

WESTMINSTER PRESBYTERIAN CHURCH
Munster, Indiana

**Pre-Campaign Feasibility Study
Report and Recommendations**



September 27, 2011

Presented by:
Cargill Associates, Inc.
Fort Worth, Texas

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I. Introduction

A. History

Founded in 1962, Westminster Presbyterian Church has an extensive history of providing Christian ministry to Munster, Indiana. Its mission calls the congregation:

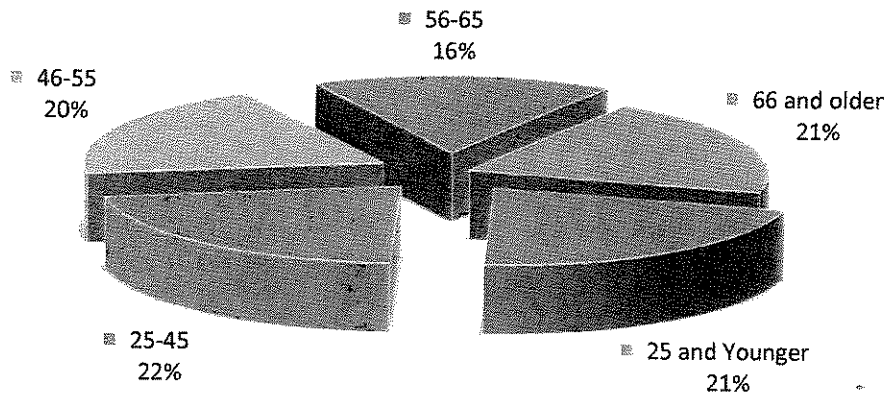
Westminster is a community where people of all ages are transformed by God's love to serve and grow as disciples of Jesus.

Westminster Presbyterian Church offers two Sunday worship services and Christian Education classes are provided for all ages. Well-attended music and small group ministries are also available. (The congregation's average attendance and membership are illustrated in graphs on the following pages.)

As the church celebrates its 49th year of ministry, it continues to respond to the changing needs of the congregation and community. This study was commissioned to evaluate the potential of raising funds for the sanctuary renovation, building enhancements, outreach improvements, technology updates, the gathering space remodel, and a capital reserve fund.

