



October 10, 2010

We at Fundraising...etc wish to extend our most sincere thanks to everyone at New Harvest Community Church for all the hard work, cooperation, and gracious hospitality Barbara and Glenn Holliman experienced throughout the Testing Phase Study process recently completed.

We are especially appreciative and grateful to the volunteers and staff for coordinating the Testing Phase Study process. A special word of thanks to Erin Tharp for her steadfast efforts in scheduling the personal interviews, Harlie Strohm and Rachael Little for being present to warmly greet the interviewees, and Laurie Bower for assisting with the mailing of the direct mail portion of the Study.

Throughout the Testing Phase process, we experienced warm, concerned, and open communication regarding the proposed campaign plans.

A total of 58 households participated in the Study, consisting of 15 personal interviews and 43 direct mail responses, for a combined response rate of 36%.

This Testing Phase Study Report presents findings based on the opinions, ideas and statistics collected throughout the process. It includes an evaluation of several factors that point to the feasibility of a campaign at this time. Also included are recommendations about how best to move forward, and continue the gathered momentum essential to the success of a campaign.

The information found in this Report should be shared with the congregation immediately, and will greatly assist leadership in making informed decisions.

Fundraising...etc welcomes opportunities to provide further assistance.

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SECTION I:
The Testing Phase Study

A. Introduction

For some time now, the leadership of New Harvest Community Church, Millerstown, PA, with the involvement of many people, has been evaluating the church's programs, facilities, and resources, to assess capital needs. After prayerful consideration and with all due diligence, Fundraising...etc was selected to conduct a formal Testing Phase Study. The purpose of the Study was to explore the feasibility of conducting a capital campaign in order to address the identified needs.

The findings and recommendations in this completed Testing Phase Study Report provide a solid and comprehensive basis for leadership decisions regarding the potential success of the proposed fund drive.

An original copy of the Proposed Project Statement, which presented all the proposed plans and tentative campaign goal, has been provided at the end of this report.

B. The Purpose of the Testing Phase Study

As the congregation considers the possibility of a capital campaign, it should consider several important questions, which the Study was designed to explore:

- What would be an appropriate goal for a capital campaign?
- Does the project have the support of the congregation?
- Who are your lead donors likely to be?
- How effective has your communication been?
- Who does the congregation perceive as good candidates for campaign leadership?
- Who would volunteer to work on a campaign?
- Who has an interest in planned giving?
- What needs might have been overlooked?
- What issues should be addressed before solicitation begins?

The purpose of the Testing Phase Study was to determine the answers to these and other questions which could influence decisions about a capital campaign.

C. How the Testing Phase Study Was Conducted

The Study was conducted in three basic phases: developing the case, conducting personal interviews, and a direct mailing.

Phase I

A communication strategy was enacted to fully inform the congregation about all identified needs and solutions being proposed. A "Proposed Project Statement" was written to clearly present the proposed campaign project to the congregation, to be accompanied by a questionnaire to solicit their response.

Phase II

Prospects for the personal interview portion of the Study were selected and scheduled. Using the Proposed Project Statement and questionnaire created in Phase I, a total of 15 personal interviews were conducted on site by Barbara and Glenn Holliman, of Fundraising...etc. Interviews were as units, either a couple or an individual.

(A listing of the interviewees precedes Section II: Personal Interviews.)

Phase III

The remaining 148 households were given the opportunity to participate via direct mail, using the same printed materials.

The direct mail package included: a letter requesting participation in the Testing Phase Study and explaining the materials enclosed, a copy of the Proposed Project Statement, a questionnaire, and a pre-addressed response envelope.

D. STATISTICAL SUMMARY:

- ◆ A total of 148 questionnaires were direct-mailed to the church community.
- ◆ Of those, 43 were returned, for a mail response rate of 29%.
- ◆ Fifteen units were personally interviewed.
- ◆ A combined total of 163 units were exposed to the Study materials, and 58 units responded, for a total response rate of 36%.

Based on experience, this response rate expresses a good representative involvement from the church community, lending credibility to the Study findings.

E. Elements of a Successful Campaign

New Harvest Community Church, Millerstown, PA - 2010

Several elements must be in place for any successful fund raising campaign:

1. Recognition and general acceptance of the “tentative” needs and solutions.
2. An urgent and compelling case, with widespread appeal.
3. The availability of strong financial leadership.
4. The availability of sufficient volunteer support.
5. Clear, effective, open communication at every stage.
6. The congregation’s full awareness of the proposed plans.
7. Economic optimism among the church community.
8. The establishment of an attainable goal.
9. A reliable indication of interest in, and projected levels of support for, the proposed campaign.
10. Appropriate timing of the campaign.

These important elements for success have been carefully reviewed in Section V: Conclusions and Recommendations , and will be of great assistance as we consider the readiness of New Harvest Community Church to proceed with a capital campaign.

NOTE: Minor editing of some respondent comments has occurred for the sake of grammatical accuracy, or to preserve anonymity. We apologize for the misspelling of any names that could not be verified using the provided church directory.

SECTION II:
Personal Interviews

Listing of Personal Interviewees

(LIST INTERVIEWEES)

Rhonda Altemus
Gary & Eunice Amey
Carl & Linda Andrews
William & Caroline Boyer
Ed & Megs Brummer
Gene & Kim Enck
Bob & Reba Finicle
Jay & Twila Finkbiner
Gary & Marge Hack
Enos & Lavina Herr
Kirk & Shirley Love
Andy & Diane Raudensky
Dave & Barb Seaman
Delbert & Marilyn Swartz
Deron & Ashten Swartz

Results from 15 Personal Interviews

Note: Not all respondents answered all questions.

CONFIDENTIAL INQUIRY QUESTIONNAIRE

1. How long have you been attending this church?

Ranges from 6 months to 10 years.

2. Do you make a regular (weekly, monthly or annually) financial contribution?

15 Yes 0 No

3. Before you received these materials, were you aware that the church was considering a capital campaign?

14 Yes 1 No

4. Before you received these materials, were you aware of the needs and solutions proposed in the accompanying plans?

5 Aware 0 Not Aware 9 Aware of some

Comments:

I wasn't aware of the "thirds" required.

We have seen some information, but nothing extensive.

We weren't aware of the term "capital campaign". We need money, we know that.

We were aware we needed money for a building.

Not specifically, but it is not a criticism. The leadership is trying to do its best.

What happened to the building we were told we owned? There was talk of land to put it on. What happened?

I feel a definite lack of communication. If you aren't on the Leadership Team, you don't know.

I didn't know until it was announced two or three weeks ago.

We were aware that there was a building for sale - just that.

It is totally lacking in detail, for example the costs, etc.

We found out later about the Red Hill building.

5. Are you generally in favor of conducting a capital campaign to generate the funds needed for the proposed plans?

11 Yes

0 No

4 Yes, but I have some concerns

Comments:

I looked at the building yesterday and I am concerned about the cost and even the size. What is the acreage?

I am in favor of getting something. Is there enough room for parking and future fields for the kids? I don't know the boundaries. It appears there is not enough land there. Also, it is on a hill.

I am very much in favor. I think the process has been too slow.

