



WALSH & ASSOCIATES

Church Fundraising Specialists®

Fundraising Planning Study Report

Presented To

First Lutheran Church

Lincoln, Nebraska

Helping churches and church members reach new heightsSM

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**First Lutheran Church
Lincoln, Nebraska**



Walsh & Associates
Church Capital Campaign Specialists®

Confidential

January 9, 2018

Pastor Dan Warnes
First Lutheran Church
1551 South 70th Street
Lincoln, Nebraska 68506

Dear Pastor Warnes:

I am pleased to submit this report of our fundraising feasibility and planning analysis for First Lutheran Church.

The study indicates the potential to raise a minimum of \$2,500,000 to \$3,000,000 or more over a three-year period for your proposed fundraising campaign.

The study results, together with our conclusions and recommendations, are found on the following pages.

This report would not be complete without a word of thanks to you and your church leadership for inviting our firm to conduct this study, which we believe is an important, if not critical, first step to a successful capital campaign. Our special thanks to Bryan Hanson for providing helpful background information and coordinating our interviews.

We look forward to working with you as you implement a successful campaign.

Respectfully submitted,

Michael A. Walsh
President

"Helping Churches Reach New Heights in Their Capital Campaigns"

1601 East Highway 13 • Suite 200 • Burnsville, MN 55337 • (952) 882-9392 • (800) 894-3863
www.walshfundraising.com • Email: info@walshfundraising.com

TABLE OF CONTENTS

SECTION A	STUDY PURPOSES & PROCESS
SECTION B.....	SURVEY RESPONDENTS
SECTION C.....	SUMMARY OF RESPONSES
SECTION D	CONCLUSIONS
SECTION E.....	RECOMMENDATIONS

SECTION A
STUDY PURPOSES & PROCESS

STUDY PURPOSES & PROCESS

The primary purposes of the fundraising planning study were to determine:

1. The **climate for fundraising** in the church and local community, which involved assessing satisfaction with the church, awareness of and acceptance for your planned project and campaign, and the competitive environment for philanthropic funds at this time;
2. Your **volunteer and volunteer leadership potential** and the names of prospective key leaders;
3. Your **financial potential** and the names and estimated gift potential of prospective key donors;
4. The **best way** to prepare for and/or proceed with, package and promote your project and campaign effort in order to achieve optimal results and ultimate success.

The study process involved four phases or steps:

1. **Preparation.** During this initial phase of the study process, an overall study strategy and schedule was developed; relevant information about your project and campaign was gathered; a preliminary case statement outlining your needs and plans was prepared; survey questionnaires were developed; candidates for confidential interviews were selected; a phone script to be used to invite them to participate in the study was outlined; and interviews were scheduled.
2. **Individual Interviews.** We sought to interview up to 30 of some of your most active and generous members, who are the most important people to listen to and hear from because they have the greatest influence on any church campaign's success. During this phase of the study, a total of 32 confidential interviews involving 57 individuals were actually conducted. The primary purpose of the interview discussion was to inform people about the proposed project and campaign, to assess their awareness and acceptance of it as well as their willingness to support it, and to record their feelings about how others might react and respond.
3. **Data Compilation, Analysis and Report Preparation.** During this phase of the study, all of the information gathered was compiled and analyzed, and a written report of the study results and our recommendations was prepared.

4. **Presentation of the Report.** The final phase of the study process involves presenting our findings and recommendations to the person(s) who authorized the study, answering any questions that might arise and deciding how to best proceed with a campaign effort that will ultimately meet your needs.

The conclusions reached and recommendations made in this report are based on our analysis of all of the information gathered, responses to our interview questions, and our firm's experience in conducting similar fundraising campaigns.

SECTION B
SURVEY RESPONDENTS

INDIVIDUALS INTERVIEWED

Verdell Bohling & Daniel Robles

Clay & Julianna Ehlers

Steve & Gloria Eicher

Justin & Kari Eller

Bob & Carlene Falos

Cory & Kurstin Friesen

Barry & Vicki Graham

Bill & Loretta Hammelmann

Jim & Karen Handeland

Patrick & Priscilla Hayden-Roy

Barbara Johnson Frank

Norm & Sylvia Kempf

Jim & Connie Kisling

Andy & Terry Kruse

Andy & Karen Kuhn

Dale & Sandy Latshaw

Steve & Karen Lenzen

Tim & Linda Maack

Marsha McKinsey

Brian & Erin Niebuhr

Lyle Petersen

Madalyn Popken

Bob Rauner

Lee & Kay Rockwell

Mary Rogge

Bill & Jane Shaner

Harold & Gay Sutter

Dave & Cindy Timperley

Dara Troutman

Aaron Ward & Shannon Wakeley

Dan & Marianne Warnes

Jerry & Robin Westhoff

SECTION C
SUMMARY OF RESPONSES

SUMMARY OF RESPONSES

A total of 32 individual interviews were conducted, involving 57 individuals. When couples (e.g., husbands and wives) were interviewed or completed surveys together, individual responses were encouraged, and many times received. Sometimes too, two answers were given by an individual to a single question. For example, some may have responded that they felt acceptance for a campaign would be "fair" to "good." In this and similar instances, two answers were recorded. In addition, there were times when a person was not able to answer or, if not appropriate or applicable, was not asked certain questions. This explains why the total number of responses does not always equal the total number of individuals interviewed or responses received. In addition, percentages may not add up to 100% due to minor differences in rounding.

