



# **Glyndon UMC**

CAPITAL FEASIBILITY STUDY

COMPREHENSIVE REPORT  
AND RECOMMENDATIONS

SEPTEMBER 5, 2017



**Hewett Consulting**  
Strategic Counsel for Nonprofits



September 5, 2017

The Rev. Dr. Dawn Stewart  
Glyndon United Methodist Church  
4713 Butler Road  
Glyndon, MD 21071

Dear Pastor Dawn:

Thank you for the privilege of conducting this capital feasibility study for Glyndon United Methodist Church. The strong response to the leadership interviews and congregational surveys indicates a high level of interest and commitment among your family of faith. Your participation in the process was especially helpful.

I am also grateful for the guidance and support of the planning committee and the feasibility study coordinators. All were essential to the success of the effort.

Should Glyndon UMC elect to move forward with the capital campaign, we would be delighted to partner with you and your people in this endeavor.

The grace of our Lord be with you all.

Sincerely yours,

A handwritten signature in black ink that reads "John H. Hewett". The signature is written in a cursive style with a large, stylized "J" and "H".

John H. Hewett  
President/CEO

## TABLE OF CONTENTS

Executive Summary	4
Purpose, Scope and Method	5
Statistical Analysis	6
Project Vision Statement	7-8
Interview and Questionnaire Responses	9-20
Observations	21
Recommendations	22

## Executive Summary

- Fifteen (15) confidential leadership interviews were conducted with a total of 24 members. Congregational questionnaires (with Vision Statement and postage-paid reply envelope) were distributed to approximately 92 additional households, along with a link for online responses. A 46% household response rate was achieved, with 23 households returning a total of 26 individual questionnaires and another 20 households utilizing the online option. Counting the interviewees, we heard from 58 member households.
- Eighty-eight percent (88%) of leadership interviewees and 63% of questionnaire respondents indicated ***Moderately High*** to ***Very High*** enthusiasm for the programs and ministries of Glyndon United Methodist Church.
- Sixty-three percent (63%) of leadership interviewees and 52% of questionnaire respondents have been involved in the life of GUMC for ***21 years or more***. While 50% of leadership interviewees are ***between 55-64 years of age***, questionnaire respondents were spread across the age spectrum.
- Leadership interviewees and questionnaire respondents identified ***Repair/Replace the Slate Roof, Replace Carpet, Restore/Renew the Ramp, Sidewalk & Entryway and Upgrade/Modernize the Kitchen*** as the top priorities for the capital campaign. Projects drawing the least support were ***Pavilion/Playground Equipment*** and ***Upgraded Audio/Video***.
- ***Pastor, Music, Worship Services*** and ***Church Staff*** were identified as the church's greatest strengths. ***Young Families Ministry*** and ***Women's Ministry*** were identified as areas most needing expansion.
- One hundred percent (100%) of leadership interviewees and questionnaire respondents currently participate in the financial support of Glyndon United Methodist. Fourteen percent (14%) of leadership interviewees and questionnaire respondents self-identify as tithers. Sixty-nine percent (69%) of leadership interviewees and 38% of questionnaire respondents annually direct 75% or more of their total charitable giving to GUMC.
- A relatively small number of GUMC members provide a disproportionate share of annual contributions. In 2016 10 families accounted for 45% of total contributions; 20 families provided 65% of total contributions; and 30 families gave 77% of total contributions. About half of GUMC's families contributed less than \$20 weekly.
- Eighty-three percent (83%) of leadership interviewees and 74% of questionnaire respondents agreed GUMC ***should proceed at this time*** with plans for a capital campaign. Few were opposed, with the rest undecided.
- Ninety-three percent (93%) of leadership interviewees and 67% of questionnaire respondents stated they are ***Likely*** or ***Very Likely*** to support a capital campaign over and above their current giving.
- Fifty (50) potential three-year pledges were identified, totaling ***\$284,000***. These potential pledges represent approximately 51% of current giving units.
- Should Glyndon United Methodist Church elect to move forward with a capital campaign, the church can reasonably expect to raise ***\$375,000 to \$425,000*** over and above current budget giving.