It will be nice to have the equipment stay in one location. Not having to set up and take down would be great.

We are pushed into it as we cannot worship any longer at the school.

It is late. We have known for years that we have to do this. We have dilly-dallied for too long. This must be done but we are way late. We need a picture to suggest a reality. We saw an architect's view from months ago, but now that has changed.

This is the only way we can do it.

How else would you do it?

That is wisdom. It is better than flying by the seat of your pants. The Lord expects you to use your brain.

As soon as it was announced we were doing a capital campaign, it struck me in a negative way. We aren't going out in faith. If we are paying a low rent on the school, what happens to that money?

If we aren't going out on faith, I am not for it. We never had previous knowledge that you were even looking for a building. Suddenly, we hear we are going to be asked how much more we would give over our tithes. Others feel this way too. I like this church, but it may cause a crack in the church.

We definitely need the room. This proposed location is awfully far for a number of our parishioners to travel. Where does everyone come from?

I don't want to be tied to a pledge, but we will give freely. We are behind the project.

We need to have a campaign. We only have some of the money on hand.

Our track record on how we have gone about this is poor and unsettling. The last time we didn't do it right from a practical standpoint.

Discussions haven't been too deep with Howe Township.

If I do pledge, what will happen down the road with finances with personal and growth issues? We aren't ready to do this so fast and so soon. We need time for more personal growth.

6. Are there any needs important to you that are not included in the proposed plans?

The size of the building.

Is that building worth \$1 million? Do we have another option?

I am not sure I have a real detailed understanding of the plans. In regards to classrooms, will there be enough for all the children? How many will there be?

As long as we have been thinking about this project, you should know what you are doing.

I don't even know what the plans are for this building.

I am so ignorant about this; I don't know what to ask. Will Brethren in Christ ask for an engineering study? You need certain studies to confirm.

I would need to see the value on this current building. It is worth what you can get?

7. How would you describe the current economic climate in your community?

 0 Excellent 1 Good 12 Fair 2 Poor

8. Would you say the local economic climate is improving, remaining the same, or declining?

 2 Improving 10 Remaining the Same 3 Declining

9. Does a proposed solicitation period for pledges in the late fall of 2010 seem appropriate to you? (Members of the congregation would be asked to consider a gift or pledge to the capital campaign and to continue their regular giving as well.)

 11 Yes 0 No 4 No strong feeling

10. Do you believe the proposed goal of \$600,000 (as outlined in the accompanying plans) is attainable in gifts and pledges?

 11 Yes 0 No 4 Not sure

If no, how much do you think can actually be raised at this time?

Looking at the offering, if people work together, it is attainable.

People seem willing to give.

We have seen it happen at other churches in better times. If it is God's plan, we can do it.

It will be a snap.

It is a possibility since we are a giving church and respond to needs.

11. If the church were to proceed with the proposed capital campaign, would you be willing to contribute? (Every gift, regardless of size, is important. Pledges could be paid over a three to five year period.)

14 Yes 1 No 0 Not sure at this time

12. If "yes," please estimate your possible total range of giving, considering the fact that gifts could be paid over a period of three to five years. This is not a pledge or in any way binding in this questionnaire. Gifts pledged to the campaign would be made in addition to gifts made to the General Operating Fund.

<u>0</u> \$500 or less	<u>1</u> \$500 to \$1,000
<u>7</u> \$1,000 to \$3,000	<u>5</u> \$3,000 to \$5,000
<u>0</u> \$5,000 to \$10,000	<u>1</u> \$10,000 to \$20,000
<u>0</u> \$20,000 to \$30,000	<u>0</u> \$30,000 to \$50,000
<u>0</u> \$50,000 to \$60,000	<u>0</u> \$65,000 or more

13. How do you feel about the church assuming prudent long-term debt to accomplish the proposed plans?

12 Acceptable 3 Undesirable but acceptable 0 Unacceptable

Comments:

We have to.

I don't think we have a choice. Yes, borrow. We are late to do this.

If we can pay it off in five years, than I am in favor. Build what is needed without frills. Plan on expansion.

Long-term helps, and would reduce the scare factor. However, this would mean paying interest.

How else would we do it?

We would have to do this. We can't continue in the school. Money that goes for rent isn't for something permanent.

We could pay it off after a while, but short-term only, maybe five years.

It is a necessity, part of the package.

How do you buy anything without a loan? I don't have a better answer. Will we drown in red ink?

14. If asked, would you be willing to work on a committee in support of the proposed capital campaign?

 9 Yes 0 No 7 Not sure at this time

15. Among individuals you know, who do you think would make good CHAIRS for the proposed capital campaign?

Jeff Becker	
Rodney Bower	3
Brian Brinser	3
Diane Brinser	2
Ed Brummer	
Megs Brummer	2
Pete Brummer	

Gene Enck	
Kim Enck	
Jay Finkbiner	
Enos Herr	
Charlotte Little	
Shirey Little	
Jim Roush	
Bob Rowles	
Ed Savercool	
Kim Savercool	2
Glen Sheaffer	
Phyllis Sheaffer	
Pam Shellenberger	
Tom Shellenberger	
Delbert Swartz	
Bob Yohn	
Cheryl Yohn	

It would be nice to have couples serve.

16. If you were a campaign chair, who would you want to serve with you?

Jeff Becker	2
Rodney Bower	
Nancy Bratton	
Brian Brinser	3
Diane Brinser	2
Ed Brummer	2
Megs Brummer	2
Pete Brummer	2
Jane Cramer	
Mark Cramer	
Kim Dressler	
Purnell Dressler	
Gene Enck	
Kim Enck	
Jay Finkbiner	2
Allen Glick	
Carolyn Glick	

Enos Herr	2
Charlotte Little	
Shirey Little	
Jim Roush	2
Ed Savercool	
Kim Savercool	2
Crystal Shaffer	
Lee Shaffer	
Glen Sheaffer	2
Phyllis Sheaffer	
Pam Shellenberger	
Tom Shellenberger	
Larry Spade	
Vicki Spade	
Delbert Swartz	2
Marilyn Swartz	2
Bob Yohn	
Cheryl Yohn	

People who are organized, follow through, and pay attention to details.

17. What do you see as the most compelling reason for the congregation to support the proposed capital campaign?

Ten years at a school is long enough. Let's make a statement to the community that we aren't transient. It is tiring to set up and take down each Sunday.

We need our own building with space for our children and young people; for growth.

We need a place to meet.

Survival! The church has done well, but the piece that is missing is an established building. We are always at the mercy of something.

We will soon be kicked out of the school!

We need dedication. There are some people who will be here for a while, but then leave. There is a fair amount of coming and going. When one sees progress and pledges, it promotes ownership and dedication.

We have no room. We are just going from building to building. We need a home.

We need a building. It goes to reason because the school says we can't stay here anymore. We need a permanent place to worship.

We need our own facility!

We need the extra money to get the building.

We need to get our own church and move out of the school. Right now we are paying rent. It would be much nicer to have our own place.

We need to have a place of our own for more events and activities.

We have a direct calling to go forward for a place of worship. It was needed two years ago. Our growth speaks for itself.

