

# Feasibility Study Report

for



**August 2013**



3 West 63<sup>rd</sup> Street, Kansas City, MO 64113  
[www.Church-Development.com](http://www.Church-Development.com)



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**Feasibility Study Report**  
**for**  
**Newnan Presbyterian Church**

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*Building a Culture of Generosity*

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August 27, 2013

Dr. Harry Barrow  
Newnan Presbyterian Church  
38 Greenville Street  
Newnan, Georgia 30263

Dear Dr. Barrow:

It has been a privilege to conduct this feasibility study with Newnan Presbyterian Church (NPC). The church is providing a significant level of spiritual nourishment for its members, and there is a high level of confidence in the leadership. About 27 percent of members participated in the survey. We normally see around a 10-20 percent response.

As a whole, the church is in support of moving ahead with a campaign for the Cornerstone Project and other projects as outlined in the Case Statement.

Given the information provided for us from the church and its members, we project that NPC could raise between \$750,000 and \$1.1 million through a well-conducted, three-year campaign that would include clear communication, congregational involvement and prayerful discernment.

Enclosed is a complete review of the information and data we gathered through the Feasibility Study. We have also provided you with concerns, recommendations and a proposed calendar for a capital campaign combined with your Annual Stewardship Campaign. All of this is provided to assist the NPC leadership in better understanding the members and the direction is God is leading the church. If you have questions, please feel free to contact us at any time.

Thank you for allowing Church Development to spend time with your fellow members and learn more about the great things that NPC is doing in our Lord's name.

Respectfully,

Denis Greene  
President

Edward Dobmeyer  
Southeast Regional Director

## FOREWORD AND THE ASSIGNMENT

Church Development's purpose is to serve churches through planning and stewardship campaign management. Church Development is based on two concepts:

A) Stewardship is a gateway virtue to living a Christian life. Once individuals discover the experience of acting as a conduit to God's will, they are forever changed. A prayerful approach to seeking God's will is at the center of all our activities. Proverbs 29:18 states, "Where there is no vision, the people perish." This Biblical text could be a modern management bestseller. When a church has a powerful vision in which all are involved in creating, God will bless and use their efforts.

B) Building the strength of each church we serve is more important than money. If we can successfully increase the connections between people seeking to do God's will, the church will grow in very measurable terms. After a stewardship campaign is completed, churches often experience increases in attendance, annual giving, volunteerism and evangelism.

### **The Assignment:**

In July 2013, Church Development was retained by Newnan Presbyterian Church to conduct a Feasibility Study to determine the readiness of the church membership for a capital campaign. In August, Church Development interviewed 29 individuals. During the same period, 96 individuals completed the survey on line or mailed it in to our office.

## INTERNAL ASSESSMENT

**Membership**--In general, between 2011-2013, total membership has remained between 450-500 people from 230 -250 households.

**Attendance** averages 200 people attending services each week.

### **Annual income**

	2009	2010	2011	2012	2013 Budget	2013 YTD July
<b>Revenue</b>						
Pledged Giving	\$425,498	\$367,038	\$458,738	\$456,977	\$436,809	\$254,805
Unpledged Giving	\$62,194	\$99,672	\$71,563	\$75,963	\$73,500	42,875
Total Giving	\$487,692	\$466,710	\$530,301	\$532,940	\$510,309	\$297,680
Other Income	\$21,379	\$19,598	\$22,836	\$21,434	\$20,500	\$11,958
Total Revenue	\$509,071	\$486,308	\$553,137	\$554,374	\$530,809	\$309,638

### **2004-07 Capital Campaign**

Goal of \$630,000; raised \$299,000.

**Current Debt** is \$40,000.

## FINDINGS

The following **Findings** are a summary of the data from the written surveys and interviews. In August 2013, ninety-six (96) persons responded with a written survey (online or paper copies); and Church Development interviewed 29 individuals. A total of 125 individuals participated in the study.

The survey asked varying types of questions, with many questions using a scale to represent participants' opinions. **The scale went from very affirmative of the question's statement, through neither to very non affirmative.** For the purpose of supplying an average response, the answers on the scale were assigned a numerical value of 1-5. The average answer presented is an average of all respondents to the question, written and interviewed. "I don't know" was not included in the calculation of the average.