## **PURPOSE, SCOPE AND METHOD OF THE CAPITAL FEASIBILITY STUDY**

For nearly 140 years Glyndon United Methodist Church has lived out its commitment to the work of Christ through vibrant worship, spirited preaching, intentional ministry, formative education, hands-on missions, and authentic Christian fellowship. It survived a fire in 1929 with a new building taking its place and dedicated in 1931. GUMC is a traditional church and a caring spiritual community in which members are challenged to reach more people with the message of God's love and acceptance through Jesus Christ.

In furtherance and support of this original vision, church leaders identified several strategic priorities for a potential capital campaign totaling approximately \$425,000.

In June 2017 GUMC retained the services of Hewett Consulting LLC to assess the feasibility of conducting an intensive initiative to fund these projects.

The capital feasibility study was designed to:

- Receive advice, note impressions and opinions, and gather information about GUMC;
- Measure the perceived need and importance of the proposed projects;
- Evaluate the congregation's sense of urgency about the projects;
- Measure giving interest towards the projects;
- Measure the viability of a major capital campaign; and
- Receive suggestions for leadership of a capital campaign.

The study was conducted in four distinct phases:

- **PLANNING AND READINESS ASSESSMENT:** John Hewett of Hewett Consulting met with senior staff and lay leaders in July 2017 to shape the survey instrument and select for personal interviews a cross section of members representing a variety of ages, membership tenures and interests.
- **FINANCIAL ANALYSIS:** The firm reviewed GUMC's financial and membership data, with particular attention to pledging/giving patterns over the last several years.
- **CONGREGATIONAL SURVEY:** Confidential surveys were distributed August 7, 2017 to approximately 92 households, along with a link to an online response option. Forty-six (46) individual questionnaires were returned from 43 households (46% household response rate). Forty-three percent (43%) of respondents utilized the online response option. Counting interviewees, we heard from 58 member households.
- **LEADERSHIP INTERVIEWS:** Fifteen (15) confidential interviews were conducted over four days in August (August 5-8) with a total of 24 individuals.

**GLYNDON UNITED METHODIST CHURCH**  
**2016 GIVING UNITS**

\$1 - \$299	21	\$2,000 – \$2,999	10
\$300 - \$499	6	\$3,000 - \$5,999	11
\$500 - \$999	17	\$6,000 - \$9,999	6
\$1,000 - \$1,499	10	\$10,000 - \$14,999	5
\$1,500 - \$1,999	12	\$15,000+	0

**Total Giving Units: 98**

**Total Contributed: \$239,098**

**Households Not Contributing: 5**

- The top 10% of givers (10 households) provided 45% of total contributions.  
The top 20% of givers (20 households) provided 65% of total contributions.  
The top 30% of givers (30 households) provided 77% of total contributions.
- Half of member households contributed less than \$20 weekly.
- About a third of member households pledged to operating support.

# *Restore, Renew & Reach Out*

A Capital Campaign for Glyndon United Methodist Church

## Our History & Mission

Glyndon United Methodist Church (GUMC) has a long history in Glyndon, Maryland – having originally been established in 1879 (under the auspice of Glyndon Methodist Episcopal Church). It has survived a fire in 1929 with a new building taking its place and dedicated in 1931. GUMC is a traditional church and a caring spiritual community in which we challenge and support one another to reach more people with the message of God's love and acceptance through Jesus Christ by ...

- Loving each other and loving all our neighbors (love),
- Maintaining our spiritual foundation through prayer and study (pray),
- Discovering and using our gifts in service to God and others (serve).

## Our Vision

GUMC is experiencing a renaissance with new ministries, affinity groups, and fellowship gatherings enabling our growth as disciples in the body of Christ and our reach into the community of Glyndon and beyond. Our long-term vision is to grow the church, expanding our reach into the community and extending our ministry to those in need. We wish to spread the love of Christ and provide examples of what it means to be a part of God's kingdom by our welcoming nature and our service in the world. GUMC has a rich history that we wish to preserve, while we also seek to adapt to social and technological changes in the world. Furthermore, through enhanced visual and social communications and outreach, GUMC can continue to draw more people into God's call for them.