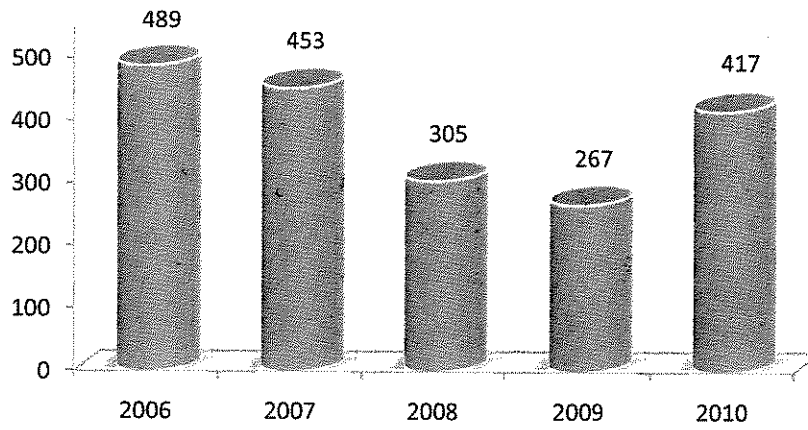
B. Church Statistics

1. The following graph illustrates the age profile of the congregation.

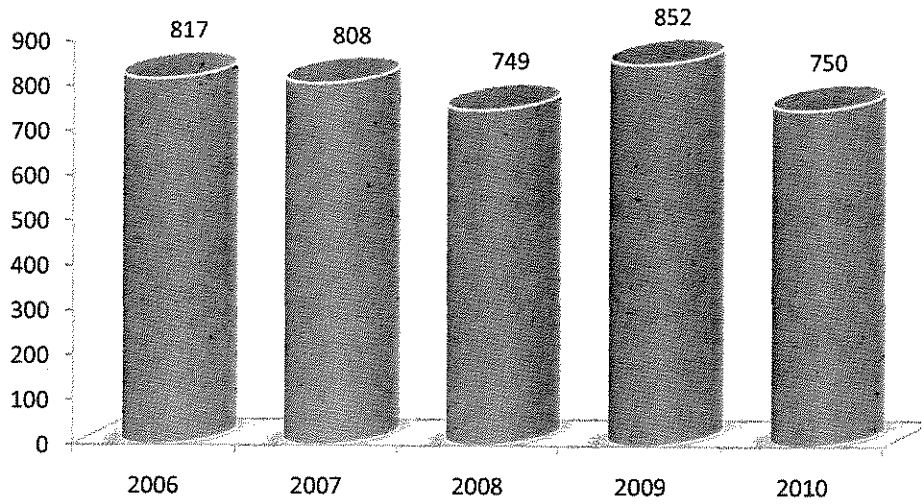


2. Information about Christian Education attendance and membership for the past five years is reflected in the following graphs:

Christian Education Attendance

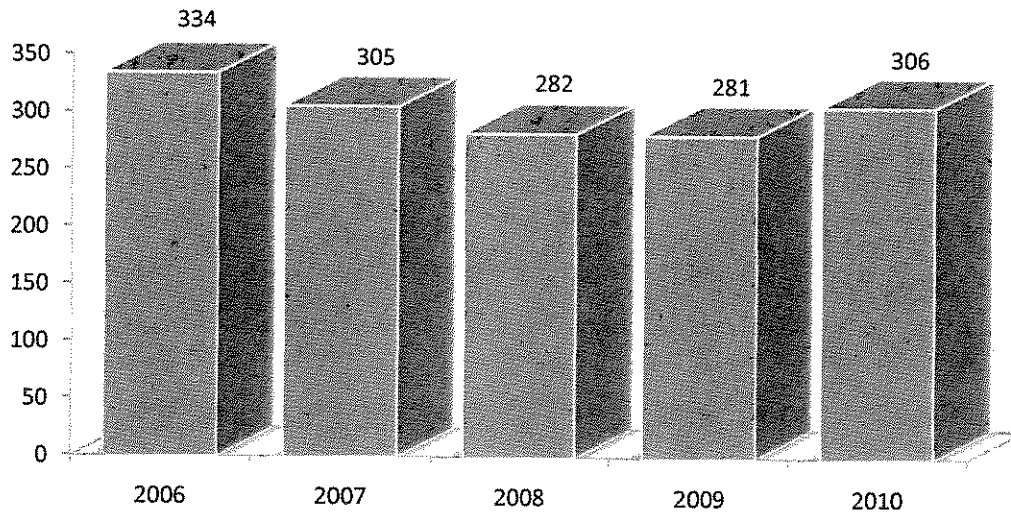


Membership



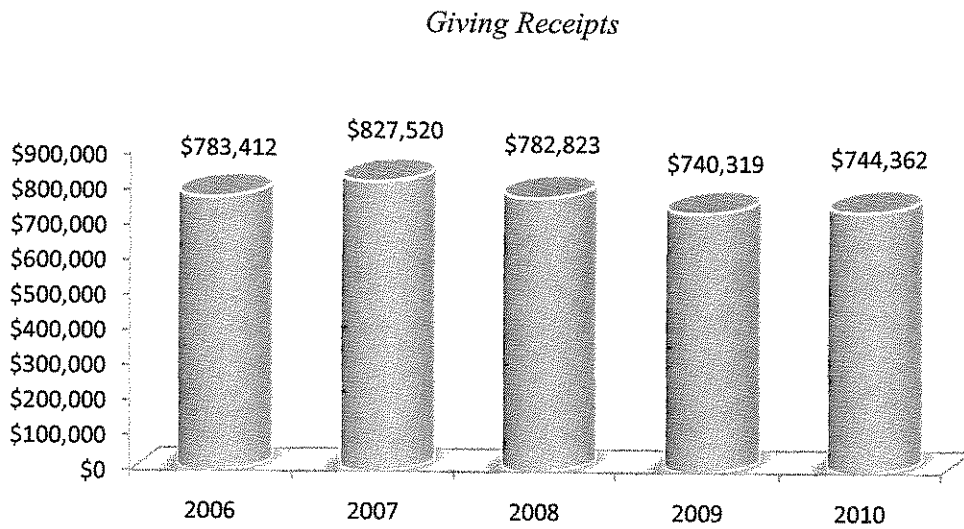
3. Information about worship attendance for the past five years for both the traditional and contemporary services is reflected in the following graph:

Worship Attendance (Combined Total)

