be plenty of grant money for this project.

Can't hodge-podge this project – you have to do it all at once, or you will have the same problems that you have now.

Past history with failed school referendums; Crawford County is on the low end of the economic spectrum in Wisconsin, and people with money in this area are already being pulled in a lot of directions.

\$1.5 – 2.0 million

Certainly, if it was over 5 years.

It depends on who is in charge and how the campaign is run.

It would be a challenge for sure, but fundraising can be done. Other people from surrounding towns use Hoffman Hall and could be approached. With relay for life and other projects, it's just amazing what people will donate. It would be a challenge but with grants I'm not sure. The more you involve school children, the more the building becomes known.

It would have to rely on grants (large majority), probably couldn't rely on private donations. Knows this through his experience with the Island and ball park. Private donations would depend on fund raising activities and aggressiveness. Pool is selling point for this project, gym close second. Convince people of the benefits in keeping it. No other place to put a bigger facility and it would take years to pass and build a new facility.

\$1 Million max from this community.

It's a tough time right now. Probably 1/2.

If people can raise the money, I don't see a problem. But with the economy the way it is, it will be a challenge.

Would be a challenge. Maybe \$2M.

I doubt it – they have their work cut out for them. If they have enthusiasm and commitment, it's just a matter of time. They need to be diligent and not give up.

Once you have a set price in mind, it will help urge others to give.

Fund raising = \$500K

\$1M

The "Fort Fun" playground equipment campaign triggered a lot of excitement, and a lot of people got on board with that campaign – "you had to be part of it". Need to figure out what it was that made that happen and recreate it for this campaign.

Not familiar with grant money that is out there but if you have the right people to research it, you can find the money. Not especially keen on hiring someone to write the grants that anyone could do. In the short term, I do not think they could raise the funds and in the long term would probably run into a major meltdown before funds were fully raised. Even if you renovate everything to be energy efficient, the outside shell of Hoffman Hall is not energy efficient. Possibly look into solar energy for Hoffman Hall.

If possibility, we have to do it this way. My mother calls "giving" rent because it's money I owe for the experiences I get.

I think if you can get the industries and endowments convinced, then it's possible. It's a hard time to convince people. It's going to be a challenge, we'll all have to work for it.

If this study finds we can raise it, then I am all for it.

Thinks \$3.1 is too high of a number and would be really hard to reach. Go to a "bare bones" approach and prioritize what needs to be done. People may not be for it if it seems unnecessary. However, emphasize initiatives to "go green" and involving all ages could be something to peak people's interest.

If you could raise 1/3 through grants, then he would be optimistic. City planner Garth Frable is very good at accessing grant programs, so from that standpoint he would be good for that part. Government role offers some grants too along these guidelines."

Avg. family/person donation \$100-250 one-time. Doesn't sound like an insurmountable amount, but in this economy it would be difficult. How much would be grant and how much would be private donations?

Through grant research and private wealthy donors and if we're creative about it, we could locate state/federal funds. We don't want one big donation because this needs to be a community building. You want a lot of people to have an investment in it. I think that's been the problem with the sculpture park. We need a pyramid of gifts to make the community care, invest and get on board."

The grants are the big question mark. Could see the city raising up to \$1 million, the other \$2 million would have to come from grants. Catholic Dioceses may be starting campaign back up for gymnasium and community center. If done at the same time, it would be difficult to be successful. Catholic population will make or break this goal through support, energy, time, funds and volunteers. Maybe see a good relationship develop between the city (Hoffman Hall) and catholic community leasing/ rental agreement with Catholic to help with operational costs. I'd try to get the city and catholic community on the same page.

It's realistic, but not sure if that could happen. There are wealthy citizens, but not sure if they would want to help.

**Question 17: Who do you think would be the five largest donors to this project and what amounts do you think they could give?**

Potential donors mentioned by interviewees in response to this question will be shared during confidential meetings with campaign planners.

**Question 18: Can you tell me who you think should be asked to lead a fundraising campaign for this project?**

**Leadership Nominations Followed by Number of Mentions**

Tom Ferrell (HHC)	22	Prominent Businessmen	2
Dr. Mike Garrity (HHC)	10	Tom Nelson	2
Pam Ritchie (HHC)	7	Andy Banasik	1
Roy George, Jr. + Family	5	Bill Adamany	1
Mike Ulrich (HHC)	4	Bob Moses	1
Cheryl Mader	3	Connie Achenbach	1
Frank Weeks	3	Dale Klemme	1
Fred Huebsch	3	Eleanor Lybeck	1
Hospital Representative	3	Eric Friedylund	1
Jim Hutchinson	3	Garth Frable	1
Mayor/ City Admin.	3	Harold Brown	1
Aaron Kramer	2	Jean Titlbach	1
Bill Wessling	2	Judy O' Kane	1
Blair Dillman	2	Kathleen Hein	1
Gary and Kathy Koch	2	Mary Kay Lang	1
Geri Kleusner	2	Rory Meisner	1
Jack Kluesner	2	Steve Miller	1
Jim & Margaret Walz	2	Steve Welters	1
Paul Einko	2		

**Question 19: Are there other major fund drives in the area that might have a negative impact on a fund drive for Hoffman Hall?**

	%	n
Yes	52.0	39
No	46.7	35
Don't know	0.0	0
No Comment	1.3	1
<b>If yes, list names and amounts</b>		<b>53</b>

Some organizations have routine fundraisers but no capital projects.

Just little donations for every little organization. Downtown Revitalization - Twice a year for budget \$10-20K

PDC Memorial - looking at hiring foundation coordinator. Sculpture Park - couple hundred thousand. Expects school board to come back with another referendum or campaign for "Big Box."

Sculpture Garden - \$70,000/sculpture x12, Catholic Comm. Gymnasium"

Sculpture Park, Vets memorial

Schools - would like to get bigger gyms, but would most likely go after grants.

United Way - constantly raising, Cajun fest - keep ball diamonds open (raise money for bball diamonds used from Apr-Sept and not much money going to Hoffman Hall, which is year round.)

American Cancer - yearly fundraiser, Relay for life, little fundraisers year round, If they schedule smart, they shouldn't have a problem.

Veteran's Memorial - \$100,000, Nothing of this caliber. Catholic School did a campaign a few years back and they're still talking about it now, but haven't heard anything official

Sculpture park - \$1.4 million, Veteran's memorial - \$75,000 (3-4 years), Hospital Foundation - \$2 million - \$3 million JULY, Museum -\$900,000 - Working with Campion alums on Sunday. 2,300 members - meeting is this weekend. Times tough because of economics. Look at clinic Recognition. hiring director - enlarging ER Rehab, Surgical

United Way - significant issues in fund raising in last year. No direct will. Hospital - ???

Catholic churches - \$40,000-50,000 sound systems. Catholic schools - always asking for money, Badger Camp, Animal shelter - \$200,000

Campion Exhibit & Museum - \$750,000, Ballparks - \$320,000-400,000

Faith in Action group does some fundraisers, Statue project at the ball fields.

Big Box

Catholic school's gym - \$1 Million, \$300,000 cash pledges

St. Island Park? Baseball fields?.

School - Big Box concept, Helen Holmes from California sent \$300,000

Catholic Church Gym, Sculpture Park, Memorial Gardens

My focus is the pool. 4-5:30pm is not a big draw. Hoffman Hall hours are inconvenient...there should be an evening option. Maybe even at the expense of the afternoon rate.

But there is always some pull.

There's talk about a new library, maybe a marina.

Rumors about a big project in the McGregor....

Hospital, Church's new gym

Legion cancer research - telethon

Bike trail?

