

Country Club Christian Church Feasibility Survey FINDINGS

The following **Findings** are a summary of the data from the written surveys and interviews. In February 2011, the entire congregation was invited to participate in a Feasibility Study Survey. Two hundred sixty-four (264) persons responded with a written survey (online or paper copies), representing 179 households. Church Development interviewed 47 individuals representing 32 households. A total of 311 individuals from 211 households participated in the study, representing 16% of the total households of Country Club Christian Church. This is a good representation of a church the size of Country Club Christian.

The survey asked varying types of questions, with many questions using a scale to represent participants' opinions. **The scale went from very affirmative of the question's statement, through neutral to very non affirmative.** For the purpose of supplying an average response, the answers on the scale were assigned a numerical value of 5-1. The average answer presented is an average of all respondents to the question, written and interviewed. "I don't know" was not included in the calculation of the average.

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

1. Eighty-nine percent (89%) of all respondents (91% interview, 88% written) say Country Club Christian Church is effective in meeting their spiritual needs.

	Strongly Agree		Neutral				Strongly Disagree			
	5	4	3		2		1			
Interviews	27	57%	16	34%	1	2%	1	2%	2	4%
Written	96	38%	125	50%	14	6%	13	5%	2	1%
Combined	123	41%	141	47%	15	5%	14	5%	4	1%
		% Positive: 89%				Average Response: 4.23				

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

Comments:

- I am not particularly religious, but I have strong relationships in the church and participate in several programs that are meaningful to me.
- Perhaps it goes without saying, but we don't hold the church responsible for "meeting our spiritual needs." But CCCC certainly provides an environment for service, learning, fellowship, worship and growth which is conducive to spiritual growth.
- I am not currently active but many years ago I was very active. CCCC has been and always will be special to me. This is not the first capital campaign nor will it be the last in our stewardship to care for our beautiful and historic facility.
- The worship environment and fellowship with staff and congregation are key elements.
- This church was only 35 years old when I started here. Fifty-five years later I am still here!

- This church is the most important institution in my life and has been for most of my life.
- Disagree: I believe the congregation should be in relationship with the entire community. We tend to focus on ourselves, privileged and wealthy people.
- My needs and my children needs are being met.
- Agree: I just need to exert more effort on my part.

2. Ninety-three percent (93%) of all respondents (98% interview, 92% written) say Country Club Christian Church is effective in providing them with ample opportunities for community/fellowship.

	Strongly Agree		Neutral				Strongly Disagree			
	5	4	3	2	1					
Interviews	33	70%	13	28%	0	0%	1	2%	0	0%
Written	116	46%	117	46%	13	5%	6	2%	1	0%
Combined	149	50%	130	43%	13	4%	7	2%	1	0%

% Positive: 93% Average Response: 440

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

Comments:

- I love this church & the people of it...what a great family with a lot going on...if you can't find a place to "plug in" for community & fellowship, your just not trying (at all).
- The twenty-something age group seems to be a difficult one to involve/include in church life. I believe CCCC is currently working on expanding its ministries for this group, and I am happy for that.
- I think that's why many people are in this church is because of the fellowship and community our church has.
- I'm not able to take part. I'm 100 years old.
- I am not able to participate as much as I would like to.
- Fellowship is important and most of our friends are from this church.
- The opportunities are there. The community is large but there are small groups who tend to stay together. If you are new, it is often hard to break into one of the groups. In the last 3 years, this has chanced because of the work of Lauren and our efforts to better communicate with new members. Finding your place within the whole is very important. The staff is really working hard to make this happen.
- 99% of our friends go to church here. I would like to see more diversity in our community. More Age, racial, social economic, ability diversity.
- I am always in favor of trying new things but I can't think of anything we should be doing right now.
- Agree: I would like to see more family social opportunities for young families.
- Agree: For a large church, there are a lot of opportunities. The small group and Sunday School Classes are going very well. The mission trips are great ways to build community.
- I am very strong in the belief that we need to be more engaged in the local community. We need to be a positive agent of change in the community.