## Restore, Renew, and Reach Out

Much as we must maintain our own mental and physical health and our relationship to God, we must also provide for the care and needs of GUMC. In order to do so, the following projects are identified to restore and renew our church facilities to assure they are safe and inviting for generations to come:

1. Repair/replace the 86-year-old slate roof on the church and parsonage.
2. Replace the carpet in the sanctuary and common areas to remove trip hazards and improve the attractiveness of our building.
3. Restore and renew the ramp, sidewalk, and entryway to ensure the safety of all and improve the visual appeal of our primary entryway.
4. Upgrade the audio system in the sanctuary and Dew Hall which will be augmented by video capacity to enhance worship experience.

5. Upgrade and modernize the kitchen so that it passes state certification requirements to enable us to serve the wider community.
6. Construct a pavilion and install new playground equipment in the “backyard” to create an outdoor worship and fellowship space and to provide a community gathering place.

## Our Campaign

The following chart lists the expectations to achieve the goals laid out in the previous section:

Repair Roof	\$180,000
Carpet	\$30,000
Ramp/Entryway	\$40,000
Audio/Video Enhancements	\$50,000
Upgrading the Kitchen	\$30,000
Backyard Design	\$95,000
<b>Total:</b>	<b>\$425,000</b>

To achieve these visionary goals, we wish to begin a 3-year capital campaign to raise these funds. We believe we can exceed this goal and retire or significantly reduce the mortgage.

## How You Can Help

To ensure that our congregation believes in and supports the goals of this capital campaign, we have hired Hewett Consulting to conduct a feasibility study. Hewett Consulting is a national research and capital stewardship firm based in Charlotte, NC. Every member and regular attender of GUMC will receive a congregational survey. In addition, a set of committed church leaders will participate in a confidential personal interview with our consultant, Rev. Dr. John Hewett. Please consider taking the time to fill in the survey or to speak to Dr. Hewett to help contribute to the study. This Capital Campaign is part of our renaissance and is evidence that GUMC is on the move, taking the next step in God’s plan for us.

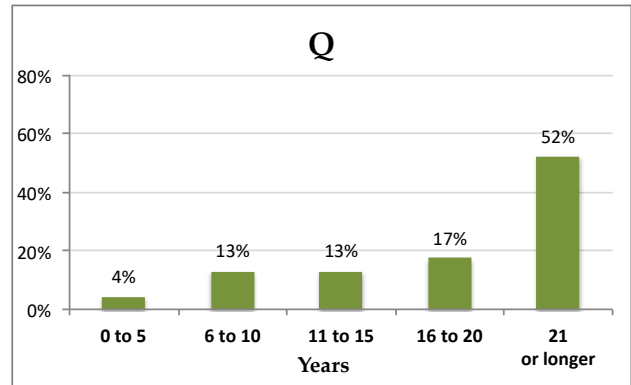
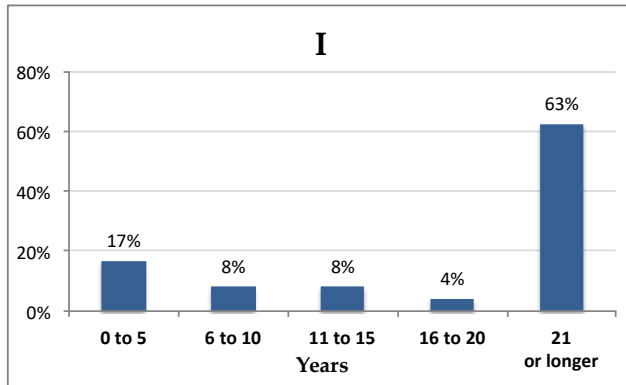