We need a building.

We are losing our option to meet where we are meeting.

18. In addition to considering a pledge to the currently proposed campaign, some members may wish to make arrangements for planned gifts.

The Brethren in Christ Foundation is available for assistance establishing or enhancing your planned giving program and to educate members about the many financial advantages in making planned gifts.

Would you welcome information concerning:

 3 Making a bequest in your will?

 3 Establishing the church as the beneficiary of a life insurance policy?

 3 Donating appreciated real property?

 3 Establishing a charitable gift annuity or charitable remainder trust?

18a. 0 *New Harvest Community Church is already included in my estate plans.*

19. In your opinion, what strengths or positive factors does the church have working in its favor for the success of the proposed campaign?

The desire for the building.

The church is a priority in our lives. Men's Bible Study is one thing I was looking for as we were visiting churches.

There are a lot of young people in the church. That is a positive in growth, a negative in their financial ability to give. It is good for our growth; we are based on youth.

Everyone is excited about having our own place. We need it, want it, and are anxious to have it.

We did a pretty good job paying off the Ministry Center.

We are a growing church and the needs are there.

We have a lot of youth in the church.

The children's ministry and the fellowship aspect; there is a real family feel.

Outreach; people come from unchurched backgrounds. Many have no church background.

We have capable people to carry us through the campaign.

The church will continue to grow. This is not a "dress-up" church. That brings people in.

We have pastors that love and care for their congregation.

There are people who are willing to work at this church, doing the work of the Lord.

This church is down-to-earth. The pastor is excellent and has messages that I understand. He is the reason I am here.

Our offerings are very generous.

There are a lot of people who support this church.

We have a good Leadership Team and good pastors.

The will of the people to give!

We are doing God's will.

The church is well supported already.

Our preacher is a great leader. Rodney is a wonderful backup. They make a great team!

The congregation has an ability to grow in their faith.

With the way we purchased the Ministry Center, the giving is there.

In general, we are all together on our need for a building.

We are a group of people who come together to make things happen. This strength needs to be utilized more effectively. Our pastors need to get more focused on this; they need to sell it. They have the capability to do this. Both ministers are good. Rodney is more of the organizer.

20. What challenges to the success of the proposed campaign do you think might exist?

The current economy! (5)

People agreeing on things. The Bible is clear on bringing people into agreement. Small decisions can be difficult.

I think the money can be pledged, so I don't see a problem.

We don't have a lot of professional people.

There are always problems and petty conflicts.

Membership is only half of the attendance. We are looked at as temporary and that is not a good state of mind.

Can we retain membership through a building project? We have a goodly number of attendees, but not members. We have more attendees than members.

I don't think everyone tithes.

We are not a high-income community.

There are always nay-sayers. We hope the Lord takes care of that.

There is a lack of constant communication to the congregation as a whole about the proposed plans. I don't feel we have been informed.

Getting people to cooperate; building can bring out the worst in people.

Young families don't have a lot of disposable income. However, sacrificial giving is a two-sided thing.

Our church needs to be inclusive. We need to follow the Brethren in Christ Creed.

21. Do you have any ideas or suggestions for the leadership to consider before making this important decision?

You have done a good job of communication.

People need to go see the property for themselves. Tours after church would be a good idea.

I think you have to get a financial statement, or a line item statement. People would like to see the details. We give a lot, but we don't know how it is allocated. There is no problem as we know, but everything should be out in the open. After ten years, we should see this.

Is there room for expansion on this site? It is much easier to build something new than to remodel. It is cheaper to build than renovate. It is easier to do what you want than adapt.

We need to be permanent, not temporary. How strong of a commitment is there when we have so many attendees and not membership?

Communication! Some have complained we are not being told enough. Communication is very important.

The church belongs to the conference. One can leave, but the church stays with the conference. I like independent churches. The doctrine of the church is changing, I fear. All I know is what I read in the newspaper. Things are accepted that we did not do in my day. These are in the back of my mind. I just believe in independent churches.

I am not aware of any problems. I don't have a problem with this plan. The leadership appears to be in control. I trust their judgment.

E-mail could be better used to communicate. It would be cheaper than stamps and then you could e-mail feedback.

Pray through this and ask God to lead. Do what God is telling you to do. Pray for wisdom.

Will we lose members by moving to Newport? Or, is there the potential to gain more members?

It is important that we are kept informed as things move along. Good communication is important.

22. Please comment on any points not covered that you feel are important for the Leadership to consider as they consider this proposed capital campaign.

We have 60-70 children from nursery through 4th grade and then about 30 from 5th grade to senior high. That is amazing! The Jr. and Sr. High kids come because they want to; we need a place for them.

It is extremely important that everyone know what is going on. Communication is vital.

We need to know the details of our finances as we enter a campaign. Campaigns can cause trouble in a church and I would hate to see a problem over money.

Can we hold what we have? What missions can we do with our space?

Close the gap between attendance and membership.

Pay attention to communication. This listening process is good. Make sure leadership keeps reporting as things happen.

It is distressing it has taken so long for local government to give approvals.

Think of the future in terms of growth and capacity. Can we expand? Make sure we have enough parking.

Be aware that the Devil can come in the back door.

Let's get it done!

Can volunteer labor such as painting be contributed? Make sure skills are invited. That would help.

I am all for it. We have to do something. We have good leaders and good, solid people. Everyone is always more than welcome here.

We just need to do it. We have been saying it for several years. Newport will let us in, they need the money.

We need to take the step of faith and believe that God will supply our needs.

We are so big that we don't know everybody. New people come all the time. This is amazing in this area. Our growth is attributed to Warren's practical messages and his love and compassion for people.

I don't know what happened to the previous plans. Are we looking at other properties to use the steel building that we bought? This building you are looking at is just a pole building. It would need a lot of work. Are there other options? I would support this in "sweat". Will the congregation be doing some of the renovations?

Check on the growth of the area. How wide of an area can we reach out into? Surrounding communities? Do you feel the church can grow there? If so, this will help our church determine what size to buy or build.

What is our population center? The location concerns me. Is this too far away from most of our congregation? Put faith in God and go in the direction He wants us to go.

The economy is a challenge, but with God behind us, nothing will stop us.

I feel we are doing what we need to do. Keep in mind that decisions will have to be made that won't please everyone.

Even people without jobs will be able to give something because people prioritize their giving.

Beyond the campaign, someone needs to do the work. The pastors have a congregation to be concerned with. The details of the work after raising the money need to be taken care of.

I am in support of going ahead and am excited to see what will come out of it.

It is comforting that the leadership is putting business common sense to these plans.

I have had misgivings about the location. We need to plot on a map our members and see our "center of gravity" in terms of location of our attendees. Some may rethink driving that far. Is it offset by new members? Where are our true leaders geographically to this building?

The sermons that were first given were relevant to how we live our life during the week. They have changed in tone.

We need some challenges on a personal level to grow as we get deeper in our church responsibilities.

We should list the church Leadership Team on each Sunday bulletin. We don't even know who it is currently! Communicate!

SECTION III:
Direct Mail Responses

Results from 43 Direct Mail Responses

Note: Not all respondents answered all questions.