Hospital, Children's Ranch

Prairie du Chien Hospital – plans for future potential remodel or construction of hospital facility and fundraising for hospital foundation. Amounts unknown.

Marquette Wetlands Center - \$250K

Catholic church school fundraising drive that failed – probably due to leadership issues within the parish

Baseball complex on the island, Sculpture park on the island, Memorial gardens on the island, Was talk of a library expansion or replacement that that seems to have died down

Prairie Catholic – school gym – 600K

War memorial

Everyone has their own time period where they are fundraising.

Everyone is looking for money here and there, None on this scale

Hospital expansion/renovation, Children’s ranch (ongoing support)

Prairie Catholic – ongoing fundraising, Eagles telethon in January, United Way in spring

Vets memorial, Baseball field, Public school

Sculpture garden, Hospital, Veteran's memorial

Catholic gym

Ball parks, 24 Hr. Fitness

Probably the only potential major issue is: The Crawford museum who is doing the Campion exhibit, still may have a little impact. Dr. Garrity told me that Gunderson Lutheran is going to be starting a campaign for their LaCrosse facility. I think that may have an impact because the Gunderson foundation could be a significant donor to our cause.

Catholic Community- endowment fund and capital campaign in the past. It's an ongoing battle. How many times can we go to the well and ask for more funds before it dries up. How deep is it?? All goes back to how important the individual project is.

Mississippi River Sculture- 2 million, Memorial Garden

Museum is reaching out to a lot of Campion grads. Trying to raise \$1 million. People feel museum may have stolen donors from Hoffman Hall. Past mayor tried to make Campion alums turn Hoffman Hall into Hall of Fame, now talking about adding building to museum.

Sculpture Park, Fort Crawford Museum - is going after Campion alumni for Hall of Fame. They campaign annually as well.

Annual fundraisers here and there but nothing significant, I don't think there's ever been any fundraiser that's ever been this significant.

But the school district tried to pass the "Big Box" initiative; might look into doing a co-op with the school district to gain increased support and speed. Will need to work with the county as well.

Sculpture Park, Vets Memorial and Downtown Revitalization.

Sculpture Park- wouldn't compete with Hoffman Hall. The hospital is talking about doing something but it will take them a couple of years to pull together, this is a good time for Hoffman Hall, but they need someone who understands fundraising.

Potential Catholic Community, new gymnasium - \$1.2 million Vets Memorial

Sculpture Park- about 1 million, Memorial Gardens, don't need a lot. About 100% volunteer.

**Question 20: If the city were to launch a fundraising effort to pay for the Hoffman Hall project, would you be willing to serve in a leadership or volunteer capacity?**

	%	n
<b>Yes, depends on</b>	<b>40.8</b>	<b>31</b>
<b>No, depends on</b>	<b>31.6</b>	<b>24</b>
<b>Maybe, depends on</b>	<b>28.9</b>	<b>22</b>

**Yes. Depends on:**

Who else is involved. Would need to believe in committee's dedication and commitment.

Volunteer

would do either

myself and Gunderson

Volunteer - not a leadership capacity. Too much other stuff to do.

I'd help whatever I could. I can't handle books.

Would like to help if not a conflict

I would write a deal. Until the city shows me they're going to put in 1/3 of the money or better.

In some capacity

would consider...

volunteer

Volunteer

Not leadership.

Not leadership.

Volunteer

Would volunteer if no conflict of interest with other commitments

Volunteer - don't have enough connections to be the leader.

Not leadership

limited volunteer, not for fund raising

look at answer to question #3 (Is willing to lead)  
volunteer, help w/ typing and mailing  
time commitment and level of involvement  
absolutely as a volunteer. Leadership as an outreach from the surrounding community.

**No. Depends on:**

Because he is the chairman of Children's ranch  
not my specialty...  
too busy  
I'm trying to cut back - Hospital conflict  
time commitment  
Driving force behind this is the pool. The pool is the focal point. Small number of users....probably 30 dedicated people that use the pool.  
I'm not good at this at all. I'd be the one with the shovel.  
No available time  
Hands are full already.  
Not a WI resident.  
Too busy.  
Not as these plans are drawn.  
I don't use the facility so I feel as though I am not involved enough.  
Needs to get a younger group.  
Gone for four months in wintertime.  
Because of time constraints, possibly volunteer in a small capacity.  
At this point, has too many irons in the fire. Industrial committee, 4 kids, coaching and parish committee

**Maybe. Depends on:**

Answers to geographic and budget  
Commitment...something small, she would volunteer. Just got off PDRI board and cemetery board. Just resigned from Design and Preservations Committee  
Commitment. Is county supervisor and pretty tied up there. Would volunteer.  
Volunteer, not leader. Too busy with his two offices.  
what they would need me to do  
I would do what I could

time commitment

as time allowed

time commitment would be the issue

time committee - or what kind of

Time commitment

Unsure. I could always do some phone soliciting.

Time involvement. I'd like to see a strong committee, well organized.

Not fund raising or leadership.

What it is. Always call and ask.

I'm willing, if my arm is twisted enough. I am also involved in other clubs.

How much time family will demand. Depends on who else is involved.

Undecided at this time – I love to volunteer but not sure if I can commit.

I would do what I can. As the newspaper, we would give the support. Otherwise, I'm pretty busy and somewhat burnt out on the idea. I want to see it succeed, but I do not want to go door-to-door again. (Already did that for the Catholic campaign.) a little volunteering. Needs some indians behind the project. "I'm a leader by doing" but what you need is an innersome strong leader. Randi Kluesner would be a great asset to this company.

Already president of council. Would be good at convincing others to volunteer.

where she is in her life, but yes she is willing to consider it.

**Question 21: Please review the following gift ranges and indicate where your (and/or your company's) gift would fall if the campaign were to be conducted at this time. (Keep in mind multi-year pledges probably would be accepted and whatever is said today will not be binding.)**

	<b>%</b>	<b>n</b>
<b>\$300,000 or more</b>	<b>1.3</b>	<b>1</b>
<b>\$250,000 to \$299,999</b>	<b>0.0</b>	<b>0</b>
<b>\$200,000 to \$249,999</b>	<b>0.0</b>	<b>0</b>
<b>\$150,000 to 199,000</b>	<b>0.0</b>	<b>0</b>
<b>\$100,000 to \$149,000</b>	<b>0.0</b>	<b>0</b>
<b>\$75,000 to \$99,999</b>	<b>0.0</b>	<b>0</b>
<b>\$50,000 to \$74,000</b>	<b>0.0</b>	<b>0</b>
<b>\$25,000 to \$49,000</b>	<b>2.6</b>	<b>2</b>
<b>\$10,000 to \$24,999</b>	<b>6.5</b>	<b>5</b>
<b>\$5,000 to \$9,999</b>	<b>9.1</b>	<b>7</b>
<b>\$1,000 to \$4,999</b>	<b>33.8</b>	<b>26</b>
<b>Under \$1,000</b>	<b>27.3</b>	<b>21</b>
<b>Don't know</b>	<b>16.9</b>	<b>13</b>
<b>I/we will not give</b>	<b>2.6</b>	<b>2</b>

**(If will not give) What would have to change in order for you to be willing to give? 32**

Depend on actual plans, would have to talk with husband

Needs to discuss with wife

I know some people have concerns with the prison being so close to the facility, but it's been in the community long enough that it's not a concern for me.

Do you notice a lot of foot traffic in Culver's from HH? It's hard to tell because of the drive thru and if people don't say they were just there, I wouldn't know.

Woodward Foundation (Telegraph Herald) has grants if you ask appropriately.

Planned gift?

Between \$1,000 and \$9,999 Annually 11 Foundation limits.