# **GLYNDON UNITED METHODIST CHURCH CAPITAL FEASIBILITY STUDY**

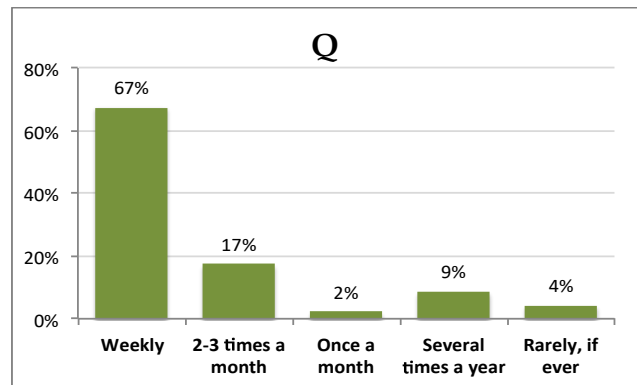
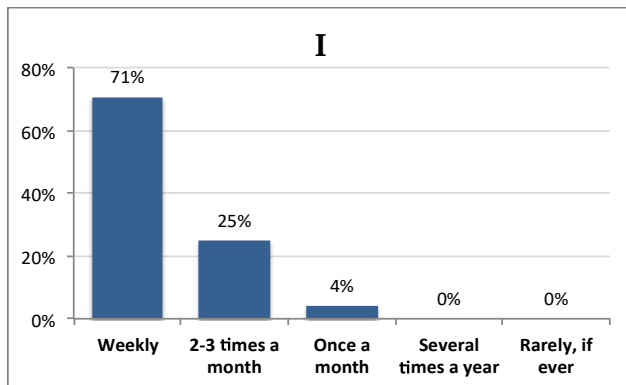
## **LEADERSHIP INTERVIEW (I) & CONGREGATIONAL QUESTIONNAIRE (Q) RESPONSES**

### **RELATIONSHIP**

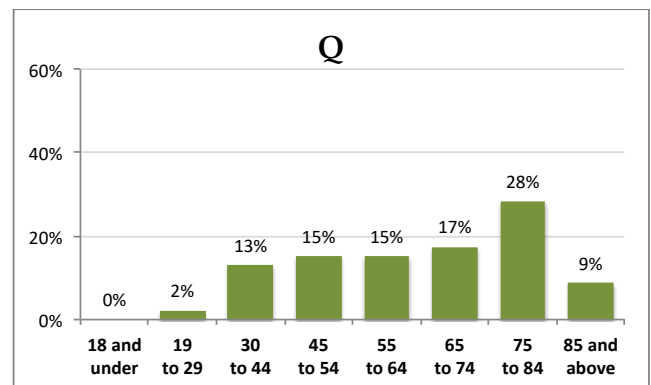
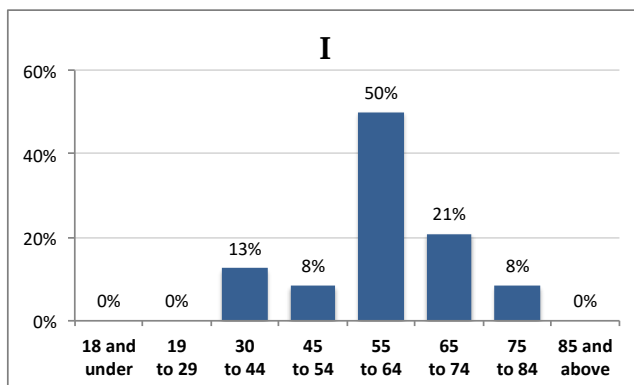
1. How long have you been involved in congregational life at Glyndon United Methodist Church?