1. How long have you been attending this church?

Ranges from one to ten years.

2. Do you make a regular (weekly, monthly or annually) financial contribution?

41 Yes 0 No

3. Before you received these materials, were you aware that the church was considering a capital campaign?

38 Yes 2 No

4. Before you received these materials, were you aware of the needs and solutions proposed in the accompanying plans?

19 Aware 2 Not Aware 20 Aware of some

Comments:

So much of this has been done in the dark. If you aren't on a committee, or know someone who is, you really don't know what is going on.

I was not aware of the price, but I did hear about the interest in the existing facility.

I knew we were looking at the Red Hill site.

The pastor has been up front on all new developments, as needed and as soon as they were available.

I was not aware of these particular plans or numbers.

5. Are you generally in favor of conducting a capital campaign to generate the funds needed for the proposed plans?

27 Yes 1 No 12 Yes, but I have some concerns

Comments:

Renovate as financing permits.

Yes, but leadership needs to do something to create some excitement and get EVERYONE in the church involved.

How close are the estimates? Has an appraisal been done on the building and how much property goes with it?

The economy is unstable at this time.

I give a little above 10% to the church each year and pledge to another part of ministry. I don't know how much more I can pledge.

Right now I can make a commitment, but what if I lose my job and am unable to fulfill that promise?

I am concerned that not everyone will fulfill their gift over a period of time.

I think it will be the only way the church can do the proposed plan.

The practice of general tithing could raise the funds if everyone participated.

Yes, but I have some concerns. There are several people within our church who are currently unemployed or one job families right now. Economic times are tough for most people to go above and beyond plus meet their bills. It may be that they want to, but that they simply can't.

Individual financial situations can change, especially in this economy.

6. Are there any needs important to you that are not included in the proposed plans?

I don't know much about the proposed plan but I can make a good decision.

I am not aware of the proposed plans for this building.

I am not that familiar with the building or the land included in this deal. I am not sure what type of expansion is possible in the future.

7. How would you describe the current economic climate in your community?

 0 Excellent 6 Good 30 Fair 5 Poor

8. Would you say the local economic climate is improving, remaining the same, or declining?

 3 Improving 31 Remaining the Same 7 Declining

9. Does a proposed solicitation period for pledges in the late fall of 2010 seem appropriate to you? (*Members of the congregation would be asked to consider a gift or pledge to the capital campaign and to continue their regular giving as well.*)

 29 Yes 3 No 5 No strong feeling

10. Do you believe the proposed goal of \$600,000 (as outlined in the accompanying plans) is attainable in gifts and pledges?

 15 Yes 3 No 23 Not sure

If no, how much do you think can actually be raised at this time?

Comments:

\$25,000; I base this on the fact that most people who I know have no big money to pledge.

It is questionable, but I also know if God is in it, it can happen.

It should be possible.

If people understand what is going on, I think they will be excited and it will be no problem to raise this amount.

\$600,000 is a bit high for short-term.

Not sure, but it seems like a lot.

Not sure, but with everyone's faith in God it is a greater possibility.

I have no way of knowing the financial strengths of the congregation.

New Harvest has only saved \$400,000 in ten years (cash and Ministry Center).

No, not within three-to-five years, unless the economy turns around really quickly and people start to find jobs. Foreclosures are at an all time high and the reason is people can't pay their own bills, let alone increase their donations.

I have no idea how much could be raised because it would totally count on how many people commit to the project, not how many people attend the church weekly or monthly.

11. If the church were to proceed with the proposed capital campaign, would you be willing to contribute? (Every gift, regardless of size, is important. Pledges could be paid over a three to five year period.)

35 Yes 3 No 5 Not sure at this time

12. If "yes," please estimate your possible total range of giving, considering the fact that gifts could be paid over a period of three to five years. *This is not a pledge or in any way binding in this questionnaire. Gifts pledged to the campaign would be made in addition to gifts made to the General Operating Fund.*

<u> 3 </u> \$500 or less	<u> 9 </u> \$500 to \$1,000
<u> 13 </u> \$1,000 to \$3,000	<u> 2 </u> \$3,000 to \$5,000
<u> 4 </u> \$5,000 to \$10,000	<u> 1 </u> \$10,000 to \$20,000
<u> 0 </u> \$20,000 to \$30,000	<u> 0 </u> \$30,000 to \$50,000
<u> 0 </u> \$50,000 to \$60,000	<u> 0 </u> \$65,000 or more

13. How do you feel about the church assuming prudent long-term debt to accomplish the proposed plans?

 24 Acceptable 11 Undesirable but acceptable 4 Unacceptable

Comments:

Acceptable if the conference loans the money.

Acceptable as long as there is confidence in that the building will meet all the needs and the debt is manageable.

I assume long-term debt personally, and most people do. I know we are supposed to be debt free, but why not take a loan out like a house mortgage?

It is the only way we will be able to have our own church.

Unacceptable at this time. There has been a lack of vision and planning over the past ten years.

See how the capital campaign goes.

14. If asked, would you be willing to work on a committee in support of the proposed capital campaign?

 7 Yes 19 No 15 Not sure at this time

15. Among individuals you know, who do you think would make good CHAIRS for the proposed capital campaign?

Joe Banner	
Mo Banner	
Jeff Becker	
Dave Bomberger	2
Kim Bomberger	
Rodney Bower	4
Jeff Becker	2
Brenda Benner	
Dick Bratton	
Nancy Bratton	3
Brian Brinser	2
Ed Brummer	4
Pete Brummer	8
Mark Cramer	
Gene Enck	6
Jay Finkbiner	8
Bob Finnicle	
Allen Glick	
Jeff Heimbaugh	2
Enos Herr	4
Steve Hood	
Mark Lehman	3
Shirey Little	
Tony Little	
John Matter	
Kaye Miller	
David Myer	
Brian Peters	
Dave Reisinger	
Jim Roush	2
Ed Savercool	2

Jim Scott	
Lee Shaffer	2
Glen Sheaffer	4
Tom Shellenberger	
Larry Spade	3
Delbert Swartz	5
Marilyn Swartz	2
Steve Swartz	
Jason Tharp	
Joe Weber	
Bob Yohn	

A person of known integrity.

Someone who takes commitment to Christ seriously and is active in their faith.

Someone with experience in finance and vision to be able to see the project to the end.

Someone who relates well to others.

Someone who is positive but not to the extreme, playing on the emotions of people.

16. If you were a campaign chair, who would you want to serve with you?

Joe Banner	2
Mo Banner	
Jeff Becker	
Jill Becker	
Brenda Benner	
Cindy Benner	
Dave Bomberger	2
Kim Bomberger	
Rodney Bower	3
Nancy Bratton	
Brian Brinser	
Ed Brummer	3
Heather Brummer	
Pete Brummer	4

Larry Bubb	
Tim Dressler	
Gene Enck	3
Jay Finkbiner	2
Jeff Heimbaugh	3
Enos Herr	4
Steve Hood	
Teresa Hunker	
Brian Kauffman	
Mark Lehman	2
Shirey Little	
Tony Little	
David Myer	2
Brian Peters	
Ed Savercool	
Lee Shaffer	
Glen Sheaffer	2
Larry Spade	
Delbert Swartz	
Marilyn Swartz	
Jason Tharp	
Joe Weber	

Persons with some knowledge in finance and with integrity.