3. Seventy-nine percent (79%) of all respondents (78% interview, 79% written) say they have confidence in our ministers, church staff and lay leaders of Country Club Christian Church to make the right decisions regarding the future of our church.

	Strongly Agree		Neutral				Strongly Disagree			
	5	4	3	2	1					
Interviews	20	43%	16	35%	3	7%	5	11%	2	4%
Written	72	29%	124	50%	38	15%	10	4%	4	2%
Combined	92	31%	140	48%	41	14%	15	5%	6	2%
		% Positive: 79%				Average Response: 4.01				

The average percent positive collected from past client feasibility studies for this question is 79%.

Comments:

- CCCC has many educated and unselfish church members and staff.
- Very effective in near term implementation. Longer term "generational" changes - implementing major changes as a result of the Visioning process - are by nature harder. The process is not in place among lay leaders to think about those types of changes effectively.
- Mainline churches are in decline. The issues are complex and the answers hard to find. While we have great confidence in the church's leadership, at this point it is not knowable whether the decisions being made will have been the right ones.
- Many of the lay leaders today are people with whom I worked and associated in past years. I have the highest regard and respect for them and their abilities.
- Our family is struggling financially, and sometimes I sense we are the only ones at church to have financial problems because there is just such an assumption of affluence that creeps into so many areas of the church.
- Agree. Suggest more openness with the congregation on "problems" like financial resources and future needs as we move forward. Problems do not get better or easier with age!
- I think we have wonderful ministers, staff and devoted lay leaders. In these difficult times, "right decisions" are educated guesses at best.
- I think we have excellent leadership.
- We have a strong staff right now. It is the strongest we have ever had. Our lay leadership is excellent. It is in a lot better shape now than it was 20 years ago. The staff is much larger now and more expensive and I know they are addressing this.
- Disagree: This campaign is something we are doing to satisfy our needs for us right now. To be vibrant 30 years from now, we need to do some very intentional things now. This church's origin stems from a segregated mind set. We continue to have an exclusive reputation within the community. We must do something intentional to get people from different walks of life to join us. If we don't development into a more diverse community, we will not survive in 30 years.
- Agree: I am confident that they will make the right decisions but I think it is very important that they get input from the rest of the congregation.
- Strongly agree: I have the opportunity to make my opinions know within the church.
- Neutral: I have been disturbed ever since they changed the governance of the church. We use to be a congregational governed church but today we are no longer congregational.
- Agree: On the daily and yearly things, the leadership is excellent. On the long range vision, we are lacking. The board structure is such that doesn't lend itself to do long range planning. We need to do a paradigm shift in our thinking about being church in the neighborhood. I see the way we do outreach is outdated. We need to use outreach to support the entire church in our efforts to partner with inner city efforts etc.

Therefore we are making multiple year commitments to support projects with our time, talent and treasure. I think our leadership is lacking the vision to do this.

- Agree: We have younger people getting involved with leadership and this is a good thin

4. Respondents indicated very strong support for completing the exterior restoration and painting, fixing the roof over the solarium, and repairing the waterline under the street. There is moderate support for repairing the organ, replacing the covering over the stained glass windows, using green materials and processes, replacing the carpeting in the hallways, offices and classrooms, setting aside 10% raised for outreach, updating the kitchen and restrooms and renovating chapel, bride and groom’s rooms. There was less support for expanding the social hall, Wi-Fi, TVs in classrooms, renovating the parlor, moving The Well and installing screens and projection system in sanctuary.