In tandem with associate (co-op paying) \$1,000-\$9,9999

Economy would have to take a turn. Scale it back - out on pool - make some deals with that. State 'shared revenue' would have to be secure

WILL THERE BE AN IMPACT ON PROPERTY TAXES? This HAS to be answered.

Under \$100. The city's tax base is #300 million.

Perhaps \$500 a year to support. Pledge/Maybe

Campion outing

Maybe contingent on world of medicine. Hoffman Hall is seen as a Senior Citizen's Facility. Hours are inconvenient. Most working people can't get away during the work day.

unsure

Needs to be comparable with other community's facilities.

Waiting to see how the project goes before a committee.

My contribution would be potentially greater if it were a brand-new facility. If a fill-in amount is needed to reach the goal, I would consider.

Need notes on how it will be supported once it is finished.

My employer typically doesn't support small-town initiatives as well as they do bigger-city projects. But, if proper recognition was given, they could potentially support this project.

I am committed to the Prairie Catholic gym project. If more gym space was added to Hoffman Hall, I would donate to both.

Business and Personal Donation

In his position, as an elected official needs to be careful in who he donates too and choose wisely. More able to put in the work and volunteer than offer monetary support.

\$5,000-24,999 both highlighted

3M does seem to want healthy employees and to attract professionals.

My business is a non-profit so we probably wouldn't be able at this point to make an organizational gift. We are trying to raise \$1 million for an incubator kitchen (mostly government money), but should not conflict with Hoffman Hall campaign. I would love for our organization to be able to give since this project would benefit us.

He is in the process of selling off property so financial status could improve.

Would of course have to speak with Husband

It's hard for me to say because I will be a bit skeptical and need the details. Company could do \$10K to \$25K over 3 year period. People from outside communities are supposed to pay more but people in PDC choose to live there so it's not my problem the taxes are so high.

Garth needs to look into state/county money opportunities. Maybe bonds and tax breaks from the state/ county.

We donate a fair amount every year to something in PDC area.

Business/ personal multi-year pledge

**22. Are there issues or topics in connection with this project that we have not covered but that you think are important?**

**Answered 61**

**Skipped 16**

Need to incorporate a plan to fund the operational and ongoing costs. I think the UWM alumni has programs where you fund a chair, you could fund a lifeguard or trainer. Have donor recognition levels.

The problem is not as much if we should fix it, but who is going to pay to run it later?

Possibly invest some training in Mike to send him off to a Boys or Girls club to learn about making it a self-sustaining facility.

Structure Hoffman Hall like a YMCA or Boys/Girls club to make it self- sustaining on user fees and not city money.

Biggest issue is exact cost to maintain after renovation. Would usage go up to help offset costs at all?

It seemed like the facility was underutilized and how would it be marketed to be better utilized in the community?

Better communication on where to find information on hours and activities. A clearer website with all this info"

PDC is a tough town to get everyone pulling in the same direction for a common cause. Some communities can get leaders to spearhead causes/campaigns and PDC isn't that sort of town. The people you need to lead do not step up and lead.

Really wanted to focus on this being as "green" and efficient as we can. "Greenroof" initiative, pervious blacktop, recycled furniture. Hoffman Hall needs to be at the forefront of that initiative and set as example.

Interested to know how they would figure out costs for people to use it.

State Main Street meeting - town was smaller than PDC and they renovated something similar to Hoffman Hall on private donations. If they can do it, we can do Hoffman Hall.

Nothing, other than sustainability.

What are the usage fees going to be? (Have to have a finished place to make people members). The nice thing is these past few years, people are getting off their couches.

I think it's a good facility and the town needs it. Wished we did it a few years ago when the town wasn't so worried about money and the future.

Is this city going to have someone on board to help raise funds? Do you have the staff & infrastructure to raise this?

Engage civic business leaders, not assistants.

People are going to be more selective. Emphasize funds stay local - let the community take charge. Very open books - arm's length for the city.

Emphasize the multi-age use this facility will have. NOT JUST for the elderly, NOT JUST for kids. Out-of-town areas are not paying enough to use our facilities. They bring in the kids for swimming. These are our tax dollars. Out of towners are not pulling their weight. Relieve our taxes.

Ongoing operations costs. People will want to know about this. When the city got the building, we didn't run it very well. When the city first got it, there was kind of a 'dud.' Formulate a good plan for memberships.

My whole concern - who's going to continue to pay for it? Timing. No. 1 issue is ongoing maintenance and operations. Is it an affordable need?

It costs so much to heat that building. The electric cost is unbelievable. You've got to get efficient units in there. We've got a new mayor - not much turmoil. People in Prairie are different. They don't get too excited about things. Going to have to redo the parking.

Location. Hoffman Hall located in SW section of city close to county line. Residents south of county line that separate.

It's not enough to justify this kind of spending. This might not be a priority in the community. Basic infrastructure is looking for a basic campaign. Yearly sponsorships- Ad space rental in gym.

Ball park is \$500 a year to have a sign on wall, but it's donor recognition none the less.

Family-named bricks"

Ask Tom Ferrell if he sees the Catholic community supporting this. I think it'd be a great thing for the community if we could do it.

Location is not necessarily ideal. I like to work out in the morning. I work out in the basement - location is not convenient - convenience issue.

Task force Report - survey instruments were only available at a minuscule. Prairie is using the facility - usage numbers are not accurate. They're basing everything on the flate rate for DOC. Answer tax questions. We would lose membership for membership prices. We would lose out of state people.

Political landscape - internal issues are a big turn off. Infrastructure problems and a massive debt load. Taxpayers are getting MAXED out. There's a lot of other issues the city needs to work on. They have enough.

Two-thirds of the kids are on lunch aid in school. Low wages - blue collar - entrepreneurial spirit is STRONG

"Liberal" - this doesn't create jobs. Who's your base that's going to buy into it?"

Hunting and fishing community - guys who go out and fish for bass are opposed to talking a walk. Change the paradigm. Story about changing lifestyle to working out at 4 a.m. in Madison. The community has to change its thought process. Look at the cost of healthcare in an unhealthy community.

You have to get the right guys running this thing - and they don't know about this project. How are monetary gifts handled? Investment/Advisory.

No surprises - educating the public on the various ways they can contribute, charitable trust, etc. Explore the tax aspects if gifting to this as they're encouraged to do."

I support for physical fitness. We have a very unhealthy city. How to sell this to the community - they need to revamp the whole idea of Hoffman Hall. I'm pro-kid/pro-family. At least change the city of Prairie du Chien.

No. My comment is simply this - I had one reason to use the facility. If I had to train for a triathlon, having this facility available allowed me to do something I wouldn't ever have dreamed possible. I'm happy to have that opportunity. It would be a shame for other people not to have that opportunity.

There should be a well thought-out campaign that begins to educate the community on the importance of health for well-being and for success. Some people think this is for others – for those who have the time, or for someone else. But it's for everybody. This should be sort of a pre-campaign campaign.

I'm just concerned you're not going to have that many people interested in having the renovation done. Position it as a community center – make the steps useful – make it exciting, so people are saying, "Oh, yeah! Let's go to Hoffman Hall!" People have to know it's easy to get in – there's really nothing there now to attract people. We need a banquet area, something people could rent out for weddings.

The School District has to be on board with this. My son's basketball team has a hard time finding gym space. The district has to support it both in terms of fundraising and cooperation in programming so the school can use the space.

It needs to be really, really transparent. It needs to be in VERY simple terms. Make sure everybody understands private gifts. The scope of fund raising needs to be broad. Include Iowa. Try to work out deals with employers on memberships.

Be sure that you understand the difference between large and small towns. Be conservative! I'm afraid of the price tag!

Yes - company sponsored memberships to the facility.

I'd prefer a new building.