-
1. How satisfied are you with First Lutheran Church and the programs and services the church provides?
-

	<u>No.</u>	<u>Percent</u>
Very Satisfied	34	59%
Satisfied	24	41%
Somewhat Dissatisfied	0	0%
Dissatisfied	0	0%

2. How well informed would you say that you've been about the church's needs and plans to implement a building project focusing on accessibility and living out our welcoming statement?
-

	<u>No.</u>	<u>Percent</u>
Well Informed	38	66%
Have General Knowledge	18	31%
Know Very Little	2	3%
Uninformed	0	0%

3. Overall, how important do you think it is to address these needs?

	<u>No.</u>	<u>Percent</u>
Very Important	36	62%
Important	17	29%
Nice to Do	5	9%
Not Needed	0	0%

4. Individually, how would you rate addressing each of these needs and the proposed project's major parts in terms of importance?

Need	Very Important	Important	Nice to Have/Do	Not Important
1. Worship space	38 / 68%	10 / 18%	8 / 14%	0 / 0%
2. Restrooms	42 / 74%	13 / 23%	2 / 4%	0 / 0%
3. Kitchen	24 / 42%	22 / 39%	11 / 19%	0 / 0%
4. Nursery and Sunday School Area	23 / 42%	19 / 35%	12 / 22%	1 / 2%
5. Miscellaneous Compliance, Safety and Accessibility Issues	41 / 72%	15 / 26%	1 / 2%	0 / 0%

5. Were you aware that the church was considering a major fundraising campaign to address these needs?

	<u>No.</u>	<u>Percent</u>
Yes	56	98%
No	1	2%

-
6. In your opinion, what would be the acceptance level among members for a fundraising campaign that would address these needs?
-

	<u>No.</u>	<u>Percent</u>
Excellent	27	47%
Good	27	47%
Fair	4	7%
Poor	0	0%

7. The cost of the project is estimated to be in the \$4,500,000 range. How much money do you think can realistically be raised from all members and select others in pledges payable over a minimum of three years?
-

	<u>No.</u>	<u>Percent</u>
\$4,500,000 or More	3	5%
\$4,000,000 - 4,499,999	1	2%
\$3,500,000 - 3,999,999	1	2%
\$3,000,000 - 3,499,999	9	16%
\$2,500,000 - 2,999,999	5	9%
\$2,000,000 - 2,499,999	30	53%
\$1,500,000 - 1,999,999	4	7%
\$1,000,000 - 1,499,999	2	4%
Less than \$1,000,000	2	4%

-
8. In your opinion, who would be the best people to lead a fundraising campaign for First Lutheran Church if we could get them?
-

(Names provided under separate cover.)

-
9. In your opinion, who are the members who might be capable of making the largest gifts if they were so inclined?
-

(Names provided under separate cover.)

-
10. In your opinion, what individuals and institutions outside of the church community (e.g., former members, businesses and organizations, etc.) might have the potential and willingness to make significant gifts?
-

(Names provided under separate cover.)

11. If a campaign is conducted, do you think you might consider or accept a campaign leadership position if asked?

	<u>No.</u>	<u>Percent</u>
Yes	7	12%
Maybe	9	16%
No	40	71%

12. If not a leadership position, would you work on the campaign in some other capacity?

	<u>No.</u>	<u>Percent</u>
Yes	25	45%
Maybe	14	25%
No	17	30%

13. If a campaign is conducted, do you think you might make a gift?

	<u>No.</u>	<u>Percent</u>
Yes	30	94%
Maybe	2	6%
No	0	0%

-
14. If you were to make a gift, what range gift do you think you might consider over a three-year time period?
-

Of the 32 individuals or couples who said they would make or would consider making gifts, 30 mentioned specific amounts or a gift range they might consider. The highest gift or range gift that any one individual, couple or institution said they would make or consider was in the \$200,000 range. One individual or couple said they would make or consider such a gift. The total of specified gifts that people said they would or might consider ranged from a low total of \$603,600 to a high total of \$705,800.

-
15. Are you aware of any other campaigns that are in progress or being planned that might conflict with a campaign for First Lutheran Church?
-

	<u>No.</u>	<u>Percent</u>
Yes	8	26%
No	23	74%

Potential conflicts mentioned more than once included planned, actual or potential campaigns for the Lutheran Center at University of Nebraska - Lincoln.

-
16. Do you have any other comments or suggestions that you think might be important or helpful to this study or in planning a campaign?
-

CHURCH SATISFACTION

1. We're a destination church - people are here not because it's in their neighborhood, but because they love it here.
2. Council highlights need to be in the newsletter or posted somewhere - that's gradually gone away over the years.
3. Communication to the congregation is very important.
4. We're in the strongest position we've ever been. Not necessarily the largest membership, but certainly excellent staff.
5. Members here are very dedicated.