Persons committed to Christ with active faith.

17. What do you see as the most compelling reason for the congregation to support the proposed capital campaign?

The need to do ministry together.

The need for our own building so the church can prosper and continue to spread the word of God.

It would be good to have our own facility.

If we are going to pursue this plan, we need a capital campaign.

Stability!

To have a place of our own, a place we can hold multiple church functions rather than trying to find alternative facilities. Plus, a permanent facility would be more visible to the public and we could attract more to our worship.

We need to have our own building! We need to have a place to call our own to offer some stability.

Expanded ministry, church growth, and ministry for our young people and kids.

If the people want a church building, they should pay for it.

To be able to have a building that all activities of the church could be held in.

We need our own church building.

To finally get a place big enough for our own and to centralize our church better with our activities.

The need for a church.

We need to have a permanent home for meetings, classes, events such as weddings, funerals, etc.

The need for a dedicated location that New Harvest can call their own and design it to the future needs of the church. A place where all groups/mission work can meet under the same roof.

We need our own building to further expand our church's ministries.

We need a facility that is ours. We need a place where we are not renting (paying someone else's mortgage) but being better stewards and paying on our own mortgage.

We need this to create a sense of permanence for the congregation.

We need to create a sense of legitimacy for our church to newcomers and/or potential members.

To fulfill the program that is God's will.

New Harvest needs a permanent residence with classrooms with doors and walls for children to decorate.

We need a roof over our heads to continue to worship together, reach out, and grow.

We need this to continue as a church where we can grow.

I believe it is God's will that we move forward to a permanent building.

We need space to do ministry seven days a week at various times.

We need our own house of worship.

We will be able to increase our ministry to others, and I feel it is biblical to do what we can individually to help build our house of worship.

It is time to move ahead with a permanent facility.

If we want our new church, I see no other way to do it.

The need for a permanent place to worship is the long-term goal.

We need a place to worship.

It is time for us to have our own church building.

It would relieve the people who each week have so much to set up and tear down to make church happen.

We need to have a place that the youth and adults can meet for multiple reasons.

We desperately need our own building.

We need to have a church home.

We need to get rid of the boxes and get us a permanent place.

18. In addition to considering a pledge to the currently proposed campaign, some members may wish to make arrangements for planned gifts.

The Brethren in Christ Foundation is available for assistance establishing or enhancing your planned giving program and to educate members about the many financial advantages in making planned gifts.

Would you welcome information concerning:

 1 Making a bequest in your will?

 0 Establishing the church as the beneficiary of a life insurance policy?

 0 Donating appreciated real property?

 0 Establishing a charitable gift annuity or charitable remainder trust?

18a. 3 *New Harvest Community Church is already included in my estate plans.*

19. In your opinion, what strengths or positive factors does the church have working in its favor for the success of the proposed campaign?

The deadline of December 31, 2010 is a strong factor that pushes expediency.

Rodney Bower!

There are a substantial number of regular attendees.

Unity of purpose!

We have generous, Christ-centered members.

This is the only way to proceed with a project of this size.

The longevity of its members.

There are many, many great people in this church. We offer so many programs, there is really something for everyone.

Most people attending seem to be responsible and supportive, but must show their faith is by monetary contribution.

Attendance is strong.

I believe there are a lot of people who give generously on a regular basis.

There are a good amount of people, both young and old that attend service.

We have been established for ten years.

Our members are dedicated and there is teamwork.

Our church is well-known in our community and we have prominent business people and leaders in our church.

We have strong leadership with our pastor and assistant pastor.

The congregation is large and we have good regular attendance.

There is a very real need for a church home come January 1, 2011. Why pay rent when rent money could be used towards a mortgage.

People are ready to be in a building of their own.

This decision has not been entered into lightly. Our Leadership Team, especially our two pastors, are a strong, God-seeking group. There is a need in this area that New Harvest has filled like no one else could.

Our children and youth ministry is the reason I am here.

People who love the Lord!

This is a dedicated and outgoing congregation with many children and young people.

People here are generous.

We are seeking God's will for the future.

This is a large-sized church.

God's work is being completed in this church. Growth is taking place.

There is very good leadership within the church.

New Harvest has an excellent children/youth program which I think brings more families in.

There is good commitment to the church by a lot of members.

A lot of us are ready to have our own place.

I believe there are enough committed people in New Harvest with the financial resources to make it happen.

We have 300-350 people attending services, a lot of them young people.

I see our fellowship as a giving church.

A renewed emphasis on prayer – and that must be an important part of the process.

We need a new home NOW!

This is a very loving and caring congregation who seem to support the church.

There is a good church attendance base to draw from.

The people here love God.

Many members have wanted a church building for a long time.

There are a lot of generous people who attend this church.

There are people who would like to have a permanent place to worship.

Warren and Rodney are very likeable people that inspire the congregation.

The church has shown growth over the years. As a newcomer, I was very welcome and felt more at home here than at the church I was raised in and attended before. I truly believe God is with us every Sunday; His presence can be felt.

This has been a long time coming.

The size of the congregation!

God is able to do and accomplish His will. There may be people in the congregation able to contribute large sums.

20. What challenges to the success of the proposed campaign do you think might exist?

The economy! (16)

Extra donations, in addition to tithing, will be difficult.

The communities that support this campaign are mainly rural, middle-to-lower class.

It would be a problem if you had a loan through a bank, with a potential of the bank calling the note and/or the campaign not being able to be financed by those who pledged.

The goal may not be reached. \$1.5 million is a large sum of money and it always takes more money than estimated.

There are too many pew-sitters here. It is a shame, in a church this size, that you have to practically beg people to volunteer for things like running a vacuum. The same people have to do everything and then they get burnt out. People need to take some ownership of their church.

Many people are unsure of employment at this time to make a long-term commitment.

There could be arguments on the building and the amount.

A lot of our members are in financial dire straits.

To a lot of people, this is a shocking amount of money.

It is a large amount of money.

The economy is stagnant and taxes and everything else is rising in cost.

Personal financial situations; hearts may be willing, but the bank accounts tell a different situation.

There are not enough people in the congregation willing to give enough. Red tape could slow down the possible building purchase, possibly causing congregation apathy.

To keep everyone focused on God's will.

General attitudes and the unemployment rate in the congregation could be problematic.

Lack of communication about the project has been a challenge.

Gaining commitment from new, less-established persons attending our fellowship that have not developed ownership to this body of believers here at New Harvest yet.

God is the God of the impossible to meet any of our challenges!

Sometimes, when a church has a lot of debt, that is when friction starts and people tend to be discontent.

Many people are out of work.

There is a lack of individual financial responsibility. Members need to be financially counseled in the handling of God's money, the church needs to be the example.

This is a low income area.

It is not that people don't want to donate more, but that they may not have the resources.

A lot of people like worshiping in the local school because it draws the younger crowd to attend, sort of like gathering at a school function.