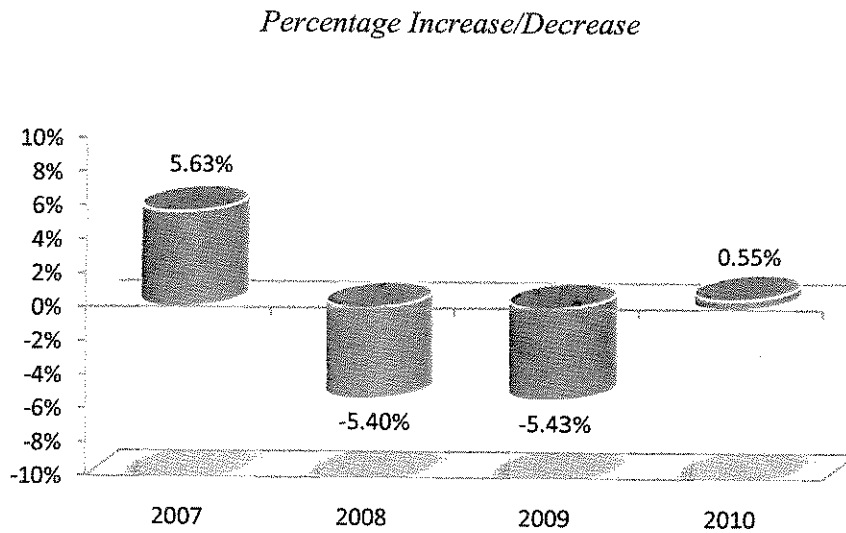


C. Review of Financial Trends

1. Budget giving for the past five years:



2. Annual percentage increases/decreases of budget giving for the past four years:

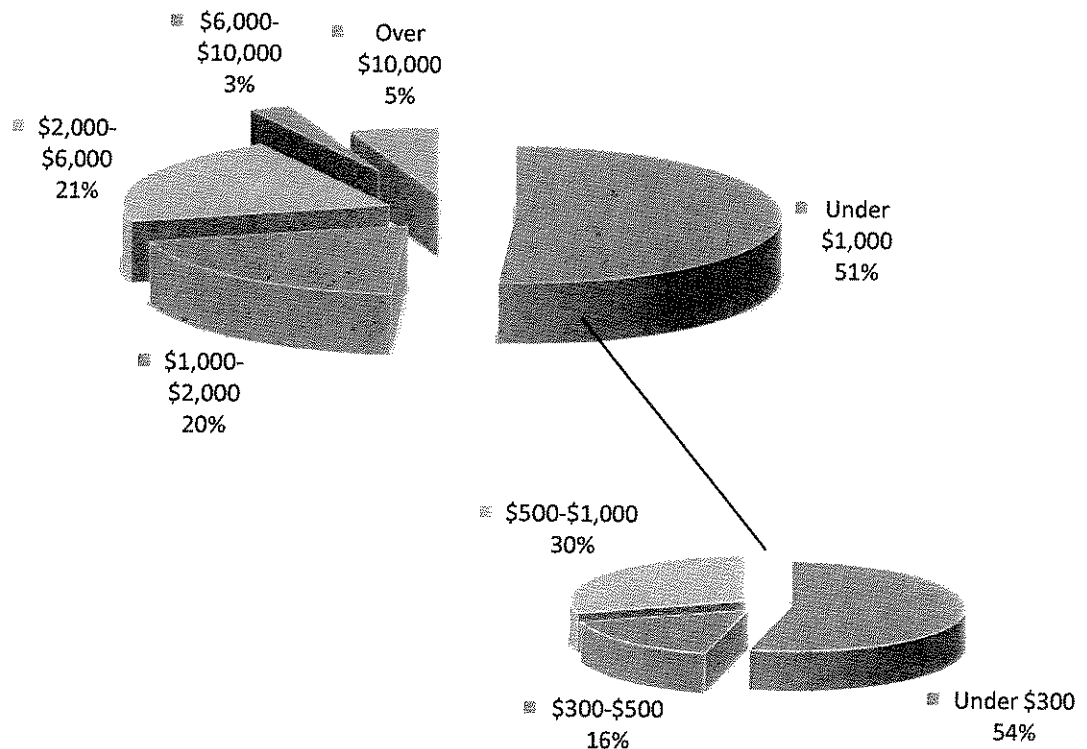


D. Budget Giving Analysis

Analysis of recorded giving units in 2010 shows the following patterns:

- The church had **349** participating giving units. These units gave **\$793,245**.
- One hundred seventy-eight (178) giving units (51% of potential giving units) gave less than \$1,000.
- Sixty-nine (69) giving units (20% of potential giving units) gave \$1,000 to \$2,000.
- Seventy-four (74) giving units (21% of potential giving units) gave \$2,000 to \$6,000.
- Nine (9) giving units (3% of potential giving units) gave \$6,000 to \$10,000.
- Nineteen (19) giving units (5% of potential giving units) gave over \$10,000.