6. We're becoming more diverse and need to hear those voices too. I love the strong service component we have here - woven from worship through the programming. We have growing edges too: figuring out how to get the involvement of younger families - it gives kids/youth a smaller home in comparison to their larger schools. There's a potential for outreach to younger families in our neighborhood - to connect with the church and with each other.
7. We still need to work on our stewardship messaging.
8. We can always grow more.
9. The welcoming statement has become too focused on the disabled portion.
10. A number of minorities are getting involved here, such as Sudanese refugees.
11. The congregation as a whole doesn't know what the council is doing. There's no communication or accountability.
12. We are a very engaged community here.
13. There's a concern for feeding the hungry here and outreach in general is valued - both locally and internationally.
14. We want to grow, but we need to take care of what we have.
15. We're landlocked and at parking capacity.
16. We have stable pastoral leadership.
17. We're not growing, we're stable in membership at best. Our membership skews a little older and we don't have a lot of younger families. The majority of people are 35-80 years old.
18. Lots of outreach happens in this congregation.
19. Our limiting factor is parking.
20. There's a lot of tradition here.
21. The congregation is in a healthy place right now.
22. Pastor Dan has a lot of credibility and he's very persuasive.
23. There is a lot of goodwill towards leadership in the church, especially the pastors.
24. The welcoming statement is important here.

PROJECT AWARENESS AND ACCEPTANCE

25. Some will think this plan doesn't go far enough and the dormers may be a fight.
26. The sanctuary roof brought into a "v" and all glass from the old plans was a better idea.

27. We should have done this before now.
28. There's great enthusiasm for doing something while still keeping the formal/traditional feel of the sanctuary.
29. Everyone needs to be able to see themselves in the plan.
30. It needs to be beautiful and functional over the long-haul. Some of the aesthetic parts aren't quite beautiful yet.
31. The potential of a preschool/daycare should not drive any financial decisions on money spent. We don't need the liability.
32. I value sustainability. The congregation shouldn't be house poor. Mission and programs can't suffer because of this project.
33. We haven't heard anything for several years after the big push before.
34. I feel like some council members don't understand the scope of the plan.
35. It needs to be a good case statement.
36. The lighting in the sanctuary should be solved by artificial lighting.
37. The stucco on the activity center has several areas where it was not done appropriately originally and needs attention.
38. We need to communicate the debt even after the pledge period is over – we can't let it get off the radar.
39. The ramp from the altar to pulpit doesn't make sense - I can't picture it at all.
40. Wheelchair emergency exits are necessary.
41. We don't need dormer windows on the south side of the sanctuary.
42. We need more education about the project.
43. There is a pent-up desire to do this.
44. People are pretty excited about this.
45. I wasn't too happy with the sanctuary description.
46. I don't like the look of whitewashing the beams in the sanctuary.
47. We must educate people about the plan and explain why.
48. The sanctuary is dark. It needs a more light and airy feeling.
49. Before there was too grand of a vision.

50. Church isn't just a physical location, it's everywhere - but the place is still important to me.
51. I'm not sure if these changes will increase membership.
52. The dormers are great, but having stained glass in them is not. Stained glass is darkening and doesn't solve the light problem. Clear glass would be better.
53. For the roof, a proper underlayment is most important.
54. For the kitchen area, those bathrooms are handy for people who work in the kitchen. It needs a better design than the one presented. Currently the people who work in the kitchen only use 4-6 burners at a time. An electronic pilot would be good. There's no need for 7-10 people to use the kitchen at the same time. Steve Lenzen needs to be consulted for the kitchen - he knows the most.
55. We need to be transparent.
56. God gives us the task of taking care of what we have.
57. There's a lot of energy and excitement here right now.
58. We should have known more walking into the meeting with the architect.
59. Allowing membership to give input is important. We need to allow more opportunities for feedback, potentially in small group settings.
60. There's some apathy because of the failed Vision 2020 plan. There's some skepticism that it'll happen this time around.
61. A lot of people thought we were talking about safety issues and it doesn't seem to be that anymore. You'll have a tough job to get everyone going in the same direction.
62. The curved driveway is nice, but isn't truly a statement piece - there needs to be a visual statement from the sanctuary that one can see from the road.
63. There was a much more expensive plan developed years ago. It's scaled back now, for good reasons. The church can't be who it wants to be without these changes. The old plan was well received, but it wasn't the right time and quite expensive. The sticker price was huge.
64. I don't like the idea of getting rid of the restroom by the kitchen. I also don't like how the new restrooms would be in a more public space.
65. The courtyard is low hanging fruit - it's currently an unused space, so let's use it.
66. We need to have adult forum time and also give high school students the opportunity to learn about this and communicate more and in various ways.
67. The kitchen and bathrooms seem complimentary.
68. More people need to be aware of the needs, especially with the choir area and safety of the kitchen.