2. How often do you currently attend worship and/or programs?

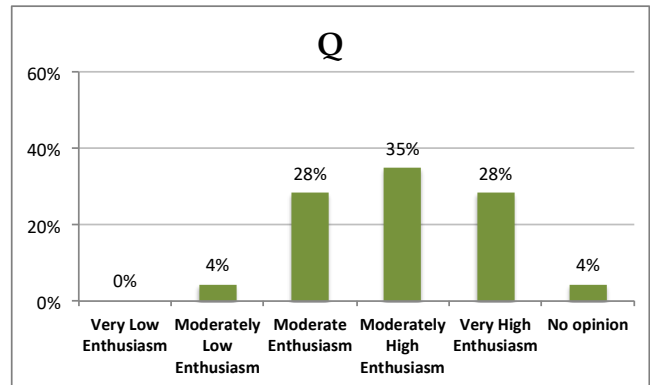
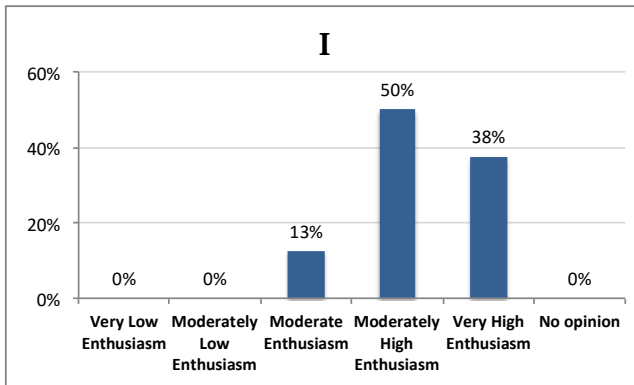


3. What is your age?



## PERSPECTIVE

4. In general, how much enthusiasm do you feel about GUMC's programs and ministries?



### Comments from Leadership Interviews

*I'm very involved in music, liturgy and women's ministry.*

*I like the church in this community. This church is in our house every day.*

*I stay active and participate in everything I can so my enthusiasm stays high.*

*This used to be a community church but it's not anymore. Fewer people, less money, preoccupation with building.*

*Dawn's brought more life and energy to the church. She tactfully and boldly addresses difficult issues.*

*We have more opportunities we're not realizing. Our UM women's group is not active. I'm not as involved as I'd like to be.*

*We're on an upward path right now, largely due to the enthusiasm of Pastor Dawn in making changes and offering new visions.*

*My enthusiasm is due to Pastor Dawn and her direction.*

*Church secretary is phenomenal.*

*We moved quite a distance away but still come to GUMC. Were unsure about a female pastor but have warmed to Pastor Dawn. We like the small, intimate fellowship here.*

*A lot of our work has gotten stronger since Pastor Dawn arrived.*

*So much going on now. Pastor Dawn is always surprising us. So innovative!*

*Moderately high. If you'd asked me four years ago I'd have had a different answer*

### Comments from Congregational Questionnaires

*I don't subscribe to all the activities offered but feel Pastor Dawn is doing an amazing job revitalizing GUMC.*

*Our ministries are varied to meet as many members' interests as possible and are high quality programs.*

*Pastor Dawn brings a high level of energy to every project.*

*Our church has come alive again after a few years of slowly dying.*

*I feel that sermons are too political.*

*There's a good variety of opportunities available for all ages.*

*During the last two years, there has been a more positive spirit and reactions to new ideas, programs, goals than in previous years.*

*While not a participant in many, I believe they represent a broad and diverse reach to embody needs and praising.*

*At this point in my life, I don't have a strong interest in being involved in the church. That said, I think Pastor Dawn is fantastic.*

*Not enough women's ministry. Church members do not accept changes in tradition so church doesn't grow.*

*Difficult to participate with work.*

*They continue to be evolving and those involved are so well meaning.*

*A lot of the programs that I used to value very highly don't apply to me or my family anymore. I still think those programs are important; I just don't need them at this time in my life.*