Budget Giving Analysis



II. Determination of Priority and Potential

Westminster Presbyterian Church has approved a program to assess support for raising funds for facility needs. Specific priorities, with an estimated cost of between **\$1,000,000** and **\$1,250,000**, have been identified. Planning has begun to address these issues. Cargill Associates has been retained to determine the feasibility of this plan.

This plan includes:

- Sanctuary Renovation
- Building Enhancements
- Outreach Improvements
- Technology Updates
- Gathering Space Remodel
- Capital Reserve Fund

A total of **44** leadership interviews were conducted. For most questions, the response base is **44**, since responses of both spouses were counted when both were interviewed. Questions regarding support and giving have a response base of **28** to represent a giving household unit.

The response base of the congregational questionnaire phase of the Pre-Campaign Feasibility Study is **175**. Questions regarding support and giving have a response base of **122** to represent a giving household unit.

A total of **150** households responded to the survey. Twenty-eight (100%) interviewed households and one hundred thirteen (93%) congregational respondent households represent **40%** of the **349** households that presently participate in giving. This percentage represents a participation level consistent with Cargill's experience of conducting surveys of this nature with churches of similar size.

For both phases of the study, individuals responded to a series of questions concerning church relationship status, awareness levels, personal involvement, and future congregational needs. Respondents offered comments to some questions. The comments are summarized by listing the most frequently noted statements. The results from both the congregational questionnaire and the leadership interviews are published in this report.

III. Compilation of Responses

Leadership Interviews and Congregational Questionnaires

A. Relationship

1. *Fifty-nine percent (26) of those interviewed and fifty-four percent (95) of questionnaire respondents have been attending worship at Westminster Presbyterian Church for 16 years or longer.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
0-5 years	2 (5%)	24 (14%)
6-10 years	12 (27%)	25 (14%)
11-15 years	4 (9%)	31 (18%)
16 years or longer	26 (59%)	95 (54%)
No response	<u>0 (0%)</u>	<u>0 (0%)</u>
Total	44	175

2. *Fifty percent (22) of those interviewed and fifty-three percent (93) of questionnaire respondents attend worship weekly.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Weekly	22 (50%)	93 (53%)
2-3 times a month	17 (38%)	48 (27%)
Once a month	2 (5%)	12 (7%)
Several times a year	3 (7%)	18 (10%)
Rarely, if ever	0 (0%)	3 (2%)
No response	<u>0 (0%)</u>	<u>1 (1%)</u>
Total	44	175

3. *Eighty-four percent (37) of those interviewed and eighty-two percent (143) of questionnaire respondents prefer a traditional form of worship.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Traditional	37 (84%)	143 (82%)
Contemporary	7 (16%)	31 (17%)
No response	<u>0</u> (0%)	<u>1</u> (1%)
Total	44	175

4. *Forty-three percent (19) of those interviewed are between the ages of 45 and 59 and thirty-three percent (58) of questionnaire respondents are between the ages of 60 and 74.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
18 and under	0 (0%)	0 (0%)
19-29	0 (0%)	4 (2%)
30-44	2 (5%)	24 (14%)
45-59	19 (43%)	41 (24%)
60-74	15 (34%)	58 (33%)
75 and up	8 (18%)	44 (25%)
No response	<u>0</u> (0%)	<u>4</u> (2%)
Total	44	175

B. Perspective

5. *Ninety-eight percent (43) of those interviewed and eighty-six percent (151) of questionnaire respondents indicated feelings of moderately high to very high enthusiasm about the programs and ministries of Westminster Presbyterian Church.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Very high enthusiasm	21 (48%)	63 (36%)
Moderately high enthusiasm	22 (50%)	88 (50%)
Moderately low enthusiasm	0 (0%)	13 (7%)
Very low enthusiasm	0 (0%)	8 (5%)
No opinion	1 (2%)	3 (2%)
No response	<u>0</u> (0%)	<u>0</u> (0%)
Total	44	175