69. The parking lot needs resurfacing and is too small.
70. The tile on the sanctuary roof needs to be replaced - it's weak and glued together.
71. The kitchen plan isn't good. I don't like how it's isolated. Noise isn't a problem and it would segregate people.
72. The kitchen is inconvenient and dangerous - especially the stove and dishwasher.
73. The restrooms replacing the deck area are a good idea, but there should be a little hallway so the entrance to them is a little offset from the commons area.
74. The windows in the sanctuary should be at pew level. It would still increase light.
75. I'm very opposed to reroofing with tiles as they're very expensive to replace. I understand that the underlayment is most important, but I don't think they're a bad idea.
76. People want to see the drawings right in front of them.
77. People need to feel listened to.
78. I don't know what's happening now. I wasn't really happy with what I saw at the recent architect meeting. I liked the last plan better. I would vote "no" right now.
79. This scaled down version should be attractive. The worship space is tired, I hope we'll start there first. Some of the unsexy projects need to be looped in with the more exciting parts.
80. In the kitchen, safety is important. We need to replace equipment, but not necessarily have a bigger space. A pantry would be nice, but there's no need to get rid of the bathrooms.
81. The planning committee has done a nice job with sharing a vision which stretches us yet is still doable and common sense. I like the safety and welcoming focus.
82. There are potential issues with the new sacristy location being behind the altar - it will be very noisy.
83. Safety and pragmatic things all make sense to do.
84. Some people have concerns with the new entry and not having enough room.
85. I would be delighted with having a preschool here, but we'd need a long-term contract in place in order to spend money on the improvements needed.
86. The dormers are a great idea, but some people have concerns with the potential upkeep and/or leaking. If we do it, we need to use quality materials.
87. I love the increased light in the sanctuary and the driveway idea is great.
88. I don't like the dormer windows in the sanctuary from an ascetic standpoint.
89. Our facility is old, tired, not friendly, and dark.

90. We want to be welcoming, so this is necessary.
91. There needs to be a statement piece from the road that's from the sanctuary.
92. Dormers are okay, but a big glass piece would be better.
93. There needs to be one big visual thing - the big glass piece in the sanctuary from the last plan would be great.
94. The response at the meeting with the architect was great - there were close to 200 people with over 60 responses collected (responses were very positive).
95. The entrance on the plans looks like I was going into a hospital - it no longer looks like a church.
96. HVAC in the north wing of offices is a continued problem.
97. The dormers would be a built-in repair and maintenance issue. The money spent on them could be better used on replacing tile.
98. Options would be nice to have as well as some prioritization.
99. I don't like the way everything has been presented. We haven't had a chance to weed it out. Needs versus wants need to be clarified.
100. There should be information relevant to this at the senior dinner.
101. The sanctuary roof needs to be addressed. It's time to correct it.
102. I'm confused as what we're looking for - is it security or safety? We need to be more focused.
103. If this is feasible we need to have a lot more transparency.
104. Let's not slip through with mediocre quality. We need to do without something rather than settle for low quality.
105. The pastors have done a nice job with bringing the process along, as has council.
106. We need to spend where we need to spend so we don't have upkeep.
107. I would hope the first order of business is accessibility.
108. Going around to the elevator in a wheelchair is sometimes more than a person in a wheelchair can do.
109. The canopy and restroom plans are great.
110. The presentation with the architect was very well attended.
111. The separate pieces of the project will be big for different sets of people.

112. Moving the altar forward would be great.
113. Lighting in the sanctuary will be important.
114. Overall, it's a good design; tweaking needs to be done though, especially with the kitchen.
115. We're going to need to see the sanctuary portion flushed out a little more. Light is good, but so is the current space - we can't make it look like the dormers were just added.
116. I love the angling of the pews, the new choir area, and the accessible drop-off.
117. Windows on the walls of the sanctuary would be better than the dormers.
118. Whitewashing the beams in the sanctuary is an awful idea.
119. I've always loved the sanctuary - there's a feeling that it's dark, but that doesn't resonate with me. That said, it's maybe time to let other have their say. The restrooms are terrible for wheelchairs. Safety in the kitchen is a huge problem. We need to be welcoming for young families, so we need to fulfil our charge and improve the nursery and Sunday School areas.
120. There aren't enough restrooms and they are not in the right places right now. Safety is very important for the kitchen, but the design is less important, as is the space. I'm not supportive of making changes for the Sunday School area to attract outside groups unless they share in the expense.
121. The issue with the choir space and accessibility is very important, but the windows/lights in the sanctuary isn't in the current plan.
122. I don't like the design of the kitchen at all. We need to engage a certified kitchen planner. Nursery/Sunday School areas are not the top of my priority list, but still very important. The ramp out of the lower level is not necessary.
123. The entry from the old plans was better.
124. The restrooms should be handicapped accessible. These issues as a whole have bothered us for a long time.
125. In the sanctuary there seems to be a lot of moving stuff around, but not creating any more seating.
126. I don't like the artwork behind the cross in the sanctuary - it can look dated easily and hard to clean. I don't like the dormers due to maintenance and cost. I like the windows on the north side of the sanctuary. The chairs at the front of the sanctuary are a good idea. We need a new stove and dishwasher in the kitchen, but it needs to be about safety rather than expansion. The circle drive would be distracting from the sanctuary. We need to watch how we spend our money.
127. The kitchen needs more explanation and likely doesn't need change to the extent suggested.