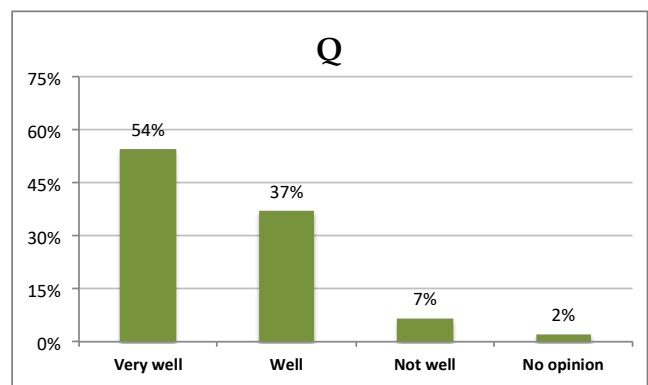
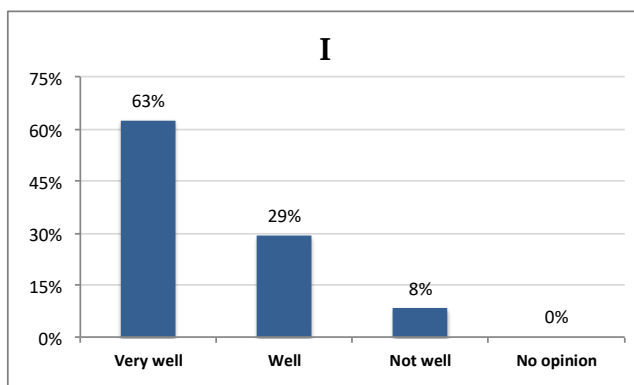
*Pastor Dawn is like a breath of fresh air for GUMC, and constantly inspires us to come up higher in our relationship with the Lord, members of our congregation, our community, and the world as a whole.*

*I enjoy them, but "enthusiastic"...*

*I believe Pastor Dawn wants to spread our ministry into the community and I am in favor of this.*

*We have moved away so attending functions is difficult. However, I first joined when I was 12 and after moving about for several years, joined again in my 30's. No matter where I live, GUMC has my heart and I do what I can to keep up with events and support the church financially.*

5. How well does GUMC communicate with you about events, plans and programs?



If you responded 'Not Well,' how could the church improve its communication with you?

### Recommendations from Leadership Interviews

*I'm not on the email list. If we miss a Sunday I feel left out.*

*Don't own a computer so I miss out on some things.*

*They do well but I don't listen.*

### Recommendations from Congregational Questionnaires

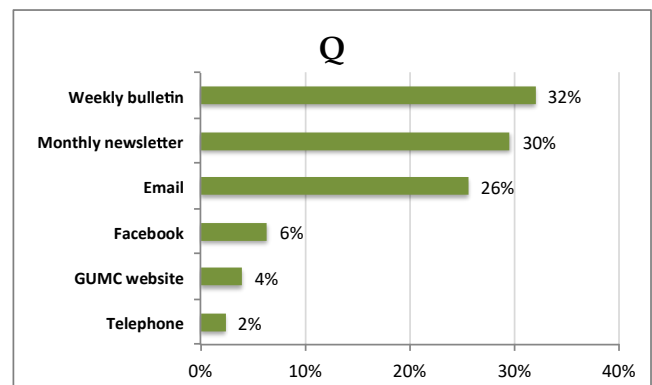
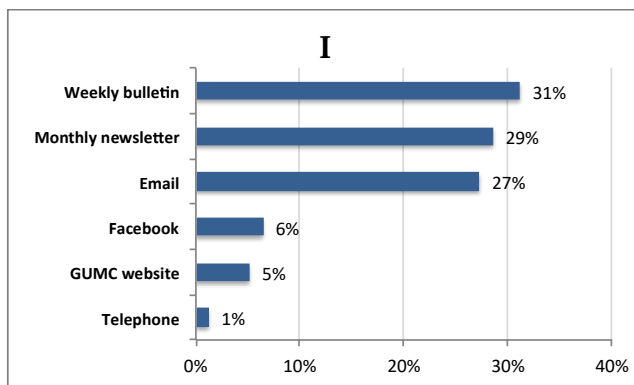
*I do not have computer nor do I want one. A lot of messages from church are through email.*

*My request to have my email updated was not acted upon, therefore I no longer receive email communication.*