Need to find a program to work with the University's extension program. Head Start or child care would be great. Partner with government programs to get better rates.

Would like to see Hoffman Hall run more like a business. City could have taken better care of this in the past.

I am a bit jaded from a past experience working with the city to build a new pool years ago. It's about time we focused on Hoffman Hall.

"Need to do even more marketing of the Hoffman Hall facility – not only for the fundraising program, but for the facility itself and the recreation programs. Need to reach out to newcomers in the area and to the surrounding towns. As a newcomer, I was not aware of the Hoffman Hall facility for the first few years that I lived here. Also the admission prices and membership prices should be the same, whether you live in the city or not. I am not a city resident, but live in an outlying township and pay taxes to the Prairie du Chien school district and am subject to the higher prices, even though I work and shop in the city.

Perhaps a membership should be a benefit that could be associated with a certain level of giving. They are losing a lot of potential revenue and valuable resources by keeping the surcharge on non-residents – drop the fee!

The present facility is too large for a town this size. It would be realistically cheaper to build a new facility for the amount of money we're talking about. Have to consider funding for ongoing costs, handicapped-accessibility costs and other future improvements.

Put this issue in front of the voters as a referendum. The study must make sure this is feasible. If the revenue can't cover the operating costs, then it shouldn't get done.

"How do we find out if the general public is behind this – have they ever been surveyed? What if we get 2-3 months into a capital campaign and find out that businesses and people are not in favor of the project?"

How have capital campaigns in general fared in the last 12-18 months, considering the economy, high unemployment and shrinking 401k plans?

Prairie du Chien and Crawford County are not flush with money. Many people are on fixed or limited incomes. This is one of the poorest counties in Wisconsin and the property taxes are already too high, especially compared to Iowa's.

What kind of population are we pulling money from for the campaign? I would like to see how much we have to raise per capita or per household or per business, and this would tell me if the project is doable.

The city didn't budget for repairs or maintenance for the last 10 years. If they did that, they wouldn't need \$3 million today. They need to budget for the next 10 years of maintenance and repairs.

I think it's a good idea to get the feelings of the public. The city should have bought it when they had the chance.

There were opportunities to work with the city and the public schools to build a new community pool and water therapy facility a few years ago and that did not blossom, so the hospital built its own water therapy facility. Those past opportunities do not exist today due to the city's focus on saving Hoffman Hall.

I'm pleased the city is trying to do something with the building.

There are two people on the city council who will vote no, even if someone came in and donated the entire amount and left even more as an operating endowment. You have to convince people like that of the worth of the project.

We have 10 years of momentum with the indecision on this building's future. People still think that the city wants to close Hoffman Hall.

Need to emphasize that it's only a 40+ year old building and that it has a solid foundation. Two-thirds of the buildings in town are older, and nobody wants to tear all of them down."

Information is needed for the citizens to understand how a project this size was successful in similar-sized towns, including testimonials from those towns. Also would like information on how the ongoing operations will be funded and completed.

If they could run a campground on the island and collect fees, they could use those fees to help support Hoffman Hall. They mow the grass already, the police patrol the area and the start-up costs wouldn't be that great since most of the infrastructure is already in place. This could be part of a long-range plan that could pay a loan back in the process.

What will keep me here? Hoffman Hall is an example of something that would keep the newly retired in the community. These are people who have some money, whose homes are paid for and who have time to volunteer and amenities like this are assets that will help keep them in this town.

Hoffman Hall is a strategic economic development tool.

If this community can raise \$3 million, they certainly will have enough invested to make them feel motivated to keep the operational costs covered and the city council should find some way to see it fit that the operational costs are covered.

Once we get the report and have all of our questions answers, I'll make sure to have a conversation with those city council members who have an issue to make sure that when we get to meeting night, there isn't any questions.

If it's a community center, we need more and if it's bigger then we need more staff. Are we limiting the potential usage by just keeping it a gym and a pool?

PDC is just a tough nut to crack when it comes to getting them to support anything, they're just an apathetic bunch. Most of the people just want to sit back and watch others do the work and have the money come out of someone else's pocket.

Project is awfully ambitious.

Could we do this better with a new facility and keep Italian marble for the new place?

Glad to see this getting started. This is a real, positive direction for the community. Whether or not the project happens, the community is getting behind the project. This is a facility to improve the quality of life. PDC is a poor city but we use it as an excuse too much. If we can do this, we can do anything.

Hopefully all the council members come in and offer their opinions. Would like to find a way to do this without going to referendum if it can be funded privately. We probably have some selling to do on the council.

Fee difference between PDC and non-PDC needs people from outside area. I have 100 people on my payroll and they all spend money over here whether or not they live here. They are all willing to pay to participate but need to break down that "us vs. them" barrier. Taxes here are already way too high and for Prairie to think those people should make up the tax difference, that barrier is going to be a problem.

I think it's how you sell it and what you focus on to make it successful. City projects are hard to get private donations. In this economy, it will be difficult to get into the pockets of the big hitters.

Mike has a good handle on getting programs going but the main selling point would be plans to make it self-sustaining.

PDC can be kind of a gnarly place. There are a lot of people here (Ohio State does research here) who have been here their whole life and are stuck in the past. Know the history, but can be afraid

of change. Ran me out of town because of the roundabout issue, but can't let those people stop you because it is right for the people who help.

The location serves as a big question and the relationship with the new expressway (done in 2012).

## Appendix B – Survey Instrument

**FEASIBILITY STUDY  
Survey Instrument  
City of Prairie du Chien, Wisconsin  
Hoffman Hall Renovation**

*Thank you for giving us some of your time. Our firm was engaged by the City to determine the feasibility of conducting a capital campaign to raise funds for a renovation of the Hoffman Hall Recreation Center. Our interview is confidential and anonymous. Our final report will include a list of the individuals we interviewed, but nothing in the body of the report will be attributable to any one individual. Do you have any questions before we proceed?*

### **General Background**

1. How long have you lived in the Prairie du Chien area?  
0 - 5 years.  
6-10 years.  
11-15 years.  
16 or more years.
2. Do you personally use the Hoffman Hall facility?  
Yes. How?  
No. Why?
3. *(If no)* Have you ever been in Hoffman Hall?  
Yes.  
No.
4. Do your family members use the Hoffman Hall facility?  
Yes. How?  
No. Why?

**Preliminary Case for Support / Opinion of Project**

1. Did you read the Preliminary Case for Support that we sent to you?  
Yes.  
No.  
(If “no,” briefly review the Preliminary Case for Support).
2. Is there anything in the Preliminary Case for Support that you find inaccurate, or with which you disagree?
3. Is there anything in the Preliminary Case for Support that strikes a chord with you, or with which you strongly agree?
4. Was it absolutely clear to you what the City intends to do with any dollars raised for this project?
5. Is there anything about the Hoffman Hall plan that you thought was missing from the Preliminary Case for Support?
6. Is there anything in the Preliminary Case for Support that leaves you with unanswered questions about the City’s intentions or about Hoffman Hall?
7. Is there anything about the Hoffman Hall renovation plan that you think should be changed? Please elaborate.
8. After reading through the Preliminary Case for Support, would you say that you are:  
Generally in favor of the Hoffman Hall renovation plans? Why?  
Generally opposed to the Hoffman Hall renovation plans? Why?  
Undecided on whether you favor or oppose the Hoffman Hall renovation plans?  
(If undecided) What additional information would you need, or what circumstances would have to change, to help you make up your mind?

**Image and Reputation of Project Champion**

1. Looking at just the last year of Prairie du Chien's Parks and Recreation management program, would you say it:

Generally does an excellent job. Why?

Generally does a good job. Why?

Generally does a poor job. Why?