128. The preschool decision is and should be separate from this project, but it is a real opportunity. Readiness for that is least important on the list.
129. The new choir space is great as is the lighting in the sanctuary. The altar and pulpit plans don't make sense. The current nurse is dingy and small.
130. Bringing in an external day care or preschool is a huge opportunity. The nursery is very important.
131. Will the people in the back of the sanctuary be able to see if the altar is at floor level?
132. You need to talk with people who use the kitchen the most - it's like building a house without consulting with who is going to live in it. Safety is important, but some things for the nurse/Sunday School areas are not necessary and shouldn't be done for outside groups without a contract in hand.
133. Kitchen safety is a big problem.
134. The choir space in the sanctuary is very important. The restrooms are sufficient enough for visiting, but the location and accessibility are poor. We need a handicapped van too if we truly want to be welcoming.
135. I struggle with the idea of an external preschool. I wouldn't spend money on a "what if."
136. For the kitchen, new appliances are most important (oven, dishwasher, freezer).
137. I like the opportunity for a preschool or daycare to come into our space. That would increase the importance for me.
138. We supported the idea before. I liked those sanctuary designs better. Open seating in the sanctuary would be nice.
139. We have to do the nurse/Sunday School area if we're going to grow.

CAMPAIGN AWARENESS AND ACCEPTANCE

140. We have a frugal perspective for spending money and debt.
141. Pastor Dan keeps saying that the campaign is a moral issue - it's true.
142. Ownership will be important. We should have naming opportunities.
143. We must stress to people that all size of donations are valued.
144. We're historically thrifty - arguably too thrifty.
145. We need to plant seeds - not pushing too hard too fast.
146. The last plan was more keeping up with the Jones' because of growth of two other Lutheran churches with not a lot of congregational input.

147. We must get people committed to the need before asking for money.
148. A partial campaign and partial mortgage might be the answer for us.
149. We have talked about it for a while. With the last one put on hold, we're ready now.
150. Not everyone is on board, but certainly overall. There was a good turnout at the meeting with the architect and no feeling of skepticism there.
151. There needs to be good communication to the congregation throughout the three-year period.
152. People are going to want layers or options. We should tier things in phases with different goals.
153. People need to have the opportunity to share opinions and have options for acceptance to be excellent.
154. We need to be sensitive of everyone's needs - especially based on size of gift.
155. The congregation has a fairly high level of education and concern with social issues. I would hope that materials put together wouldn't be talking down to them.
156. People are ready for this. Some might be resistant or may have to really think it through. There's a tendency for conservative financial thinking here, but if we don't move forward, we will move backward. There are many academics here who think in the abstract. We need to channel that thinking into reality.
157. The campaign needs to impact mission. Lots of people are driven by that here as opposed to the pretty, shiny things. Both are important and need to be valued.
158. This congregation has the money to do it. It will need to be presented in the right way with transparency. We need to motivate people.
159. If you really know what's going on, you're on board.
160. There are refugee families in the congregation and we are already so blessed. There needs to be balance.
161. People are complaining about the pews, floors, etc. They want action.
162. There's a diverse population here with diverse financial backgrounds.
163. Acceptance level will depend on the scale of the project.
164. We should consider extending the pledge period to five years.
165. Everyone needs to contribute something.
166. We want to know more logistics of how this would work.
167. It's important to articulate that no gift is too small.

168. We haven't had a campaign in a long time.

169. Ownership will lead to giving. This congregation is very ownership oriented.

VOLUNTEER AND VOLUNTEER LEADERSHIP POTENTIAL

170. The more people involved, the more buy-in you'll get.

FINANCIAL POTENTIAL

171. We are not a wealthy congregation, but not many people are hurting.

172. The time period is too tight - maybe six years instead?

173. We're pretty generous here.

174. We should consider suspending the double tithe during the campaign. Perhaps our pledge period should be five years.

175. The "faith factor" is always part of our budget and it will positively impact the campaign too.

176. I think that phases are reasonable for this project. The Sunday School and nursery area could come later.

177. Council and leadership are very committed to the double tithe. We need to reconsider that at this time. Is that an issue of pride of the right thing to do? Perhaps others need to step up in the Synod - it's worth talking about.

178. This project is appropriately scaled back from the last attempt.

179. Stop double tithing and put the second 10% towards this project. Take care of yourself so that you can continue to take care of others.

180. If it's meant to happen, it will.

181. A case could be made to temporarily suspend the double tithe.

182. There's a very strong commitment to the double tithe here - 20% given away. We cannot affect that. We have a reputation for being one of the most generous congregations in Nebraska.