The actual total of the campaign over a three to five year collection period; short-term debt could become long-term if the desire to give above and beyond gifts to the general operating fund fades.

The current economic outlook has many people out of work and others in a budget tightening mode with concerns of rising taxes, government bailouts of everyone but those who need it, and rising taxes.

Communication about what is going on is lacking.

21. Do you have any ideas or suggestions for the leadership to consider before making this important decision?

If we don't do this, what ultimately happens to our church body?

Pray!

We will need unity. All members should be on-board for the project if it is Holy Spirit led.

I think moving to some place outside of the immediate area of Millerstown may decrease the attendance. Moving into a church building itself may have the same effect. It will feel different than being in the school.

Renovations should be conservative.

The results of this study need to be shared with the congregation and everyone's questions need to be answered. Please plan a Q&A session, open to the entire congregation, and address everyone's concerns. Share all of the information that you know, regardless of if it is finalized or not.

Strongly consider going through the conference for any money borrowed.

Promote people attending to help renovate and do menial services in consideration of monies give. Form a renovation or small labor committee.

Involve the congregation more with what is going on. If this is going to work, people need to be engaged. I suggest a special meeting open to people so they can hear what is going on and be able to hear the leaderships input.

Have you thought about long-term plans? The ability to build on? Parking spaces?

You must do something to build excitement for this project. Leadership needs to talk about this more than just a small unenthusiastic announcement at the end of the service, mixed in with all the other announcements. The congregation realizes the need for our own building. People in this church have always responded to need and, I think, would respond in a big way to this if there was only some enthusiasm and excitement. You can't just say "more to come later". Plan some events to bring excitement to this project. It is a very exciting time and a very exciting thing and should be treated as such!

The breakdown of the Gifts Essential Chart is very effective. You might even want to break it down to weekly amounts and give an example of something you could give up weekly for that expense. For example, \$1,000 pledge = \$7 per week increase over three years = the expense of a \$1 soda a day.

I feel the amount requested by the seller is too high. In a recent county-wide reassessment, the seller felt that the fair market value was \$376,600 with the building value set at \$232,600 and the land value at \$144,000. Please look these records up (you can do so online).

All to be completed should be for His glory and honor. Be simplistic, but attractive in design and in all cosmetics. We don't need a top-of-the-line looking church. God will meet us wherever we do His will and in any condition.

If this is necessary, God will make it happen.

Our pastors and Leadership Team would be better at deciding as to who should serve on a campaign.

Continue emphasis on prayer and seeking God's leading in the process.

Make sure the finances of the church will be able to handle the commitment that is required. Not only the debt load, but the expenses that come with ownership of a building.

Provide a financial seminar to the congregation based solely on God's word (Crown Financial Ministry – Check Bentley).

I saw a rent sign posted at the old Nace Building (as an interim if the church has to leave Greenwood by December).

Would the person who owns the Mountain Pure buildings be willing to sell either of those buildings, like the one previously owned by Mr. Gordon's window business? Or the owner of the storage shed area? Is that business willing to sell the lot?

Have one Sunday a month by a Building Fund Sunday where a separate collection is taken just for the building, or have Building Fund envelopes that can be filled and put in the regular offering.

\$1.5 million seems like a lot of money for that rental facility building and the land that goes with it. There has been a lot next to the Orrstown Bank for sale for some time now. Would it be more cost effective to buy the land and instead of spending money fixing up or revamping an existing building, simply build a new one on the purchased land? I think the church members may be more willing to commit if they has more information about all the options that had been explored already.

Consider getting cash on hand for at least two-thirds of the \$1.5 million. Then, go for pledges on the remaining one-third.

22. Please comment on any points not covered that you feel are important for the Leadership to consider as they consider this proposed capital campaign.

Renting has been good for us, although it requires a lot of additional work.

The building project may become the focus of the church, rather than the focus on the Kingdom. Nothing is more important than the church being the church – the people of God doing the work of Jesus.

As with all plans that are worked for, those plans and projects earned by the workers themselves are the most efficient and rewarding.

I am concerned that the church purchased a steel building that will no longer be needed and can the church recover the costs?

I am concerned that much time and expense went into the Little property only to find out that it is not feasible. Couldn't this have been determined early on?

To be perfectly honest, my confidence level needs to be stronger. I do not purpose to be negative, only cautiously optimistic. I have given much thought to this and prayed about it. We do need to get into our own building and I believe we will get there. I also plan to be more involved. With God's help, we will.

Are we counting on selling the current Ministry Center? Will we be able to sell it? Is the cost of the property negotiable? Real estate values are down.

Include the church in Christmas gift planning.

I feel that the location needs to be given more thought and prayer.

Encourage people to give up one expense a month and give that to the church. For example, the expense of taking the family to the movies.

Please keep us as informed as possible about the process! I have kind of felt things have come up without much time to think about it.

A lot of churches in the area are under great pressure financially to keep going. We must continue to increase membership and offer a place of worship that will be what people are seeking and can't find in other churches. Over the last ten years, membership has had very little pressure from the church. A building project always brings additional pressure and leadership must be careful that financial pressure does not divide the congregation.

Develop a vision. Set goals, both short and long-term. Develop a plan to reach those goals, both financial and otherwise.

I will pray for the Leadership Team. This is a really tough situation and, unfortunately, the timing of Greenwood School District to decide not to rent the building anymore shortly after a financial downfall in the economy is very distressing. Especially since taxpayers pay for that school and they should have a say in renting it out to good causes. I wasn't aware the Greenwood School District had such an overwhelming amount of money that they could turn down and extra \$5,000 in rental fees from just one group to help alleviate increasing taxes on the community members.

Has noise from the highway been considered? We live by the highway and it is something that one gets used to over time, but some may not get used to the highway noise.

SECTION IV:

**Combined Summary and Analysis
of
Personal and Direct Mail Responses**

Results from 15 Personal Interviews and 43 Direct mail Responses **Total of 58 Responses**

Note: Not all respondents answered all questions.

1. How long have you been attending this church?

Responses range from 6 months to 10 years.

2. Do you make a regular (weekly, monthly or annually) financial contribution?

56 Yes 0 No

One hundred percent of the respondents make a regular financial contribution to New Harvest Community Church.

3. Before you received these materials, were you aware that the church was considering a capital campaign?

52 Yes 3 No

Ninety-five percent were aware that New Harvest Community Church is considering a capital campaign. This is a positive indication that the church leadership has prepared the ground for a major capital campaign.

4. Before you received these materials, were you aware of the needs and solutions proposed in the accompanying plans?

24 Aware 2 Not Aware 29 Aware of some

Forty-four percent of the respondents were aware of the needs and solution of New Harvest Community Church. Another 53% were aware of some of the needs. Only two respondents were not aware of the needs. This is an indication that persons have basic information. However, many respondents requested increased information.

5. Are you generally in favor of conducting a capital campaign to generate the funds needed for the proposed plans?

38 Yes 1 No 16 Yes, but I have some concerns

More than half, 69%, are in favor of conducting the campaign, with another 29% in favor with some concerns. Only one respondent was opposed to the campaign. This is a sign that the church community is willing to support the campaign.