Don't know/unsure.

2. Do you think that Prairie du Chien has adequate fitness, wellness and recreation facilities?

1. Yes.

2. No.

3. Don't know/unsure.

*(If no)* What is missing?

3. Considering the City's elected and administrative leadership as a whole, would you say it:

Generally does an excellent job. Why?

Generally does a good job. Why?

Generally does a poor job. Why?

Don't know/unsure.

**Fundraising / Willingness to Lead, Support and Give**

*We're going to talk about fundraising. Some of the questions will be about fundraising amounts, and we realize we are talking today about estimates and not hard-and-fast amounts. Just give me your best estimates.*

- 1. As you know from the Preliminary Case for Support, the cost for this project is about \$3 million. If the City conducted a campaign to raise funds from private sources and grant funding, do you think it would be able to raise \$3 million?  
Yes.  
No.  
Don't know/unsure.

*(If no)* What is the maximum amount you think could be raised?

- 2. Who do you think would be the five largest donors to this project and what amounts do you think they could give?
- 3. Can you tell me who you think should be asked to lead a fundraising campaign for this project?
- 4. Are there other major fund drives in the area that might have a negative impact on a fund drive for Hoffman Hall?

Yes

NAME _____	AMOUNT \$ _____

No

Don't know

No comment

- 5. If the city were to launch a fundraising effort to pay for the Hoffman Hall project, would you be willing to serve in a leadership or volunteer capacity?  
Yes **Depends on:**  
No **Depends on:**  
Maybe Depends on:

- 6. Please review the following gift ranges and indicate where your (and/or your company's) gift would fall if the campaign were to be conducted at this time. **(Keep in mind multi-year pledges probably would be accepted and whatever is said today will not be binding.)**

- a. \$300,000 or more
- b. \$250,000 to \$299,999
- c. \$200,000 to \$249,999
- d. \$150,000 to \$199,999
- e. \$100,000 to \$149,999
- f. \$75,000 to \$99,999
- g. \$50,000 to \$74,999

- h. \$25,000 to \$ 49,999
- i. \$10,000 to \$ 24,999
- j. \$5,000 to \$9,999
- k. \$1,000 to \$4,999
- l. Under \$1,000
- m. Don't know.
- n. I/we will not give.

*(If will not give)* What would have to change in order for you to be willing to give?

- 7. Are there issues or topics in connection with this project that we have not covered but that you think are important?

*Those are all of the questions I have. On behalf of the City of Prairie du Chien, thanks, again, for giving us your time. Do you have any questions before we finish?*

## Appendix C – Preliminary Case for Support

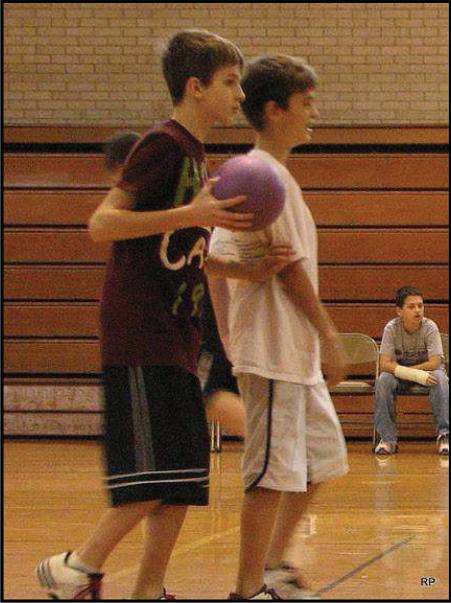
### Prairie du Chien, Wis., Hoffman Hall Renovations Preliminary Case for Support

#### Introduction: An Exceptional Opportunity

Built in 1962 as part of Champion High School, Hoffman Hall was transferred to the City by the Department of Corrections in 2000. For almost 50 years, families and citizens of Prairie du Chien have utilized Hoffman Hall to bring the community together through recreational activities and city-sponsored events.

Hoffman Hall’s 42,750 square feet include a gymnasium; a heated Olympic-size indoor swimming pool and locker rooms; a meeting space and concessions area to accommodate up to 100 people; an aerobic/fitness area complete with mats, mirrors and exercise equipment. The facility is used by youth, adults, seniors, civic organizations, and school sports teams.

Over the years, the facility has begun to show needs for renovations in order to keep it available to the public. Based on several structural and operating needs, the city is proposing a major renovation estimated to cost about \$3 million. The structure is sound. The building, which includes materials such as Italian marble that would be extraordinarily expensive to replace, is a prime candidate for preservation. Hoffman Hall gives Prairie du Chien an exceptional opportunity to create a recreation and gathering center that would be the envy of much larger cities.



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*“Prairie du Chien is a city of approximately 6000 people, with no real community or activity center. Although not designed to accommodate such a role, given the way the Parks and Recreation Department has made use Hoffman Hall, it has come as close as possible...Hoffman Hall not only accommodates activities for the youth. All facets of our community can take advantage of the activities offered. There is no other facility in this city that can provide so much or whose use can be maximized in this way.”*

**-- Timothy C. Baxter, District Attorney**

## Background: A Community Connection Place

Health and recreation are important to every community and the citizens of Prairie du Chien need a public venue where they can connect with their neighbors and improve their quality of life.

Fourteen volunteers help in the daily operations of Hoffman Hall, putting in over 4,320 hours per year. In 2009, the city employed 24 part-time staff to help run the center. The hall offers the only Olympic size indoor pool in the area, averaging 40-50 users a day with 30 active lap swimmers. The fitness programs offered at Hoffman Hall feature the area's most experienced instructors and provide various exercise classes for about 20 people per day. Many of Prairie du Chien's High School teams practice and play games at Hoffman Hall and multiple intramural leagues also utilize the facilities every year.



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*“Hoffman Hall is one of Prairie du Chien’s best facilities for all age groups. As senior citizens my husband and I have been so happy to be able to have a place that makes it easy for us to exercise ... My husband uses the pool for water walking. He, like a lot of seniors, finds it easier for your joints if you exercise in water. It’s one of the ways to keep healthy.”*

**- Jeri Kluesner**

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Hoffman Hall provides more than just a fitness outlet for the residents of Prairie du Chien. The city also sponsors many special holiday events, fairs and programs at the center. Over 1,200 visitors were scared at Hoffman's Haunted Hall and 400 kids participated in the Monster Mash co-sponsored by the PDC Correctional facility.

Another feature that is often overlooked is the structural beauty that Hoffman Hall adds to the community as a historical landmark, one that needs to be preserved and restored for future generations to appreciate and enjoy.

## The Project: A ‘Fit’ for Prairie du Chien

The proposed renovations to Hoffman Hall are designed to fit the needs for all of Prairie du Chien’s residents, as well as those in nearby counties.

Anticipated new features designed to accommodate people of all ages include:

- Refurnished locker rooms for both men and women;
- Four multipurpose rooms adjacent to the gymnasium;
- Movable gym partitions and dividers for optimal space utilization;
- Updated bathroom facilities on all levels;
- Refurnished lobby, concessions area and bleachers.

Structural updates to increase energy efficiency and structural beauty:

- New electrical and heating system;
- New exterior windows and translucent panels along pool;
- Restore foundations in designated areas;
- New walkway and entrance canopy;
- Fire protection on all floors;
- Roof repair in water-penetrated or weathered areas.