183. Timing is right for this and trust is very high. Pastor Dan is extraordinary at persuading and relating to people.

184. Does Gallup have a foundation?

185. Over 40 organizations use this building - we should approach them all.

186. Completing \$4.5M in three years sounds ambitious.

187. We should look into corporations who have an interest in accessibility.
188. I have more time than money to give right now.
189. It's frustrating that there are plenty of people who don't give what they're capable of now.

OTHER

190. What would happen if we add membership? There's nowhere for additional people to park.
191. We have a significant older population here.
192. Buying more land is how we will grow.
193. We're not in the business of filling seats, we're saving souls.
194. From a program standpoint, we do less inside and more outside these walls, therefore making some of the last plan no longer relevant.
195. I wonder if it would be better to unload this facility and start from scratch somewhere else.

SECTION D
CONCLUSIONS

CONCLUSIONS

A. SATISFACTION WITH THE CHURCH

The level of satisfaction with First Lutheran Church is exceptionally high at the present time. In fact, 100% of survey respondents said that they were either satisfied or very satisfied with the church and the programs and services that you currently provide. This is obviously very conducive to the possibility of a successful campaign.

People were especially appreciative of the pastors and staff. Pastor Dan's leadership came up several times and people are clearly appreciative of him as senior pastor and confident in him shepherding the congregation through a campaign. Those interviewed also like the balance between what takes place within the walls of the church building as well as living out the mission and ministry of the congregation outside of those walls.

In addition, there were no consistent or significant sources of discontent. Some felt that communications, especially about council activities could be improved but this was a minor, not often mentioned concern.

So, all in all, this exceptionally high level of satisfaction with the church and lack of consistent major sources of concern or discontent should prove to be extremely helpful for your campaign.

B. PROJECT AWARENESS AND ACCEPTANCE

Ninety-seven percent (97%) of survey respondents felt that they were either well informed or had a general knowledge of your needs and plans. Consequently, we view the level of awareness for your project to be very high at the present time.

In addition, 91% of survey respondents felt that addressing your needs as expressed was either important or very important. This is a very high level of acceptance for the proposed project overall, which is obviously conducive to a successful campaign.

During the conduct of our study, we also assessed acceptance for all of the proposed project's major parts and found that all received majority acceptance among survey respondents.

Rated the highest priority among survey respondents was your expressed needs and proposed plans for miscellaneous compliance, safety and accessibility issues. That area included such things as ramps for accessibility, zero-step entrances, clear/consistent signage, and a covered portico at the front entrance. 98% of survey respondents rated this component of your plans as important or very important to do.

Your proposed plans for accessible restrooms were rated as your second highest priority with 96% of survey respondents indicating this was important or very important to address.

Rated the third highest priority among survey respondents was your expressed needs and proposed plans for the worship space. Eighty-six percent (86%) of survey respondents rated this component as important or very important to do. Brightening the sanctuary and moving the choir to

the main floor of the sanctuary was particularly well received. The plan for the dormers however, was a bit more controversial with some people saying that a large piece of clear glass like you had in your past plan or windows might serve this space better.

The kitchen was rated the fourth highest priority among those we heard from with 81% of survey respondents saying they felt this component was important or very important to address. Some were concerned about the extent of the remodeling planned for the kitchen. Others weren't totally sold on the design and felt that this aspect of your plan could be further refined, ideally with the help of a kitchen design specialist and/or people who use the kitchen regularly.

Your expressed needs and proposed plans for the nursery and Sunday School area was rated as the fifth highest priority with 76% of survey respondents rating this element as important or very important to do. While most felt that this was an important part of your plan and welcomed doing it immediately, others felt that this component could be deferred to a future phase, if needed, if all that is desired wouldn't be financially prudent to complete in one phase.

So, in summary, your overall plan was well received and supported, and people clearly do understand the importance of the various components. The positive perception of your proposed project and the majority of its parts will be quite conducive in the success of your planned campaign.

C. CAMPAIGN AWARENESS AND ACCEPTANCE

Awareness of a fundraising effort designed to address your expressed needs is very high at the present time with 98% of survey participants saying that they knew a campaign was being considered or planned.

Acceptance for such an effort is also viewed to be very high at the present time with 94% of survey respondents saying that they felt that acceptance for such an effort would be “good” or “excellent.” Especially with a project and campaign being on the horizon for so many years, people are ready to take action!

Finally, it was also especially encouraging to note that 100% of survey respondents said that they would either make or consider making a gift to the campaign. This further demonstrates that a high level of supportiveness for your project and campaign effort already exists which underscores the importance of moving forward relatively immediately to address what most clearly see as critically important needs.

D. COMPETITION FOR FUNDS

Competition for philanthropic funds should not be an issue for you at the present time. In fact, 74% of survey respondents said that they did not know of any potentially conflicting projects or campaigns that were in progress or planned that might adversely affect your campaign plans.

Mentioned multiple times as potentially competing efforts were the planned or potential campaigns for Lutheran Center at University of Nebraska - Lincoln. However, most people clarified that response acknowledging that there could be some overlap in potential donors, they did not think it would negatively impact a campaign at First Lutheran. Some people also felt that your double tithe philosophy could have some financial ramifications on your campaign and were in favor of having this be discontinued or altered in some way during the course of your campaign.