6. *Eighty-nine percent (39) of those interviewed and ninety-five percent (167) of questionnaire respondents indicated the church communicates well to very well with the congregation involving events, plans, and programs.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Very well	25 (57%)	114 (65%)
Well	14 (32%)	53 (30%)
Not well at all	4 (9%)	6 (4%)
No response	<u>1</u> (2%)	<u>2</u> (1%)
Total	44	175

7. *Thirty-nine percent (17) of those interviewed and forty-one percent (73) of questionnaire respondents indicated Westminster Presbyterian Church meets its current financial obligations with occasional difficulty.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Very well	16 (36%)	67 (38%)
With occasional difficulty	17 (39%)	73 (41%)
Not well at all	0 (0%)	1 (1%)
Does not know	11 (25%)	33 (19%)
No response	<u>0</u> (0%)	<u>1</u> (1%)
Total	44	175

8. *Seventy-three percent (32) of those interviewed and sixty-two percent (109) of questionnaire respondents indicated adequate information is available about the handling and allocation of church funds.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Yes	32 (73%)	109 (62%)
When asked for	5 (11%)	26 (15%)
No	5 (11%)	23 (13%)
No opinion	2 (5%)	13 (8%)
No response	<u>0</u> (0%)	<u>4</u> (2%)
Total	44	175

9. *Thirty-nine percent (17) of those interviewed indicated Westminster Presbyterian Church does not teach enough on financial stewardship and forty-nine percent (86) of questionnaire respondents indicated the church teaches financial stewardship.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Yes	13 (29%)	86 (49%)
Yes, too much	0 (0%)	3 (2%)
Yes, but not enough	17 (39%)	32 (18%)
No	8 (18%)	15 (9%)
Does not know	6 (14%)	34 (19%)
No response	<u>0 (0%)</u>	<u>5 (3%)</u>
Total	44	175

10. *The following are perceived to be the church's greatest strengths:*

<u>Leadership Interviews</u>	<u>Responses</u>	<u>Congregational Questionnaires</u>	<u>Responses</u>
Church Staff	35	Music/Worship Ministry	140
Music/Worship Ministry	31	Youth/Children's Programs	129
Youth/Children's Programs	29	Church Staff	127
Missions (World/Local)	22	Adult Education Programs	119
Adult Education Programs	20	Missions (World/Local)	102
Building and Facilities	10	Building and Facilities	82
Congregational Care	8	Congregational Care	49
Other	0	Other	0

11. *The following are suggested areas, which need to be improved or expanded:*

<u>Leadership Interviews</u>	<u>Responses</u>	<u>Congregational Questionnaires</u>	<u>Responses</u>
Building and Facilities	29	Building and Facilities	68
Congregational Care	15	Congregational Care	57
Missions (World/Local)	11	Missions (World/Local)	28
Youth/Children's Programs	9	Church Staff	22
Church Staff	7	Music/Worship Ministry	13
Adult Education Programs	3	Youth/Children's Programs	13
Music/Worship Ministry	3	Adult Education Programs	10
Other	0	Other	0

12. Priority Need

Eighty-nine percent (39) of those interviewed and eighty-five percent (149) of questionnaire respondents ranked the funding needs. Individuals ranked the priorities being considered according to their perception of the church's needs.

<u>Leadership Interviews</u>			<u>Congregational Questionnaires</u>	
<u>Rank</u>	<u>Average Ranking</u>		<u>Rank</u>	<u>Average Ranking</u>
1	2.21	Building Enhancements	2	2.64
2	2.64	Sanctuary Renovation	1	2.34
3	3.54	Technology Updates	4	3.74
4	3.92	Outreach Improvements	3	3.48
5	4.03	Capital Reserve Fund	5	4.28
6	4.67	Gathering Space Remodel	6	4.52

Average Ranking (weighted average) of all Respondents:

<u>Rank</u>	<u>Average Ranking</u>	
1	2.40	Sanctuary Renovation
2	2.55	Building Enhancements
3	3.57	Outreach Improvements
4	3.70	Technology Updates
5	4.23	Capital Reserve Fund
6	4.55	Gathering Space Remodel

Cargill Associates tested for an overall funding need of \$600,000 to \$1,500,000 in a three-year Capital Stewardship Program above giving to the annual budget.