*“The use of your facilities on a year-round basis will provide a special opportunity for ... children to benefit from a direct program in sports and physical fitness.”*

**President John F. Kennedy,  
March 29, 1963 – on the occasion  
of Hoffman Hall’s dedication.**  
*(Complete letter attached at end)*

Many “green” elements such as a high-performance HVAC system and interior materials made out of recycled content have been added to the renovation plans. The pool vicinity will be a significant area where “green” initiatives such as a pool cover and heat condenser could help make energy costs lower as well as utilize the excess heat to benefit other regions of the building. Total cost of the renovation is estimated at approximately \$3 million. The city intends to finance the project exclusively with private donations. To build a new facility that is similar to Hoffman Hall would cost approximately \$7.7 million.

The City of Prairie du Chien seeks partnerships with individuals, corporations and fund-granting agencies to make the renovations of Hoffman Hall a reality. Already in 2010, the City of Prairie du Chien was awarded a \$225,000 energy-efficiency block grant from the Wisconsin Department of Commerce and Office of Energy Independence. The purpose of the grant is to increase the energy efficiency of Hoffman Hall through such improvements as new windows and new heating and cooling systems. Prairie du Chien was awarded this grant in the first round of applications accepted.

## Benefits to the Community: Serving Physical as Well as Economic Development

*“Seventy-five percent of the 25,000 visits per year to Hoffman Hall are directly related to healthcare. Young people are building healthy bodies and adults are maintaining and rehabilitating their health. This is a huge asset to medical care in the Prairie du Chien area.”*

– Michael S. Garrity, M.D.

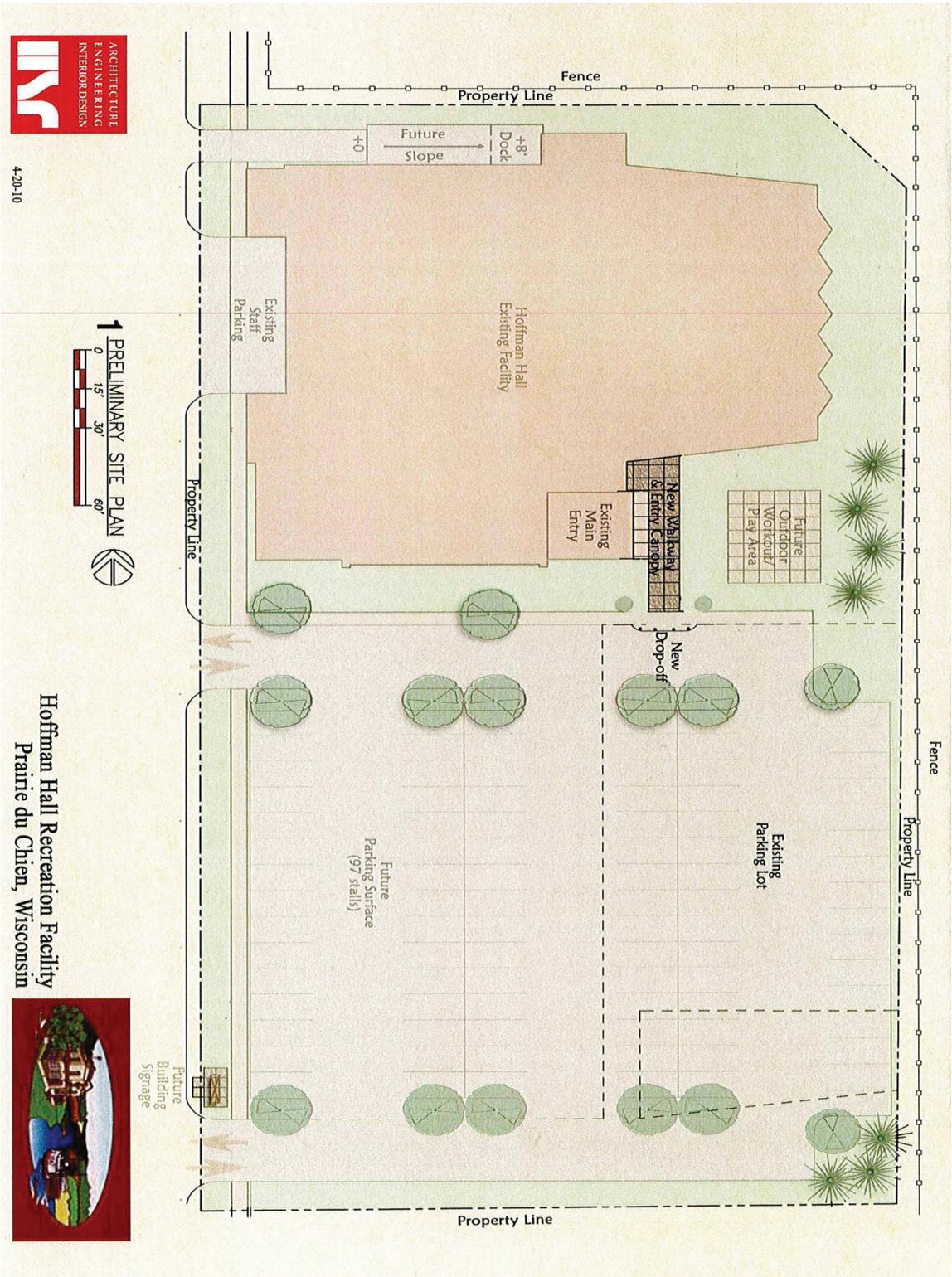
The benefits of the restored and updated Hoffman Hall will extend beyond the needs of people who will use the facility. The entire city and the surrounding area will realize benefits in the areas of both economic development and health and fitness.

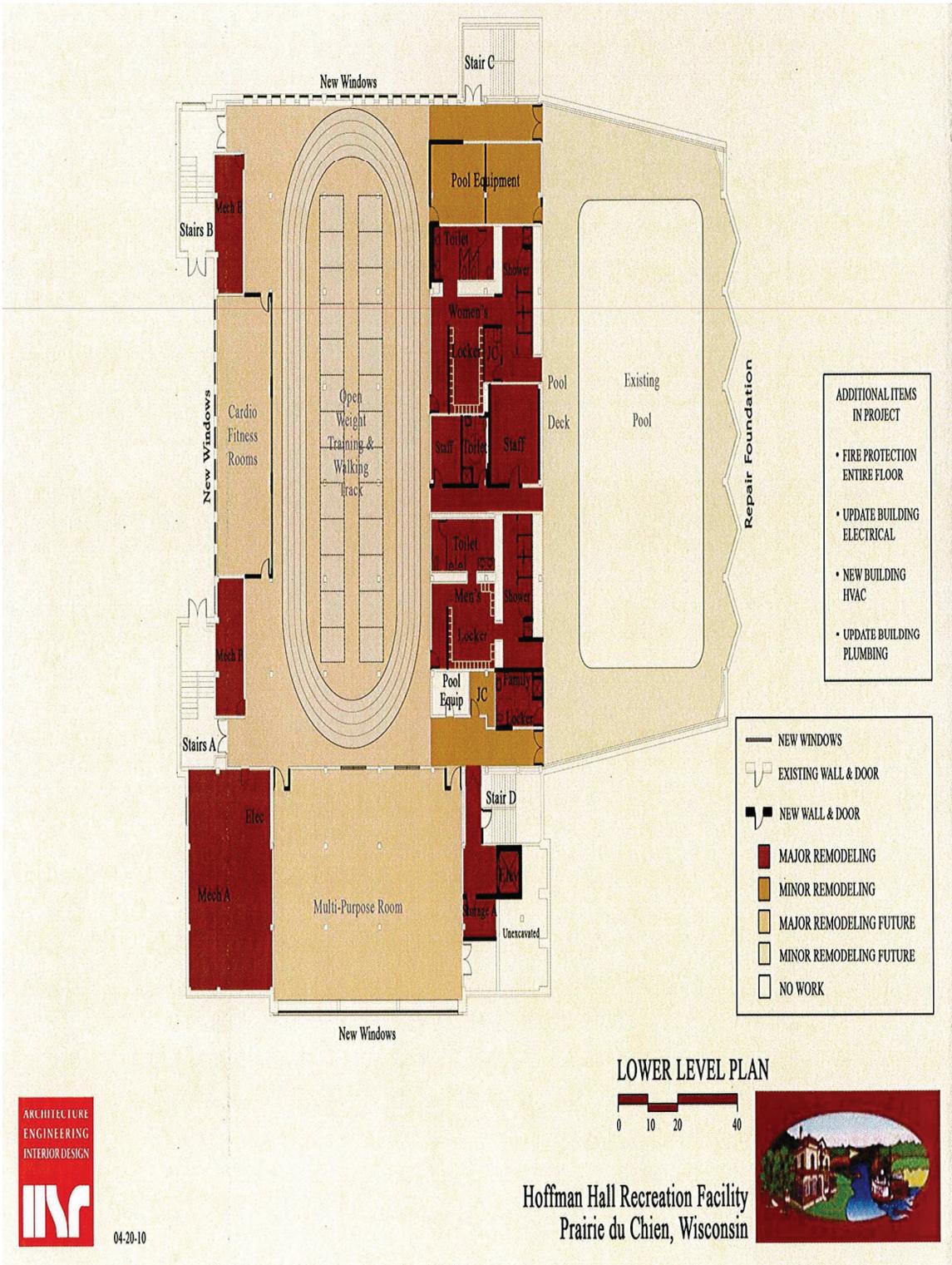
**Economic Development:** Health and fitness amenities are important to businesses and families when they make decisions about relocating. The restoration of Hoffman Hall would keep Prairie du Chien competitive with surrounding communities’ public facilities and potentially attract new residents to the area. Hoffman Hall has the potential to become the regional venue for youth sports and community fairs, bringing additional visitors to town who will spend their money on fuel, food and lodging.