Answer Options	Interviews		Written		Combined	
	Percent Positive	Avg Resp	Percent Positive	Avg Resp	Percent Positive	Avg Resp
a. Exterior restoration and painting-\$1,700,000	90%	4.70	94%	4.53	93%	4.56
b. Replace covering on stained glass windows-\$200,000	60%	3.89	73%	3.97	71%	3.96
c. Repair waterline under street-\$20,000	85%	4.35	86%	4.34	86%	4.34
d. Repair roof above Solarium-\$15,000	78%	4.30	92%	4.41	90%	4.39
e. Replace carpet in offices, hallways and classrooms \$20,000	64%	3.91	66%	3.80	66%	3.82
f. Update kitchen and bathrooms-\$100,000	59%	3.70	57%	3.57	58%	3.49
g. Repair and upgrade Church organ-\$450,000	80%	4.41	71%	3.92	73%	4.00
h. Install hidden screens and projectors in Sanctuary-\$83,000	31%	2.91	22%	2.63	24%	2.67
I. Make entire building Wi-Fi accessible-\$28,000	55%	3.66	36%	3.00	39%	3.10
j. Expand Social Hall and add Video Projection System-\$200,000	55%	3.64	45%	3.15	47%	3.22
k. Add TV screens for 20 classrooms-\$100,000	41%	3.22	28%	2.76	30%	2.83
l. Create group gathering spaces by expanding parlor, creating small group meeting spaces and reconfiguring The Well, Coffee Center and offices-\$650,000	24%	3.00	30%	2.84	29%	2.87
m. Renovate chapel, update brides and groom’s rooms-\$40,000	62%	3.67	51%	3.44	53%	3.47
n. Set aside 10 percent of total raised for outreach efforts-\$363,100	71%	4.07	60%	3.59	62%	3.66
o. Use green materials and procedures to make building more energy efficient, such as replacing windows with energy efficient ones, adding solar panels to solarium roof, if baths are upgraded, adding energy efficient toilets, etc	71%	4.11	66%	3.83	67%	3.87

Other suggested projects included:

- I would like to see neighborhood/community support and improvement. Being involved with the community to ensure that houses are kept up, public transportation, etc.
- I think the sound system in the sanctuary needs improvement.
- I think the east entrance needs to be updated and made more welcoming.
- The lack of parking keeps us from growing.
- Improve the sound system in the sanctuary.

5. Seventy-nine percent (79%) of all respondents (87% interview, 78% written) say they believe Country Club Christian Church should conduct a capital campaign NOW to raise money to pay for items listed in The Plan, as outlined in the Case Statement.

	Strongly Agree		Neutral				Strongly Disagree			
	5	4	3		2		1			
Interviews	30	67%	9	20%	2	4%	3	7%	1	2%
Written	83	34%	109	44%	38	15%	12	5%	5	2%
Combined	113	39%	118	40%	40	14%	15	5%	6	2%

% Positive: 79%

Average Response: 4.09

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

Comments:

- We cannot see into the future and even though folks have difficulties now, we cannot be sure the future will be better. Don't put off the project, but be sure to present a large education component, too.
- It's not all or nothing. As previously stated, the essentials need to be attended to and the other projects (gravy if you will) can wait a bit. This question assumes all projects to be undertaken now.
- I have seen successful campaigns conducted during the last few years despite the economic climate, so I don't think that, in it, should be the determining factor.
- The sooner the better from a cost standpoint; however, will depend on the level of financial commitments.
- Again, I am somewhat uncomfortable offering any opinion when I have very little information, but I think a reasonable approach would be to prioritize the projects and implement the changes in phases.
- It will not get any less expensive by waiting.
- I agree, but not with everything listed in the plan.
- The money is in the congregation if people understand the need.
- If it doesn't happen this year, it could happen next year. This stuff needs to be done.
- Agree: I think timing will be a little touchy because of the economy.
- We need a lot more information before we move forward with the campaign.

6. Survey respondents want more information. The most frequently requested information was the timelines and costs for the projects, fundraising costs and plans, the general financial health of the church.

Answer Options	Interviews		Written		Combined	
	Response	Response Frequency	Response	Response Frequency	Response	Response Frequency
How does the Plan further our	27	60.00%	74	31.49%	101	36.07%

church's mission?						
How the Plan will attract new members?	12	26.67%	52	22.13%	64	22.86%
How the Plan benefits current members?	5	11.11%	44	18.72%	49	17.50%
Levels of support among other members for the Plan?	13	28.89%	74	31.49%	87	31.07%
Timelines and costs for the repairs, renovations and updates?	25	55.56%	156	66.38%	181	64.64%
What happens if we don't do a campaign at this time?	21	46.67%	85	36.17%	106	37.86%
Fundraising plans and costs?	15	33.33%	136	57.87%	151	53.93%
General financial health of Country Club Christian Church?	15	33.33%	122	51.91%	137	48.93%
Other	0	0.00%	10	4.26%	10	3.57%
Responders	45		235		280	