6. Are there any needs important to you that are not included in the proposed plans?

A few needs were identified and should be read in the previous sections.

7. How would you describe the current economic climate in your community?

0 Excellent 7 Good 42 Fair 7 Poor

Seventy-four percent of respondents feel the current economy is fair. Thirteen percent feel it is good, and another 13% feel the economy is poor. No respondents rated it as excellent.

8. Would you say the local economic climate is improving, remaining the same, or declining?

5 Improving 41 Remaining the Same 10 Declining

Indications are that the local economy is remaining the same, with 73% rating it as such. Another 9% believe it is improving, and 18% believe it is declining. These responses express economic pessimism. When people feel the economy is good, they are more apt to make gifts. When persons perceive that the economy is weak, gifts and pledges are more conservative.

9. Does a proposed solicitation period for pledges in the late fall of 2010 seem appropriate to you? (Members of the congregation would be asked to consider a gift or pledge to the capital campaign and to continue their regular giving as well.)

40 Yes 3 No 9 No strong feeling

Seventy-seven percent are in favor of the proposed timing. Seventeen percent expressed no strong feeling one way or another, and only three respondents were opposed to the campaign timing. This is an endorsement that a campaign could proceed as scheduled.

10. Do you believe the proposed goal of \$600,000 (as outlined in the accompanying plans) is attainable in gifts and pledges?

26 Yes 3 No 27 Not sure

Only 46% believe the goal can be attained, while the majority, 48%, have no opinion if it can be reached. Another three respondents do not believe the goal can be attained. Normally, we like to see at least a majority believing the goal is feasible. Generally when less than half are confident about the projected goal, the proposed goal is usually too ambitious.

11. If the church were to proceed with the proposed capital campaign, would you be willing to contribute? (Every gift, regardless of size, is important. Pledges could be paid over a three to five year period.)

47 Yes 4 No 5 Not sure at this time

Eighty-five percent would be willing at this early date to contribute to the campaign, while another 8% expressed that they are not sure at this time. Another four respondents indicated a negative response. This is a positive response, and an indication that a campaign of some type can proceed.

12. If "yes," please estimate your possible total range of giving, considering the fact that gifts could be paid over a period of three to five years. *This is not a pledge or in any way binding in this questionnaire. Gifts pledged to the campaign would be made in addition to gifts made to the General Operating Fund.*

<u> 3 </u> \$500 or less	<u> 10 </u> \$500 to \$1,000
<u> 20 </u> \$1,000 to \$3,000	<u> 7 </u> \$3,000 to \$5,000
<u> 4 </u> \$5,000 to \$10,000	<u> 2 </u> \$10,000 to \$20,000
<u> 0 </u> \$20,000 to \$30,000	<u> 0 </u> \$30,000 to \$50,000
<u> 0 </u> \$50,000 to \$60,000	<u> 0 </u> \$65,000 or more

Respondents projected donations ranging from a low of approximately \$90,000 to a high of \$186,500. (While not indicated in the chart above, not all gift amounts were given within a range as presented. Some were given as singular amounts, e.g., \$5,000, instead of \$3,000 to \$5,000. The high and low estimates have been adjusted accordingly.) These early estimates fall short of supporting \$600,000 as a primary goal.

13. How do you feel about the church assuming prudent long-term debt to accomplish the proposed plans?

 36 Acceptable 14 Undesirable but acceptable 4 Unacceptable

Sixty-seven percent responded that it is acceptable to assume long-term debt; another 26% said it is undesirable, but acceptable. Only 7% responded that long-term debt is unacceptable.

14. If asked, would you be willing to work on a committee in support of the proposed capital campaign?

 16 Yes 19 No 22 Not sure at this time

Twenty-eight percent would be willing at this early date to volunteer. Another 39% are not sure at this time and may be persuaded to participate as the campaign plans are formulated. This is a relatively good response at this stage in the process. It appears likely that an adequate number of workers would be attracted to the campaign.

15. Among individuals you know, who do you think would make good CHAIRS for the proposed capital campaign?

Joe Banner	
Mo Banner	
Jeff Becker	2
Dave Bomberger	2
Kim Bomberger	
Rodney Bower	7
Jeff Becker	2
Brenda Benner	
Dick Bratton	
Nancy Bratton	3
Brian Brinser	5
Diane Brinser	2
Ed Brummer	5
Megs Brummer	2
Pete Brummer	9
Mark Cramer	
Gene Enck	7
Kim Enck	
Jay Finkbiner	5
Bob Finnicle	
Allen Glick	
Jeff Heimbaugh	2
Enos Herr	4
Steve Hood	
Mark Lehman	3
Charlotte Little	
Shirey Little	2
Tony Little	
John Matter	
Kaye Miller	
David Myer	
Brian Peters	
Dave Reisinger	
Jim Roush	3
Bob Rowles	
Ed Savercool	3

Kim Savercool	2
Jim Scott	
Lee Shaffer	2
Glen Sheaffer	5
Phyllis Sheaffer	
Pam Shellenberger	
Tom Shellenberger	2
Larry Spade	3
Delbert Swartz	6
Marilyn Swartz	2
Steve Swartz	
Jason Tharp	
Joe Weber	
Bob Yohn	2
Cheryl Yohn	

16. If you were a campaign chair, who would you want to serve with you?

Joe Banner	2
Mo Banner	
Jeff Becker	3
Jill Becker	
Brenda Benner	
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Dave Bomberger	2
Kim Bomberger	
Rodney Bower	4
Nancy Bratton	2
Brian Brinser	4
Diane Brinser	2
Ed Brummer	5
Megs Brummer	2
Heather Brummer	
Pete Brummer	6
Larry Bubb	
Jane Cramer	
Mark Cramer	
Kim Dressler	
Purnell Dressler	

Tim Dressler	
Gene Enck	4
Kim Enck	
Jay Finkbiner	4
Allen Glick	
Carolyn Glick	
Jeff Heimbaugh	3
Enos Herr	6
Steve Hood	
Teresa Hunker	
Brian Kauffman	
Mark Lehman	2
Charlotte Little	
Shirey Little	2
Tony Little	
David Myer	2
Brian Peters	
Jim Roush	2
Ed Savercool	2
Kim Savercool	2
Lee Shaffer	2
Glen Sheaffer	4
Phyllis Sheaffer	
Pam Shellenberger	
Tom Shellenberger	
Larry Spade	2
Vicki Spade	
Delbert Swartz	3
Marilyn Swartz	3
Jason Tharp	
Joe Weber	
Bob Yohn	
Cheryl Yohn	

17. What do you see as the most compelling reason for the congregation to support the proposed capital campaign?

Comments were varied, but mostly expressed the need for a church building for New Harvest to call their own, space for all ministries/events, and to create permanence/stability.

18. In addition to considering a pledge to the currently proposed campaign, some members may wish to make arrangements for planned gifts.

The Brethren in Christ Foundation is available for assistance establishing or enhancing your planned giving program and to educate members about the many financial advantages in making planned gifts.