Some of the people who completed the written survey, as well as those interviewed, did not respond to all of the questions and/or gave incomplete answers. As a result, the total responses for each question may vary. The complete data with comments can be found in Attachments A, B, C, D, and E.

**1a. Ninety percent (90%) of the total survey responders (90% interviewed; 90% written) said they agree or strongly agree that NPC is effective in meeting their spiritual needs.**

	Strongly Agree		Neither		Strongly Disagree					
	5	4	3	2	1					
Interviews	7	24%	19	66%	1	3%	2	7%	0	0%
Written	33	35%	52	55%	7	7%	2	2%	0	0%
Combined	40	33%	71	58%	8	7%	4	3%	0	0%
% Positive:		90%		Average Response:		4.2				

*The average percent positive collected from past client feasibility studies for a similar question is 81%.*

**1b. Ninety-four percent (94%) of the persons surveyed (100% interviewed; 92% written) agree or strongly agree that NPC provides them with meaningful opportunities to engage in service.**

	Strongly Agree		Neither		Strongly Disagree					
	5	4	3	2	1					
Response	9	31%	20	69%	0	0%	0	0%	0	0%
Written	34	36%	53	56%	8	8%	0	0%	0	0%
Combined	43	35%	73	59%	8	6%	0	0%	0	0%
% Positive:		94%		Average Response:		4.2				

*The average percent positive collected from past client feasibility studies for a similar question is 80%.*

- 1c. **Ninety-six percent (96%) of the persons surveyed (93% interviewed; 97% written) agree or strongly agree that NPC provides them with meaningful fellowship with other members.**

	Strongly Agree		Neither		Strongly Disagree					
	5	4	3	2	1					
Response	12	41%	15	52%	1	3%	1	3%	0	0%
Written	39	42%	51	55%	3	3%	0	0%	0	0%
Combined	51	42%	66	54%	4	3%	1	1%	0	0%
% Positive:		96%		Average Response:		4.37				

*The average percent positive collected from past client feasibility studies for a similar question is 80%.*

- 1d. **Ninety-one percent (91%) of survey respondents (93% interviewed; 90% written) agree or strongly agree that they have confidence in the leadership to make wise decisions about the future of the church.**

	Strongly Agree		Neither		Strongly Disagree					
	5	4	3	2	1					
Response	15	54%	11	39%	0	0%	1	4%	1	4%
Written	37	41%	44	49%	6	7%	3	3%	0	0%
Combined	52	44%	55	47%	6	5%	4	3%	1	1%
% Positive:		91%		Average Response:		4.30				

*The average percent positive collected from past client feasibility studies for a similar question is 78%.*

- 1e. **Sixty-five percent (65%) of respondents (63% interviews, 66% written) agree or strongly agree that NPC is financially strong.**

	Strongly Agree		Neither		Strongly Disagree					
	5	4	3	2	1					
Response	0	0%	15	63%	5	21%	3	13%	1	4%
Written	17	20%	39	46%	18	21%	11	13%	0	0%
Combined	17	16%	54	50%	23	21%	14	13%	1	1%
% Positive:		65%		Average Response:		3.66				

*The average percent positive collected from past client feasibility studies for this question is 51%.*

2. **Many respondents gave suggestions when asked what the church could do to better meet their needs.** Some respondents indicated they were very satisfied and others made suggestions on bringing in new members; adding ministries; getting more people involved in the life of the church; and enhancing worship. Please see Attachments A and B for complete list of suggestions.

3. Respondents indicated that all the water damage and the drainage problems were the most important issues to be addressed in the Cornerstone Project. Expanding the facility with an outdoor garden was the lowest priority.

Combined Responses	Urgent	Very Important	Important	Somewhat Important	Not Important at all
	3a Water damage to the north side foundation and walls	64%	31%	5%	0%
3b Water damage to rafters and beams	61%	35%	4%	0%	0%
3c Drainage problems on north side	55%	38%	7%	1%	0%
3d. Need for a more accessible entrance	25%	36%	22%	12%	5%
3e. Expand our facility with an outdoor garden	6%	13%	29%	31%	21%

4. Of all the listed improvements, respondents thought repairing the lift or adding a ramp to the sanctuary was the most urgent. In addition to the ramp, paying off the existing loan, tending to the windows, and building a reserve fund to replace air conditioners were considered “very important.” Relocating the organ to center of choir loft. establishing funds for family life and parenting programs, and purchasing a van were considered least important.