In our experience, these types of efforts will have little significant long-term or widespread detrimental effect on your campaigns success, making now an ideal time to launch and run a campaign from a competitive perspective.

E. VOLUNTEER AND VOLUNTEER LEADERSHIP POTENTIAL

Campaigns of this nature are not only volunteer intensive, they're volunteer dependent. Consequently, it is essential to have ample, able and willingly available volunteers and volunteer leadership for a successful campaign.

Ideally, you should have one volunteer for every five or six households that contributes something at least annually to your church. In your case, with roughly 412 annually contributing households, this translates into having up to 69 people actively involved in the campaign as volunteers, at least ideally. At least 30% of these, or 21 people and ideally couples, would be needed to serve in key leadership capacities enlisting, soliciting and supervising other volunteers and volunteer leaders. And, as a general rule of thumb, you should have at least two candidates for every volunteer leadership position that needs to be filled. For your church, this means you should have a pool of at least 42 key leadership candidates to assure that these critical positions are filled. During the course of our interviews, 62 different individuals or couples were named among the best possible leaders for a campaign. This is greater than the ideal pool of quality candidates that we would need, which indicates that you should have no problem attaining the quality and quantity of volunteers and volunteer leaders that we would ideally need and like to see for your campaign.

Willingness to work on the campaign, especially in a leadership role, is also critical to your

success and something that we also assessed. And the study shows that 29% of those interviewed (who are presumably some of the most active and generous people to your church now) indicated a willingness to consider leadership positions in the campaign if offered or asked. This nearly approximates the typical one-out-of-three willingness-to-lead response that we ideally like to see.

On a more positive note, however, is the fact that willingness to get involved in key leadership roles actually increased among those recommended most to us as the best possible leaders for your campaign. In fact, of the 37 individuals or couples recommended to us multiple times as being among the most capable leaders for your campaign, we interviewed 12 of them, and 5 of the 12, or 42% indicated a willingness to get involved in a leadership role if offered or asked. Furthermore, of the 26 individuals or couples that were recommended to us three or more times as being the most capable to lead your campaign, we interviewed 10 of them, and 5 of the 10 or 50%, said they would or might accept campaign leadership positions if asked. Furthermore, of the 11 individuals or couples that were suggested five or more times as being the best to lead your campaign, we interviewed 6 of them, and 5 of the 6, or 83% said that they would or might accept a leadership role in your campaign if it were offered to them. This willingness to get involved as key leaders among those mentioned most as the best to lead your campaign is significant in that campaigns of this nature tend to have somewhat of a bandwagon effect with most people waiting to get involved until those they know and respect most already have.

Additionally, it was encouraging to note that 70% of survey respondents said that they would or might work on the campaign in some capacity if asked, which is far higher than the one-out-of-two willingness to work response that we typically and ideally like to see.

So, in summary, your prospects for getting both the quality and quantity of volunteers and

volunteer leaders that you would need for a successful campaign looks to be promising at the present time.

F. FINANCIAL POTENTIAL

A number of considerations are used to determine financial potential. All of the previously discussed criteria – satisfaction with the church, acceptance of the proposed project and campaign, competition for funds, and leadership potential – are all major considerations.

Another important criterion in estimating financial potential is the opinion of the church members themselves, since experience, for the most part, shows that people tend to perform at the level they think they are capable of, and rarely above. And, the study shows that a majority of those interviewed (87%) believe that at least \$2,000,000 can realistically be raised over a three-year pledge period for your proposed campaign.

We also look at prospects for pacesetter gifts in evaluating a church's financial potential. To reach your capability in a fundraising effort of any significance, you would normally need and ideally receive at least one gift equal to 10% or more of your goal. Furthermore, you should have at least three prospective contributors rated as capable of making the top gift that you need. In your case, the top three rated prospects for gifts were consistently rated as capable of contributing an average of \$335,000 if they were so inclined. This would indicate a potential for raising at least \$3,350,000 under this financial formula.

We also looked at the top gifts that your people expressed a willingness to consider or make in evaluating your financial potential. And during the course of our study, the top gift that any one person said they would be willing to consider or make was \$200,000. This would indicate a potential to raise \$2,000,000 under this financial formula.

Finally, one of the best barometers of financial potential is current giving. Normally, a church should be able to raise at least three times its annual offerings in a well-run and received campaign for a project of this type. And according to information provided to us, approximately \$975,000 in such income was received over the past 12 months. This would indicate a potential for raising at least \$2,925,000 in your campaign.

The average of the aforementioned indicators amounts to \$2,568,750. Consequently, we believe that you have the potential to raise a minimum of \$2,500,000 to \$3,000,000 or more over a three-year period in your planned campaign in addition to other funds that you may already or eventually have available for this project and campaign.

