



At The Water's Edge:

A Potential Capital Campaign for Green Lake Lutheran Ministries
Commonly Asked Questions and Answers

What is the purpose of this potential campaign?

GLLM's Board of Directors is considering a capital campaign that would provide premier facilities to support its ministry to this generation and future generations. The Board conducted a strategic planning process that identified the following three priorities for ministry, all requiring capital investment:

- **Serve the Neighbor** - GLLM strives to welcome all as Christ, offering radical hospitality rooted in the way of Jesus, and providing exceptional customer service. We aspire to enhance our capacity to grow retreating, conferencing, and camping at all three GLLM sites.
- **Grow the Community** - From campers and retreat guests, to staff and alumni, to donors, GLLM seeks to engage every member of its community more deeply, with the aim of growing Christ's church more widely.
- **Tell the Story** - A renewed commitment to sharing the life-changing love of Jesus is at the heart of GLLM's mission. We will do this through innovative programming, new communication strategies, and reliance on the love, grace, and the Spirit of God.

Who is GLLM serving these days? Is the number of campers and retreat guests growing?

Summer camp remains at the core of GLLM's ministry. Over the course of 7 weeks in 2021, 1,381 young people attended summer camp. While less than previous record-breaking attendance numbers in 2019, GLLM was thrilled to host summer camp again after pausing on-site programming in 2020. GLLM is projecting higher attendance numbers in 2022 and is overjoyed to be planning for another great summer!

GLLM's retreat and conferencing ministry has exploded over the past five years and GLLM reached an all-time high for retreat bookings and guests served in 2019. Throughout 2020, families and small groups continued to seek spaces away, and GLLM continued to see growth in need for new spaces to welcome guests into times of sabbath. Looking ahead to 2022, GLLM is projecting another record breaking year based on existing group bookings. Occupancy levels and availability are maxing out capacities.

How is GLLM doing financially? What is the organization's current financial position?

Five years ago, GLLM and its Board of Directors set goals of financial sustainability, which included a balanced budget, fully funding depreciation, take on no new operating debt, and also see true and honest growth of program and fundraising income. GLLM has met those goals, increasing their budget by close to \$500,000 - from \$1.6 million to \$2.1 million. The organization has not been as healthy as it is now in many decades!

In 2020, GLLM faced \$1.1 million in lost revenue due to the COVID pandemic, which cancelled summer camp programming and limited large retreat group bookings. GLLM was blessed to end the year in the black thanks to resilient and careful planning, generous donors, and creative problem solving.

When was the last time GLLM made any significant capital improvements or conducted a campaign?

GLLM has not conducted a public capital campaign since 1979, when it raised funds for building a retreat center at Green Lake Bible Camp. From time to time since then, restricted gifts have funded some improvements such as cabin renovation at Shores of St. Andrew Bible Camp. During each of the last five years, GLLM has been able to fund a minimum of \$150,000 worth of projects and purchasing out of the general operating budget.

What is being proposed and how much will it cost?

The GLLM Board of Directors has completed a master site planning process and is testing the feasibility of pursuing \$10 million in near-term capital improvements. The largest investment would be a \$6.85 million renovation to the 40-year-old retreat center at Green Lake Bible Camp. Additional mission-critical improvements would be made at all three GLLM sites. The Feasibility Study Case Statement provides details. The complete master site plan can be found online at www.gllm.org/at-the-waters-edge.

Does GLLM’s constituency have the capacity to give a total of \$10 million?

Research indicates that GLLM’s constituency has this collective capacity over a 3-year pledge payment period. The gift table below illustrates how achieving this goal would be possible. A feasibility study is being conducted to discern the constituency’s *willingness* to make these gifts.

Reaching this lofty goal will be dependent upon those who are willing to make larger gifts from assets. Assets like appreciated stock, securities, mutual funds, IRA distributions, certificates of deposit, real estate, and some other assets can be gifted to GLLM, and easily converted to cash in support of the campaign. Gifting these assets provides significant tax benefits to the donor and reduces the actual cost of the gift to the donor.

3-Yr Gift/Pledge		# Gifts		Total
\$2,500,000	@	1	=	\$ 2,500,000
1,000,000	@	2	=	2,000,000
500,000	@	3	=	1,500,000
250,000	@	5	=	1,250,000
100,000	@	6	=	600,000
50,000	@	12	=	600,000
25,000	@	22	=	550,000
15,000	@	15	=	225,000
10,000	@	25	=	250,000
5,000	@	50	=	250,000
2,500	@	50	=	125,000
1,000	@	100	=	100,000
less than 1,000	@	<u>200+</u>	=	<u>50,000</u>
		500		\$ 10,000,000

When would this campaign occur?

The lead gifts or “quiet” phase of the campaign would commence immediately following GLLM’s Annual Meeting on February 8, 2022, and continue until approximately 50% or more of the campaign’s goal has been achieved. At that time, the campaign would be officially launched and gifts would be invited from all constituencies. The campaign would continue until the goal was achieved. Construction on each project would begin only when at least 90% of the costs have been pledged, and 50% of the costs are available in cash.