Other requested information:

- How does this campaign fit with the work of the visioning team
- I think it is obvious that if we don't address the proposed upgrades our church's mission is irrelevant because we will not have a safe place to conduct our mission! Attracting new members and benefiting current members is the most important reason for this campaign-how can we continue to serve the surrounding community and supply the outreach needs without a vibrant congregation?
- What is the detailed plan per line item: detailed description of expenditure, its goal, benefits & cost breakdown-in short the what, why, when who, where & how of each and every item & sub-item? What is an absolute must right now? Structural/safety repairs, energy/operating efficiency, outreach, etc.?
- How will the plan affect other church programs
- I don't need any other information to make my decision on pledging.
- What repairs actually need to be made to save the church? But during a recession in the economy and social security checks are being threatened is not a time to raise money for things not really necessary in my humble opinion. I was an accountant for over 30 years for a Construction companies so I like to think I know of what I am talking about....
- I want to be sure that the \$ estimates are accurate. Are there things that we can do now that will move us 30 years into the future? I would like to see drawings and diagrams before we are asked to make pledges. People will need to buy into the plan and the way to do this is by keeping information coming with a lot of drawings. I want to see renderings.
- I need more clarification about the different projects. I don't understand why each classroom TV will cost \$5,000.
- I think we should only address those structural concerns first. The other items should follow if we have more money.
- I think we need to have a policy in place that states whether or not we will allow church members to bid on the different projects. We need to be very transparent in how the money is being spent as the projects were being completed.

7. Respondents preferred to receive campaign information through email updates, newsletters and mailings.

Answer Options	Interviews		Written		Combined	
	Response	Response Frequency	Response	Response Frequency	Response	Response Frequency
During church services	18	40.91%	79	31.47%	97	32.88%
Small group meetings with the pastor and lay leaders	22	50.00%	63	25.10%	85	28.81%
Large group meetings in the Social Hall	17	38.64%	77	30.68%	94	31.86%
Newsletters and mailings	24	54.55%	149	59.36%	173	58.64%
Email updates	28	63.64%	176	70.12%	204	69.15%
Website	12	27.27%	67	26.69%	79	26.78%
Home visits	0	0.00%	9	3.59%	9	3.05%
Bulletins	1	2.27%	57	22.71%	58	19.66%
Telephone calls	0	0.00%	5	1.99%	5	1.69%
Video/DVD to take home	2	4.55%	10	3.98%	12	4.07%
Responders	44		251		295	

Comments:

- Communication needs to be ongoing and regular.

8. Eighty-six percent (86%) of respondents (89% interview, 85% written) indicate they would be willing to make a financial commitment to the campaign.

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

Respondents were asked to explain if their answer was “No”.

- We are having a hard time fulfilling our annual pledge to the church at this time. I am not sure how feasible it would be for us to give in addition to what we are already giving.
- Not at this time but would be ready in a year from now.
- I don't have a job that allows extra money.
- At this time I have two kids in college and no raise for 3 years. I will be better prepared in 2 years to assist after they are graduated.
- This is a time when many families are having a difficult time and money is tight. We have increased our regular giving to the church and several other organizations that we support. We would not commit to more for this project at this time.
- Yes, but likely to be limited over next few years
- Only if we are going to do the bare essentials. Some of the presenters seemed to have rose colored glasses on. They don't seem to understand we are in a recession.
- I am so sorry; I simply cannot afford it right now.
- No because of my concerns about our exclusivity and our efforts to ensure we will be her 30 years from now.
- We already tithe to the church and we don't think we can give any more, plus we are on a fix income.