SECTION E
RECOMMENDATIONS

RECOMMENDATIONS

1. That you consider completing the project and the fundraising for it in multiple phases, if needed based on what people want, will support and to what extent, as well as what makes the most practical sense. What seems to make the most practical sense to us, based on our experience and the information gathered through the study is to commence with and complete the entire building project in one phase, along with an initial campaign to raise as much of the needed funds as possible. Then, conduct a second successive campaign, if needed, to finish paying for your desired space.
2. That you begin the planning and organizational work for your capital campaign as soon as possible and ideally right away so that your campaign can be completed for the most part by mid-June. This will enable you to take advantage of the high levels of satisfaction with the church, the high level of awareness of and acceptance for the proposed project and its most accepted components, the high level of awareness of and acceptance for the proposed capital campaign, and the low level of competition for philanthropic funds that currently exists. Finally, it will also allow you to capitalize on the momentum gained for the project and campaign through the conduct of this study before enthusiasm starts to wane.
3. That you consider having us break out, organize and conduct a special and separate Pacesetter Gift Phase for your campaign during which we would devote extra time to seeking and securing some of the more significant lead gifts that will assure optimal campaign results and ultimate success. This special phase would be conducted first and apart from the more traditional Advance and Community Gifts phases of a church campaign where these more significant gifts would typically be solicited in. Significant lead (or the top ten to fifteen campaign) gifts should provide up to 40% of more of your overall goal and more than

any other gifts will determine the degree of your (or any) campaign's success. And these types of substantial lead gifts, which can help you to achieve more of your potential, do, in fact, exist in your church, but the willingness to give them, currently falls short of the existing capability. Consequently, we believe that you could benefit from having additional time for cultivating and closing the few key gifts that are and will be so critical to a larger campaign's success. In fact, when recommended and done in other churches we have worked with, it has resulted in raising up to an additional one-half to one times a church's annual income. So even though adding a Pacesetting Gifts Phase would add slightly to the campaign's overall cost and timeline, it also has the potential to significantly enhance your campaign's results far beyond any additional expense. In short, it has the potential to be a very practical and worthwhile investment. If you elect to implement this suggestion, we recommend that this more private, quiet and non-public phase of the campaign be launched in April, immediately after Easter with preparation work for the campaign to still begin right away, that the rest of the Advance Gifts phase commence before and run through the summer and that the remainder of the campaign be completed in late August or early September after family vacations end and a new school year begins.

4. That you establish a minimum goal of \$2,500,000 to \$3,000,000 for the initial phase of the campaign effort, which is in line with what we believe you can realistically expect to minimally raise, the latter of which would be more realistically achievable if you heed our previous suggestion and conduct a special Pacesetting Gifts phase. We also suggest that additional, higher goals be set, which will enable you to complete more of the project and/or to minimize debt and will keep people from becoming complacent once the minimum goal is met. This tier type of goal setting strategy will all but assure your campaign's success at some

level and will keep people's eye on your ultimate need and goal in addition to keeping people reaching and from becoming complacent if/once your minimum goal is met.

5. That you secure or begin to finalize plans and secure concrete cost estimates for the proposed project and consider suggestions and feedback from members that were raised both during this study and in earlier all-member meetings with the architect the church has hired to develop the plans that you have.
6. That you begin to develop responses to some of the other most commonly raised questions, concerns and suggestions that surfaced as a part of this study, which will then need to be incorporated into the final case statement and various other communications mediums that will be used throughout the campaign.
7. That you develop with our assistance 'giving opportunities' that give people an idea of what their gifts at various levels will enable the church to do. Such opportunities inspire people's generosity and will help you to stimulate substantially larger gifts than you otherwise might get without them.
8. That you recognize all donors to your campaign in some special and significant way such as a donor book or wall to be dedicated and placed in a very visible part of your facilities.
9. That you educate people about and promote planned or creative gifts to the campaign and your church with our assistance. Such gifts may enable your members to make better and more beneficial gifts to the campaign and your church which will be helpful to both you and to them.

10. That as part of the preparation process for your campaign, you have us help organize and conduct a 'member census' to gather more extensive contact and other information, where needed, for your members which will help you not only during, but after your campaign as well. This census would have as its purpose gathering multiple phone numbers, email and mail addresses for your members to make communicating with them more efficient and effective. This special census can easily be taken as part of your scheduled services over successive weekends by having cards available in people's seats or pews that they can complete and you could then collect. You can also do an all or select member follow-up mailing to those who haven't responded, if desired.

11. That you initiate and implement within three to nine months after the campaign ends, a more formal, holistic and professionally run stewardship program at your church. Such a program should have at its core a strong initial and ongoing educational component emphasizing what it means to be a Christian steward in every sense; it should be led by a sound and well-rounded, standing stewardship committee that will assure that the program is ongoing and holistic in nature; it should have a strong volunteer stewardship component that seeks to get more deeply involved in the life of your church; and it should have a strong financial stewardship component that seeks not only to expand regular weekly giving, but also special and substantial short and long-term gifts to your church. This may help you to support any interim, short-term debt and increased operating expenses that you may incur as a result of this project and/or may enable you to finish your proposed project sooner than might otherwise be possible without it.