	Urgent	Very Important	Important	Somewhat Important	Not Important at all
4g Sanctuary - repair lift or add ramp (\$10,000)	<b>21%</b>	<b>32%</b>	31%	15%	2%
4l Pay off existing loan (\$40,000)	14%	<b>36%</b>	30%	18%	2%
4d. Update all bathrooms (\$5,000)	10%	19%	35%	27%	9%
4a Bridge - repairs, painting, improvements (\$15,000)	8%	21%	<b>44%</b>	24%	3%
4b. Scrape, wash paint all windows (\$20,000)	8%	<b>31%</b>	39%	19%	4%
4f Build reserve fund to replace air conditioners (\$65,000)	7%	<b>30%</b>	<b>47%</b>	16%	0%
4k. Establish fund to purchase additional land (\$75,000)	7%	12%	30%	34%	17%
4m. Purchase and operate van or small bus (\$50,000))	6%	12%	21%	31%	<b>31%</b>
4h Sanctuary - new light fixtures and controls (\$15,000)	5%	11%	36%	33%	15%
4i Organ upgrade--requires additional (\$23,000)	5%	18%	36%	26%	15%
4e. Update sound system in Fellowship Hall (\$1,500)	4%	20%	38%	28%	9%
4o Seal and stripe all parking lots (\$3,500)	4%	14%	35%	34%	13%
4c Update Fellowship Hall kitchen and appliances (\$30,000)	3%	21%	36%	30%	10%
4n. Establish funds for family life and parenting programs (\$10,000)	3%	18%	28%	<b>43%</b>	9%
4j Relocate organ to center of choir loft (\$6,500)	2%	8%	16%	34%	<b>40%</b>

5. Many respondents gave suggestions when asked if there were other projects they thought the church should consider as part of a capital campaign. Respondents suggested space and programs for youth and providing more information about the suggested programs on the above list. Please see Attachments A and B for complete list of suggestions.

**6a. Eighty-nine percent (89%) of respondents (93% interviews; 87% written) indicated they support a capital campaign for the Cornerstone and other suggested projects.**

	Strongly Agree				Neither		Strongly Disagree			
	5		4		3		2		1	
Response	17	59%	10	34%	0	0%	2	7%	0	0%
Written	38	44%	38	44%	8	9%	3	3%	0	0%
Combined	55	47%	48	41%	8	7%	5	4%	0	0%
		% Positive: 89%				Average Response: 4.32				

*The average percent positive collected from past client feasibility studies for a similar question is 77%.*

**6b. When asked if they thought it urgent for NPC to conduct a capital campaign now to implement the plan, 86% of all respondents (100% interviews, 81% written) agreed or strongly agreed that it is urgent.**

	Strongly Agree				Neither		Strongly Disagree			
	5		4		3		2		1	
Response	18	64%	10	36%	0	0%	0	0%	0	0%
Written	33	39%	35	42%	11	13%	5	6%	0	0%
Combined	51	46%	45	40%	11	10%	5	4%	0	0%
		% Positive: 86%				Average Response: 4.27				

*The average percent positive collected from past client feasibility studies for a similar question is 70%.*

**6c. Eighty-five percent (85%) of respondents (91% interview, 82% written) think other members of the congregation will support the proposed Capital Campaign. Several individuals said they didn't know.**

	Strongly Agree				Neutral		Strongly Disagree			
	5		4		3		2		1	
Response	3	13%	18	78%	2	9%	0	0%	0	0%
Written	16	24%	40	59%	8	12%	4	6%	0	0%
Combined	19	21%	58	64%	10	11%	4	4%	0	0%
		% Positive: 85%				Average Response: 4.01				

*The average percent positive collected from past client feasibility studies for a similar question is 62%.*

**7. When asked what might prevent NPC from conducting a successful capital campaign, respondents offered many thoughts.** Most often mentioned were the economy, people on fixed income and lack of participation by all members. See Attachments A & B for complete lists of comments.