9. **One hundred forty-seven (147) households offered about \$ 1,517,800 to a three-year capital campaign; and 5 households would consider a gift of assets totaling about \$135,250. The average cash gift was \$10,325.**
10. **When asked what factors might prevent Country Club Christian from conducting a successful capital campaign, respondents offered many thoughts. The most frequently mentioned were the economy, job security, members on fixed incomes and lack of specificity in outlining the different items in the plan.**

Comments:

- Many of our members are on a fixed income and we lack the large donors that used to be members of our congregation.
- The state of the economy right now leaves people unable to make a firm commitment. As the economy improves, this may become possible.
- Personal economic hardships of members
- The congregation does not see or vision a significant benefit. Staff does not provide a clear plan or enthusiasm.
- Not enough interest in funding the projects.
- Lack of follow-up to conversations. I feel it is imperative to share the outcomes of every step of the process, beginning with this feasibility study and hopefully as we begin the capital campaign, in order to keep the congregation engaged -- hopefully in a very positive direction.
- I just think these days people really want to know exactly what the benefit is for every dollar spent. The more nebulous the effort, I would guess, the less successful the campaign will be.
- General economy. "Buy-in" by membership to the projects selected
- Too soon. Fall of 2011 would allow more planning and educating the congregation time. If the spring is the date, I would not also carry out the June event. Also will a bookkeeper be on staff by this time to help facilitate all of this?
- The economy and it doesn't seem to be getting better.
- Peoples concerns about fulfilling a 3 year pledge in this economy.
- Failure to express the urgency and the specifics of the difference projects in the plan.
- The results of this survey will let us know if there is support among members. I think the economy is coming back but it is still fragile. If the membership is in favor of the plan, they will support it.
- The lack of focus of the plan. It is too big and too broad at this time. The plan doesn't reflect the message of the church or its mission. We need to ask the question, who are we and who do we want to serve.

11. **Seventy-two (72) persons indicated they were interested in supporting a campaign by working on a volunteer team. This represents 23% of all the respondents to the survey.** Please see Attachment E for a full list of volunteers.

12. **Sixty percent (60%) of all respondents (85% interview, 55% written) support using funds raised in a capital campaign to increase the endowment funds.**

	Very Supportive				Neutral				Not Supportive	
	5		4		3		2		1	
Interviews	21	53%	13	33%	2	5%	3	8%	1	3%
Written	47	21%	75	34%	58	26%	28	13%	12	5%
Combined	68	26%	88	34%	60	23%	31	12%	13	5%

% Positive: 60%

Average Response: 3.64

Comments:

- This is essential to the future health of our building.
- Funds from the capital campaign should be used for very specific items only and not placed into a general endowment fund
- I don't see the two as conceptually compatible. If the endowment fund were expanded to include a "major capital improvements category" to help fund future capital campaigns, I see such a decision as positive. Money raised to make capital improvements to our building should not be co-mingled and used for other endowment fund categories.
- I would need a better understanding of how increased funds in the endowment would benefit the church in the long term. The church's endowment is an area that I feel is not well understood or communicated to the greater congregation.
- Very smart to grow the endowment fund.
- If we have extra money we can put it into the endowment.
- This is the best way of preventing a church from being in a critical financial condition.
- I would like to find a way to avoid having to do campaigns every time something goes wrong with the facilities.

13. Sixty-nine percent (69%) of respondents (93% interview, 63% written) say they would consider contributing to an endowment fund in the future.

Comments:

- We have already made provisions that 10% of our assets will be given to the CCCC endowment fund upon our passing.
- The endowment fund needs to be "marketed" to members. How much is in it? What income does it generate from investments? How is it used? Who makes the decisions regarding it? What are the future needs? Are there vehicles to make ongoing contributions to it?
- Future income would be a thing for me to consider when thinking of making any gifts.
- A healthy endowment is crucial for long-term health of an organization!
- I would consider this after getting more information.
- I have considered this in my estate planning. I would like to know more information about the funds.

14. Many persons were suggested as leaders for the campaign. The names most often given were:

Greg Bates, Andrea Bough, Steve Bough, Lee Brumitt, Glenn Crocker, Max Deweese, Marlyn Dreas, Dave Forsee, Esther Giffin, Wayne Heady, Stuart Hoffman, Leslie Holt, Dale Hunter, Randy Ire, Lance Jessee, Greg and Nancy Lear, Greg Lear, Mary Lehozcky, Sally Murguia, Malanie Thompson, Tom VanDyke, Jeff Zimmerman
Please see Attachment D for complete list of suggested leaders.