13. *Thirty-two percent (14) of those interviewed considered \$800,000 to \$1,000,000 to be attainable and forty-six percent (80) of questionnaire respondents considered \$600,000 to \$800,000 to be attainable.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
\$1,250,000 to \$1,500,000	3 (7%)	4 (2%)
\$1,000,000 to \$1,250,000	13 (29%)	13 (7%)
\$ 800,000 to \$1,000,000	14 (32%)	49 (28%)
\$ 600,000 to \$ 800,000	6 (14%)	80 (46%)
No response	<u>8</u> (18%)	<u>29</u> (17%)
Total	44	175

C. Support

TO AVOID DUPLICATE RESPONSES, ONLY ONE RESPONSE PER FAMILY WAS GIVEN FOR THE FOLLOWING QUESTIONS - 14 THRU 20:

Twenty-eight (28) households are represented in the following Leadership Interview responses. One hundred twenty-two (122) households are represented in the following Congregational Questionnaire responses.

14. *One hundred percent (28) of those interviewed and ninety-three percent (113) of questionnaire respondents participate in the financial support of Westminster Presbyterian Church.*

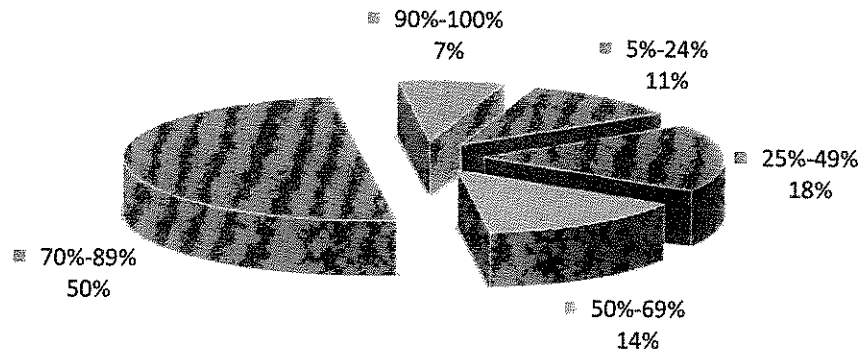
<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Yes	28 (100%)	113 (93%)
No	0 (0%)	6 (5%)
No response	<u>0</u> (0%)	<u>3</u> (2%)
Total	28	122

15. *Sixty-four percent (18) of those interviewed and forty-eight percent (59) of questionnaire respondents indicated giving decisions are based on a dollar amount.*

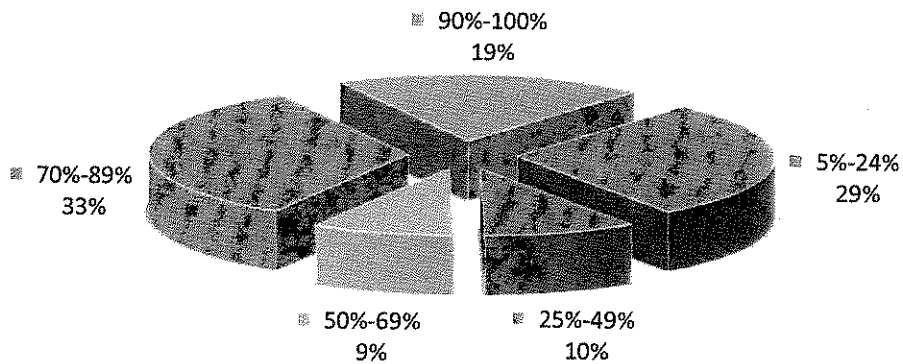
<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
10% or more of income	6 (22%)	13 (11%)
A percentage of income	0 (0%)	8 (6%)
A dollar amount	18 (64%)	59 (48%)
What they can afford	4 (14%)	40 (33%)
No response	<u>0</u> (0%)	<u>2</u> (2%)
Total	28	122

16. Each household was asked to estimate what percentage of total giving to charitable causes was directed to Westminster Presbyterian Church. The following reflects estimated percentages:

Leadership Interviews



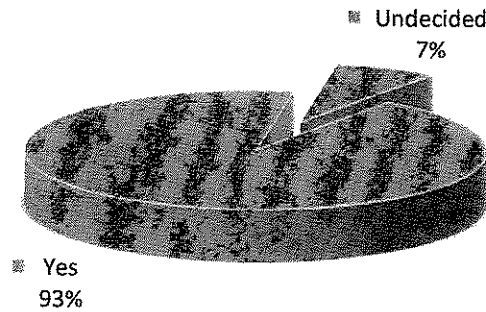
Congregational Questionnaires



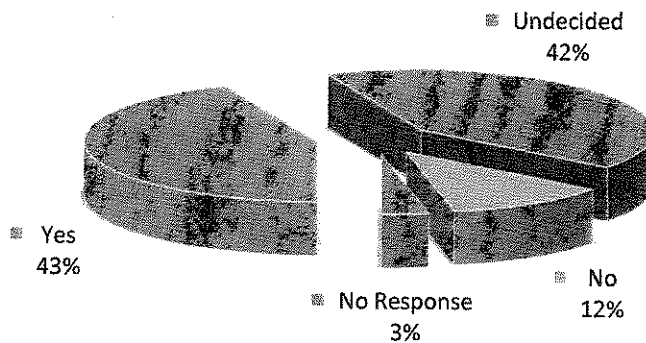
17. *Ninety-three percent (26) of those interviewed and forty-three percent (53) of questionnaire respondents will consider a personal gift to support a Capital Stewardship Program by means of a three-year commitment above giving to the annual budget.*

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Yes	26 (93%)	53 (43%)
No	0 (0%)	14 (12%)
Undecided	2 (7%)	51 (42%)
No response	<u>0</u> (0%)	<u>4</u> (3%)
Total	28	122

Leadership Interviews



Congregational Questionnaires



18. Seven percent (2) of those interviewed and one percent (1) of questionnaire respondents expressed an interest in other methods of giving, such as non-cash gifts-in-kind, stocks or bonds, real estate, life insurance policies, charitable trusts, etc.

<u>Category</u>	<u>Leadership Interviews</u>	<u>Congregational Questionnaires</u>
Yes	2 (7%)	1 (1%)
No	19 (68%)	98 (80%)
Undecided	5 (18%)	20 (16%)
No response	<u>2</u> (7%)	<u>3</u> (3%)
Total	28	122

IV. Observations

Programs and Ministries

- ◆ Eighty-nine percent (89%) of respondents indicated feelings of moderately high to very high enthusiasm about the work and programs of Westminster Presbyterian Church.
- ◆ Ninety-four percent (94%) of respondents indicated the church communicates well to very well with the congregation involving events, plans, and programs.
- ◆ *Music/Worship Ministry, Church Staff and Youth/Children's Programs* were ranked by respondents as the church's greatest strengths.
- ◆ Respondents indicated *Building and Facilities, Congregational Care and Missions (World/Local)* as areas in most need of improvement and/or expansion.
- ◆ Eighty-two percent (82%) of those who responded to the study prefer a traditional form of worship.
- ◆ There were some who responded to the study that indicated the need for more outreach towards youth and to focus more on youth programs.

Giving

- ◆ Fifty-one percent (51%) of participating households give less than \$1,000 annually. This is a spiritual issue that needs to be addressed. Stewardship education is needed and desired.
- ◆ The average annual gift per contributing household of Westminster Presbyterian Church is \$2,273. (*This amount is derived by dividing the total amount given in 2010 by the number of giving units in 2010.*)
- ◆ Sixty-four percent (64%) of those interviewed and 48% of questionnaire respondents indicated their giving decisions are based on a dollar amount.
- ◆ Forty-one percent (41%) of respondents indicated Westminster Presbyterian Church meets its current financial obligations with occasional difficulty and 38% indicated the church meets its current financial obligations very well. This perception can improve by leaders showing greater transparency regarding the church's financial health.

- ◆ Sixty-four percent (64%) of respondents indicated adequate information is available about the handling and allocation of church funds and 14% state when asked for it.

Facility Renovation/Improvement

- ◆ Eighty-six percent (86%) of respondents ranked the facility needs. *Sanctuary Renovation* (2.40) was identified as the first priority by respondents and *Building Enhancements* (2.55) was identified as the second priority.
- ◆ Church leaders made a strong case for moving forward with the plan as outlined in the Vision Statement. The top four prioritized projects can be accomplished without incurring any long-term debt, and the entire plan can be accomplished with very little, if any, debt incurred in the process. In this current economic climate, Westminster Presbyterian Church may be better served by remaining in its debt-free state.