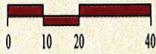
**Health and Fitness:** According to the 2009 Trust for America’s Health report, the state of Wisconsin ranks 25<sup>th</sup> in overweight adults and 40<sup>th</sup> in obese or overweight children. The health benefits of recreational activities such as swimming, walking or even basketball are well documented. Anything Prairie du Chien can do to maintain and improve upon its health and fitness opportunities will be good for the community. Healthy communities are thriving communities, and Hoffman Hall has the ability to continue contributing to both the physical and the economic well-being of Prairie du Chien. Hoffman Hall is one of the few fitness facilities located within Prairie du Chien and it offers affordable rates for all of its residents and visitors to participate in an exercise regime.

*Hoffman Hall renovation plans and budget information are on the following pages.*





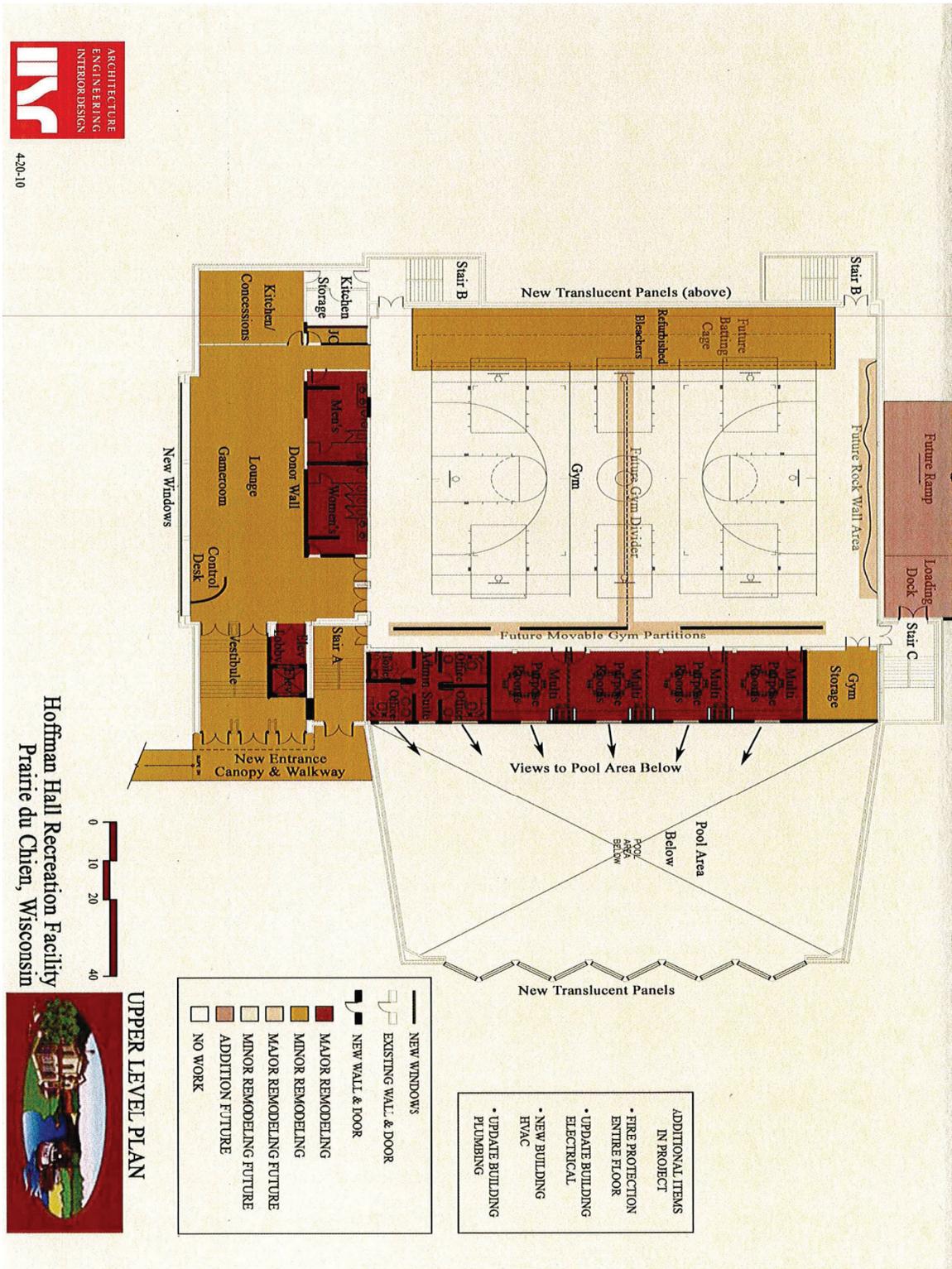
LOWER LEVEL PLAN



Hoffman Hall Recreation Facility  
Prairie du Chien, Wisconsin



04-20-10





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**Hoffman Hall Recreation Facility Renovation**