8. Respondents want more information. They most want information regarding the project plan and budget, financial health of the congregation, and the benefit to the church.
9. Respondents indicated they prefer to receive information about a capital campaign via email, during church services and bulletin inserts, and through newsletters and mailing.
10. Fifty-eight percent (58%) of respondents (68% interviews, 55% written) support a capital campaign solicitation that encourages NPC members to pledge 3-5% of their annual income each of the next three years to a campaign (*in addition to their current annual giving to support the church*).

	Strongly Agree		Neither		Strongly Disagree					
	5	4	3	2	1					
Response	4	14%	15	54%	6	21%	0	0%	3	11%
Written	11	13%	36	42%	28	33%	6	7%	4	5%
Combined	15	13%	51	45%	34	30%	6	5%	7	6%
		% Positive: 58%		Average Response: 3.54						

*The average percent positive collected from past client feasibility studies for a similar question is 65%.*

11. Seventy-three percent (73%) of respondents (79% interviews, 71% written) preferred to be approached to make a commitment by receiving a packet in the mail followed by a phone call. Thirty percent (30%) of respondents (10% interviews, 39% written) prefer a visit after receiving the packet in the mail.
12. Eighty-eight percent (88%) of survey respondents (97% interviews, 85% written) say they will financially support a campaign if all their questions were satisfactorily answered; 11% answered “I don’t know.”

*The average percent positive collected from past client feasibility studies for a similar question is 77%.*

13. When asked what amount they would consider committing to a three-year capital campaign in addition to their current giving, 74 households offered over 475,000.
- 14-5. Over 100 individuals indicated they would support a campaign by working on a volunteer team. This represents 82% of all the respondents to the survey. Those indicating a preference said they might like to serve on the following campaign teams (some persons indicated interest in more than one team): Prayer, 20; Events, 23; Thanks, 43; Youth, 13; Ambassadors, 24; Communications, 35, Steering Committee, 31. Please see Attachment D for a full list of volunteers.

- 16. Many names were offered as possible lay leaders for a capital campaign. Some of the most frequently mentioned names were:** *Jan Bowyer, Tim Bowyer, John Birmingham, Bob Coggins, Pam Ellen, Pat Flanigan, John Gray, Shirley Lukens, Tom Lukens, Jon Moss, Tom Moynahan, Frank Resse, Chris Rice, Winn Wise*
- 17. When asked if they would consider giving to the church through planned giving, 5 persons said “yes” and 24 persons said “maybe;” 7 persons indicated they already do.**
- 18. Respondents were invited to share additional comments and concerns for this report.** Responses indicated a need for clear communication about all aspects of the plan and the campaign. See Attachments A & B for complete lists of comments.

## **Recommendations**

1. Newnan Presbyterian Church should begin a Capital Campaign immediately culminating with a Commitment Sunday in November or December 2013. The Annual Stewardship Campaign can be run concurrently with the Capital Campaign.
2. The campaign should focus on prayer and stewardship and should be a discerning implementation of God's will.
4. Emphasize the sacrifices that have been made in the past by members to build and maintain the church building.
5. Approach any potential major givers in the campaign to make lead commitments.
6. Develop a campaign strategy that involves new members, those who are modestly involved and those who seldom attend, as well as those who are core members and regular attendees.
7. Concerns that arose during the Feasibility Study should be addressed thoroughly through the campaign communication efforts and opportunities for dialogue. Issues to address are:
  - Report on the overall financial health of the church to the whole congregation.
  - Communicate as many details as possible for the Cornerstone Project and how it will benefit NPC now and in the future.
  - Provide additional details on the other projects under consideration and the priority for those projects.
8. A high level of membership involvement should guide the process.
  - Provide opportunities for members to share their opinions and concerns.
  - Address the need for those who want to be contacted in person rather than by phone or e-mail prior to Commitment Sunday.
9. A high level of information sharing should flow through the campaign. Weekly communication on every aspect of the campaign should be planned.
10. The donation of property, stocks and bonds should be part of the campaign effort.
11. In order to meet the needs of the church, the campaign should follow the proposed calendar in this report.

## **Financial Forecast**

Based on the responses to the survey, annual income of the church, the nature of the project, and concerns expressed by NPC membership, Church Development projects a 90% probability of raising \$750,000; a 75% probability of raising \$950,000 and a 50% probability of raising \$1.1 million in a three-year capital campaign which includes much prayer, member involvement and clear communication.