Would you welcome information concerning:

- 4 Making a bequest in your will?
- 3 Establishing the church as the beneficiary of a life insurance policy?
- 3 Donating appreciated real property?
- 3 Establishing a charitable gift annuity or charitable remainder trust?

18a. 3 *New Harvest Community Church is already included in my estate plans.*

19. In your opinion, what strengths or positive factors does the church have working in its favor for the success of the proposed campaign?

Comments were many and varied. Some highlights include:

- Strong attendance
- Need
- Commitment
- Generosity of parishioners

20. What challenges to the success of the proposed campaign do you think might exist?

Comments were many and varied. Some highlights include:

- The economy
- The size of the goal
- Lack of communication
- Financial situations of parishioners

21. Do you have any ideas or suggestions for the leadership to consider before making this important decision?

Comments were varied and thoughtful and should be read in their entirety.

There was an indication of the need for increased communications to bring everyone up to date on the history of the process. Also, details about the building and land available for this proposed property.

22. Please comment on any points not covered that you feel are important for the Leadership to consider as they consider this proposed capital campaign.

Comments were varied and thoughtful and should be read in their entirety.

SECTION V:
Conclusions and Recommendations

Conclusions

Awareness of Needs

A majority of respondents (95%) were aware that New Harvest Community Church was considering a possible campaign, and 96% were aware of some or all of the needs and solutions proposed in the plans.

If the project cannot ultimately be achieved with the resources available, clear and transparent communication about the reasoning behind each decision should occur, before donors are invited to give.

Indications of Support for a Campaign

There are significant indications of support for the proposed campaign, but also signs that suggest caution.

Positive signs from respondents include:

1. Ninety-eight percent are in favor of the campaign, although some with reservations.
2. Only 6% are opposed to the proposed campaign timing.
3. Eighty-five percent of respondents are willing to give to a campaign.
4. Twenty-eight percent are willing at this early stage to consider volunteering for the campaign effort.
5. There were several very positive comments about the strengths of the church community.
6. There was general consensus about the need for a church home.

Concerns

1. Only 46% of respondents feel the proposed goal is attainable. This is an indication that the proposed goal is most likely too high.

2. No major gifts were identified and there were too few lead gifts indicated at this early date to fully embrace a goal of \$600,000.
3. There were some concerns about the proposed project, and other issues raised that should be looked into or addressed before soliciting funds.

Campaign Leadership

Strong leadership—both financial and volunteer—is absolutely essential for the success of any campaign. Presently, there is a strong leadership core in place. It will be the challenge of this group to expand involvement within the congregation, including individuals who may have significant giving potential or who have gifts of time or talent to offer. A strong sense of being part of a community is accomplished through direct experiences of participation, and involvement leads directly to participation.

Gifting Potential

Experience tells us that we can take an average between the total low end of gifting ranges revealed in the Study (\$90,000), and the total high end (\$186,500), and multiply by a factor that is based upon certain statistics and comments, in order to arrive at a recommended goal. In this case, a factor of 1.2, when multiplied by the average \$138,250, indicates a recommended goal of \$170,000.

The factor 1.2 takes into account the percentage of respondents who participated, the general tone and nature of comments, and the fact that additional gifts, not yet identified, will be forthcoming.

Planned Giving

A number of people requested information about planned giving, and three indicated that the church was already included in their estate plans. This is encouraging, and suggests that an organized planned giving program should be pursued or enhanced, and that there are gifts forthcoming with which to build endowment, retire indebtedness, support programs, or address future maintenance and capital needs.

Campaign Timing

Respondents endorsed the proposed campaign timing. However, in light of the recommended goal, decisions about the project must now be made and clearly communicated to the congregation.

Recommendations

1) Recommended Goal

The information revealed in this Study suggests that a capital campaign for gifts and pledges for a Primary Goal of \$170,000 is a realistic amount that can be raised at this time. This presupposes that an assertive campaign involving the entire constituency would be launched, and that it would follow the methodology suggested by this firm.

2) Challenge Goal

Recognizing that immediate needs exceed what has been revealed to be attainable by this Study, leadership may wish to consider the recommended \$170,000 as a “primary goal”, and also introduce a larger “challenge goal”, encouraging the congregation to stretch to higher pledges and larger gifts.

If the “challenge goal” were not reached, the congregation would still experience success by achieving the “primary” objective. Hopes should be high that the challenge, at least in part, could be accomplished.

3) Immediate Tasks

- Review the Proposed Project Statement and Testing Phase Study Report findings.
- Share the results of this report with the congregation as soon as possible.
- Make final decisions about the actual campaign project, based on the financial capacity revealed in the Study.
- Address the priorities and concerns indicated by the respondents, and the immediacy of the needs.
- Institute a Communication Phase as soon as possible.

4) Communication Phase

Begin your Communication Phase immediately, and continue the information sharing into the beginning of 2011. Topics include a review the history of seeking your own church home. Let the congregation know decisions that will be made concerning the current proposed project. Strive for renewed consensus, and appropriately address any concerns or misinformation that has been indicated in this report as well as those that

may arise through the increased communication process.

This allows you to get through the holiday season and have more time to concentrate on the information sharing. People will by then be attending services in your new rental facility. This may also lend an increasing urgency to funding your own facility.

5) Establish a Harvest Building Fund

We recommend the capital campaign be conducted to make commitments to a **Harvest Building Fund** with gifts and pledges. These contributions and pledges could then be identified and this information used when approaching entities for loans as you move forward in your plans. This Fund should continue to be promoted even after the formal campaign solicitation period ends.

6) Commitment Phase (Capital Campaign) Methodology

Considering the culture of your congregation, a suggested campaign methodology would involve a festive event where pledge cards would be filled-out privately, and turned in at the event.

The event would be followed by a direct mail campaign to those who were unable to attend the event (and perhaps others who have been identified as potential donors). After approximately three weeks, during a regular Sunday service, the Leadership would announce the amount raised to date and recognize the volunteers who helped with the campaign effort. This could be called Harvest Sunday.

7) Activities following the Campaign

- Continue to communicate the plans as they unfold for your project.
- Promote the Harvest Building Fund.
- Set up pledge collection and acknowledgment systems for gifts and pledges to the campaign.
- Closely monitor administration tasks such as reminders, arrears notices, tax letters, and continuing gratitude.

8) Professional Counsel

We strongly recommend that you engage limited professional third-party management to guide and direct your campaign effort, thereby implementing a proven, successful fundraising methodology. This will ensure efficiency, strengthen your faith community,

and maximize giving.

9) Planned Giving

Planned giving activities should be pursued during or immediately after the campaign. These important tasks encourage major gifts which will underwrite the future of the church. Arrange a timely response to individual requests for planned giving information in the Study. Establish a Legacy Group, sound endowment policy & management, and educate the congregation. The Brethren in Christ Conference can provide assistance.

A Final Word...

Fundraising...etc wishes to sincerely thank the leadership of New Harvest Community Church for the opportunity to serve your church family. We genuinely enjoyed our work with you, and would welcome the opportunity to be of further assistance.

Thank you, and blessings on your faith community, and its many good works.

SECTION VI:

Copy of the Proposed Project Statement