HSR Project No. L07056

April 19, 2010

City of Prairie du Chien, WI

**Cost Estimate based on Building Program of Spaces**

Two Story Renovation and Proposed Addition

	Square Footage	Unit Price/ Sq. Foot	Cost Estimate	CURRENT	FUTURE
<b>1. Common Areas</b>				<b>\$194,805</b>	
Vestibule	490	\$25.00	12,250		
Control Desk	100	\$25.00	2,500		
Lounge/Game Room/Donor Wall	1,662	\$25.00	41,550		
Rest Rooms - Men & Women (1st Flr)	608	\$60.00	36,480		
Kitchen/Concessions	433	\$25.00	10,825		
Kitchen Storage	125		0		
Elevator Lobby	174	\$60.00	10,440		
New Elevator	96	\$60.00	5,760		
Three-Stop Elevator (Allowance)			75,000		
<b>2. Gymnasium Areas (1st Floor)</b>				<b>\$47,830</b>	
Gymnasium Area - 2 courts (75 seating)	9,226		0		
Refurbish Existing Bleachers (Allowance)			20,000		
Future Gym Divider (Allowance)					20,000
Future Movable Partitions (Allowance)					2,000
Future Batting Cages (Allowance)					8,000
Future Rockwall - Climbing Area	534	\$60.00			32,040
Gymnasium Equipment Storage	278	\$25.00	6,950		
Administration Offices	280	\$60.00	16,800		
Administration Toilet	68	\$60.00	4,080		
<b>3. Fitness Areas (Lower Level)</b>					
Future Weight Training	5,838	\$25.00			145,950
Future Cardio Fitness	844	\$25.00			21,100
Future Fitness Storage	248	\$25.00			6,200
<b>4. Locker Rooms</b>				<b>\$123,360</b>	
Men's					
Locker Room	301	\$60.00	18,060		
Toilet Room	179	\$60.00	10,740		
Shower Room	208	\$60.00	12,480		
Women's					
Locker Room	338	\$60.00	20,280		
Toilet Room	175	\$60.00	10,500		
Shower Room	215	\$60.00	12,900		
Family					
Locker/Toilet/Shower	141	\$60.00	8,460		
Staff					
Office/Reception	115	\$60.00	6,900		
Break/Office	281	\$60.00	16,860		
Toilet Room	103	\$60.00	6,180		

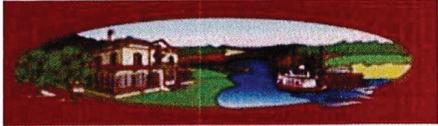
				CURRENT	FUTURE
<b>5. Aquatic Center Areas</b>				<b>\$31,200</b>	
Future Indoor Pool (Allowance)	3,275				150,000
Pool Cover (Allowance)			25,000		
Future Pool Deck	3,111	\$25.00			77,775
Pool Storage	248	\$25.00	6,200		
Pool Equipment Room	87		0		
<b>6. Community Areas</b>				<b>\$73,200</b>	
Multi-Purpose/Party Rooms (First Floor)	1,220	\$60.00	73,200		
Future Multi-Purpose Room (Lower Level)	2,436	\$25.00			60,900
<b>7. Building Services</b>				<b>\$2,126,245</b>	
Janitor Closet	170	\$60.00	10,200		
Mechanical Rooms (Update Building HVAC)	42,905	\$25.00	1,072,625		
Room A					
Room B					
Mechanical Room (Update Building Plumbing)	42,905	\$6.00	257,430		
Electrical Room (Update Building Electrical)	42,905	\$10.00	429,050		
General Storage					
Room A	169	\$25.00	4,225		
* Fire Protection	42,905	\$3.00	128,715		
<b>8. Site Work</b>				<b>\$44,000</b>	
Concrete Walkway	400	\$60.00	24,000		
New Building Canopy (Allowance)			20,000		
Future Parking Lot/Landscaping/Outdoor Workout					150,000
Future Loading Dock	896	\$60.00			53,760
<b>9. Building Components</b>				<b>\$180,000</b>	
Stone Replacement & Cleaning (Allowance)			40,000		
Brick Replacement & Cleaning (Allowance)			20,000		
Roof Repair/Patching (Allowance)			40,000		
Window Replacement (Allowance)			80,000		
<b>SUBTOTAL</b>				<b>\$2,820,640</b>	<b>\$727,725</b>
Contingency @ 4%				112,826	36,386
Architectural/Engineering/Construction Administration Fees @ 8%				234,677	61,129
<b>TOTAL PROJECT COST</b>				<b>\$3,168,143</b>	
<b>FUTURE PROJECT COST</b>					<b>\$825,240</b>

\* Potential Option



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**Hoffman Hall Recreation Facility Renovation**

HSR Project No. L07056  
City of Prairie du Chien, WI

April 19, 2010

**Estimated Hoffman Hall Operational Costs for 2011**

COST CATEGORY	GYMNASIUM, FITNESS, & COMMON AREAS	AQUATIC CENTER
Facility Manager (Full-time)	* \$35,056	* \$0
Building Supervisors (Part-time)	* \$10,556	* \$0
Recreation Staff	* \$15,080	* \$0
Fitness Staff	* \$3,020	* \$0
Aquatic/Fitness Coordinator	* \$0	* \$18,480
Lifeguards/Swim Instructors	* \$0	* \$10,440
Custodial & Maintenance Staffing (Part time)	* \$10,000	* \$2,000
Custodial Supplies	* \$2,500	* \$2,000
Refuse Service (Included in general city budget)	* \$0	* \$0
Utilities (Water & Sewer, Natural Gas, Electricity)	\$44,370 (\$1.30 x 34,130 sf)	\$28,485 (\$4.22 x 6,750 sf)
Annual Maintenance Operations & Supplies	* \$5,000	* \$9,200
Annual Facility & Equipment Repair and Replacement	* \$5,000	* \$9,200
Telephone	* \$1,000	* \$800
Property Insurance (Included in general city budget)	* \$0	* \$0
Technology Costs/Upgrades (Office Areas, Multi-purpose Rooms, Pool Staff, Lobby, Gym)	\$3,500	\$500
<b>Subtotal =</b>	<b>\$135,082</b>	<b>\$81,105</b>
Approx. Alliant Energy Savings	(\$5,000)	(\$5,000)
<b>Total =</b>	<b>\$130,082</b>	<b>\$76,105</b>
<b>Grand Total Operational Cost =</b>	<b>\$206,187</b>	

\* Utilized Current Budget Allocation provided by City of Prairie du Chien



Date: April 21, 2010

HSR Project No. L07056-1

Project: **Hoffman Hall Recreation Facility Renovation**  
Prairie du Chien, Wisconsin  
**FUND RAISING CAMPAIGN COST ESTIMATE (Includes proposed future items)**

BUILDING COMPONENTS	AMOUNT
Lobby/Lounge	\$320,000
Kitchen/Concessions Area	\$25,000
Elevator	150,000
Administration Area	150,000
Gymnasium Area	300,000
Pool Area	300,000
Fitness Areas	575,000
Family Locker Room	50,000
Women's Locker Area	350,000
Men's Locker Area	350,000
Multi-Purpose/Party Rooms (4 @ \$100,000)	400,000
Multi-Purpose Room, Lower Level	300,000
New Entry Canopy	80,000
Bleachers	30,000
Gym Divider	30,000
Batting Cage	15,000
Rockwall Climbing Area	70,000
Pool Cover	40,000
Exterior Stone/Brick Repair	80,000
Roof Repair	50,000
Parking Lot/Landscaping/Outdoor Workout/Loading Dock	225,000
Window Replacement	100,000
<b>GRAND TOTAL</b>	<b>\$3,990,000</b>

THE WHITE HOUSE

WASHINGTON

March 29, 1963

Dear Father Kalb:

My congratulations to you and all the generous alumni and benefactors who have made possible the dedication of Campion's new athletic center and swimming pool.

The program and facilities to promote physical strength and fitness that you have achieved at Campion are pacesetters in our efforts to provide for the needs of American youth.

It is a pleasure to extend congratulations also on Camp Campion, your new summer camp which will open this Summer. The use of your facilities on this year-round basis will provide a special opportunity for younger children to benefit from a directed program in sports and physical fitness.

Your sports and physical fitness programs are a part of your total excellent academic tradition under which Campion students earned the greatest number of National Merit Scholarships in Wisconsin this year. This balanced educational program is evidence of Campion's excellence in providing a well-rounded education for American youth.

Sincerely,



Reverend Howard E. Kalb, S.J.  
Campion Jesuit High School  
Prairie du Chien, Wisconsin



John F. Kennedy  
President of the United States