Capital Stewardship Program

- ◆ Thirty-nine percent (39%) of respondents considered \$600,000 to \$800,000 to be attainable in a three-year Capital Stewardship Program, and twenty-nine percent (29%) of respondents considered \$800,000 to \$1,000,000 to be attainable.
- ◆ Ninety-three percent (93%) of those interviewed and 43% of the questionnaire respondents will consider a personal gift to support a three-year commitment above their regular giving to the annual budget. Thirty-five percent (35%) of respondents indicated they are undecided at this time.
- ◆ The undecided responses seemed to have more to do with a lack of communication about the proposed plan than the plan itself. In most cases, undecided responses stem from a lack of information; information that will be provided during the capital campaign. Church leaders need to be very open with the congregation throughout this entire process.
- ◆ There were a few respondents that displayed fear of moving forward with a campaign in our present economy. Although the economy is suffering, renovation costs and interest rates are lower today than in any other time in recent history. Therefore, many churches are seizing this opportunity to pursue their dreams of faith even during these uncertain times.
- ◆ Self-perceived gifts totaling \$496,750 were discovered from 68 households, representing approximately 20% of the 349 households that presently participate in annual giving.

V. Recommendations

A. In light of the Pre-Campaign Feasibility Study, Cargill Associates recommends that Westminster Presbyterian Church proceed with plans for a Capital Stewardship Program. The schedule should be October 2011 to February 2012.

1. Cargill Associates recommends that the project involve *as much of the proposed plan as possible determined by what is raised in a Capital Stewardship Program and in the order prioritized by respondents in the study.*
2. The campaign should center on raising the maximum dollars for the project between October 2011 and February 2012. In March 2012, based on the strength of the stewardship program, charge the Building Committee to work with their architect to devise a building plan for congregational approval by Summer of 2012. This approach takes the guesswork out of the plan and leaves the ability to determine the scope of the campaign with those being asked to give.
3. The campaign should include raising both the three-year capital funds and annual funds for 2012 simultaneously.
4. We find an increase of \$40,000 to \$80,000 to be a reasonable expectancy for annual operating giving in 2012. This expectancy is based on Cargill Associates' track record from the past five years of a 5 to 10 percent increase in annual operating giving when a combination campaign is conducted.
5. We find a reasonable expectancy of \$875,000 to \$1,050,000 for the capital project. This expectancy is based on the \$344,000 identified among 25 of the 28 participant households in the leadership interviews, and the \$152,750 identified by 43 of the 122 respondent households in the congregational survey. The above participating households include only the households that indicated a gift amount. *Though a campaign could yield more or less than the reasonable expectancy, this is a conservative projection based on the combined responses of members to the perceived needs of the church. Our experience indicates capital giving receipts would follow this customary pattern:*

First Year	40-45%
Second Year	30-35%
Third Year	20-30%

- B. A Capital Stewardship Program adhering to Cargill Associates counsel will produce the following:
1. A clear *vision* of the church's future mission ministry based upon the discerned will of God.
 2. *Ownership* in the church's vision by a large number of the church's membership.
 3. Increased *involvement* by a greater number of members in the development and support of the church's vision.
 4. Motivation of members to grow in their level of *stewardship commitments*.
 5. Encouragement of members to make the most generous, pacesetting *expression* of their commitments to the church's vision.
 6. A disciplined *follow-up*, which will enable the church to achieve all that is committed in the campaign.
- C. Church leadership will need to continue developing a comprehensive information flow to members.
- D. We recommend that Westminster Presbyterian Church make giving envelopes available on a monthly or bimonthly basis. Currently, they are distributed annually. Such a service can increase the giving level for all causes dramatically.
- E. Westminster Presbyterian Church needs to passionately promote stewardship among all members, especially for those not regularly supporting the church. Newer members usually have a two-year "lag" time before they become fully involved in supporting the church. Stewardship promotion will speed up this process for newer members and create a broader giving base in the congregation.
- F. During the capital giving period, a consistent, solid program of budget growth is essential. Following the campaign, Cargill Associates would be delighted to show how other churches have established effective, long-range plans to create larger budget-giving bases.

The response of those participating in the Pre-Campaign Feasibility Study was supportive and helpful. The Cargill Associates representatives were graciously received by those interviewed.

The staff of Cargill Associates wishes to express appreciation to the individuals of Westminster Presbyterian Church who gave counsel and assistance in assembling necessary information in preparation for the Pre-Campaign Feasibility Study.