15. When asked about planned giving, 38 households answered "yes" and 93 households answered "maybe;" 30 households say they already give to the church through planned giving.

16. When asked “What other comments, questions, or concerns do you have for the leadership of Country Club Christian Church that you would like included in this report?” The follow is a sampling of what was submitted. Please see Attachments A and B for complete lists of comments.

- I am uncertain whether we can afford all of the needs of the church at this time. Therefore, I would really like the leadership to prioritize the needs versus the wants.
- We need inspired leadership from Church staff and Lay leaders in presenting the case for our future as a viable worship center in Kansas City's future.
- We need to focus on what this campaign does for others, not for ourselves.
- We have an outstanding staff and they are very supportive. This means so much to the small groups now functioning within the church.
- It's never a sin to dream big. It is more usual and more damning to dream too small. Timidity is not what will help us at this point in our church's life. Bold ventures are more likely to win hearts than weak resolves to just hang on for now.
- Thank you for taking on the task of caring for the legacy of our building and leading us toward our 100th anniversary with a grand vision of the future of Country Club Christian Church.
- I want to thank the staff and lay leaders for soliciting our opinions in this manner prior to undertaking the campaign. We will look forward to further information regarding each of the projects mentioned. I especially appreciate the opportunity to indicate the level of their individual importance to my family. Our best wishes and prayers are with all those who lead and serve.
- This is a very bad time to consider doing any unnecessary work on church that can wait.
- Preserve church history as well as building.
- I trust that you will make good decisions. I am receiving assistance in order to meet my needs and will not be able to participate financially. I feel that the economy is very discouraging and there are people that would like to participate and are not able to at this time.
- We should continue to expand our involvement in the interfaith community. This needs to part of our mission along with reaching out to our African American community.
- I think the campaign should address long range concerns about our survival 30 years from now. We are putting in a lot of improvements to serve our current needs which many are our wants. We need to put in place a whole set of initiatives beyond our immediate building needs. Giving money to needs in our community is not enough. We have so much in our church. However, we need to justify our blessings in the context of a community that has so many needs that make our needs pal in comparison. We can't improve our exteriors, without helping others fix their exteriors. If we are going to have money set aside for the organ, when it is done, we should invite school children from the neighborhood to enjoy the organ so it isn't just meeting our needs. There are churches in our community that have far fewer resources than we do but have a membership that is growing much faster then we are. Why is this?
- The Key is COMMUNICATION throughout the campaign. Helping people feel they have an important part of the effort. Keeping people included in the process. At the same time, we need to balance the necessary projects against the less necessary projects. The church leadership will have to make these determinations. We need to be conscious to include the older and younger members in the process.

- The only concern is with a large congregation with a lot of different interest, we have difficulty focusing. I think the staff is trying to focus the congregation but I think the lay leadership is hesitant.
- Are we going to take out a loan to do the projects all at once or are we going to pay for things as we raise the money. If we take out a loan, have we included interest on a loan as part of the total cost? Who on staff will be overseeing the projects? How will decisions be made as questions come up during construction and renovations? Who will monitor if the projects have been completed properly before we make a final payment to the construction project?
- I think we are no longer as spiritual based and we no longer have a say in what is going on. As a result, I don't feel as close to the church as I use to. I dislike the non sexist language. God is our FATHER. If I am so dissatisfied with the church, why do I stay? My friends are here at church. They sustain me.
- We are blessed to have a debt free facilities and all we need to do is take on the responsibility just as our predecessors did for us over the years.
- This needs to be very lay lead. We were handed a building that is a real gift to us and has very little maintenance that needs to be done on it. It is time now. It is our turn to step up to the plate.
- The community demographics are changing and their needs are changing. We want to serve the spiritual and material needs of our community but I don't think the plan in place is serving the needs of the community. Our mission and history is one of outreach, how does this plan future our mission of outreach?