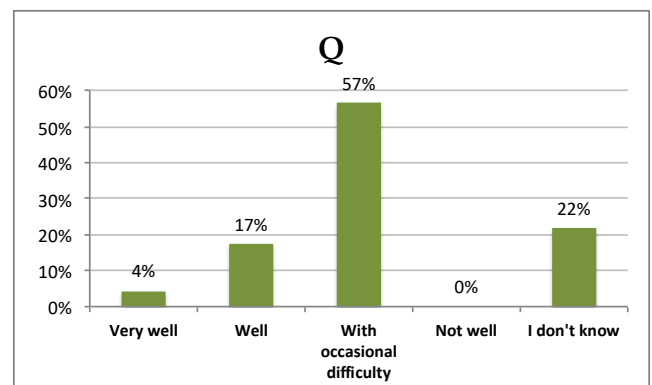
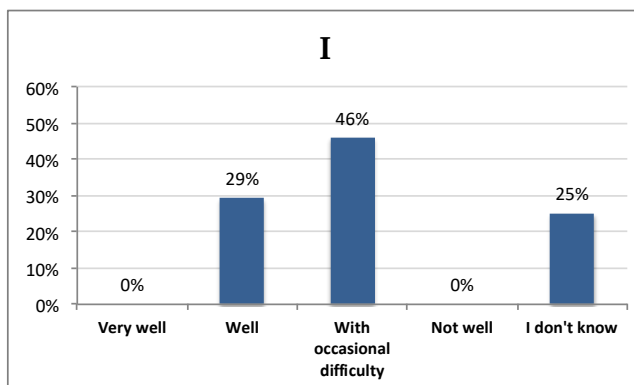
*I do follow the church on Facebook, but there is much less communicated there, it seems.*

*I follow Facebook and the website, but have been dropped from the monthly communications for some reason.*

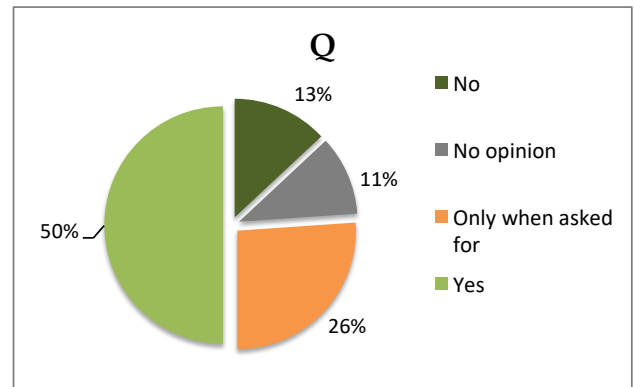
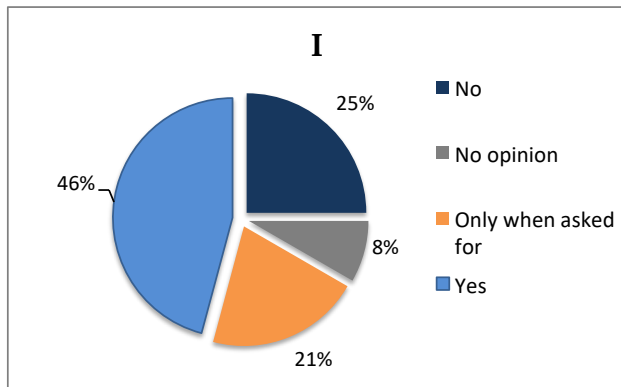
6. What are your primary sources of information about GUMC programs and activities? (Check up to 3)



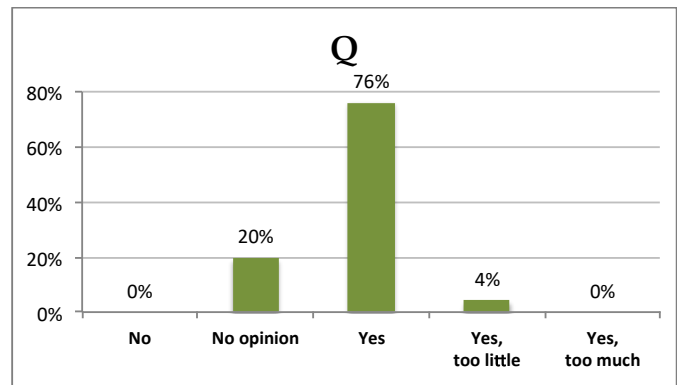
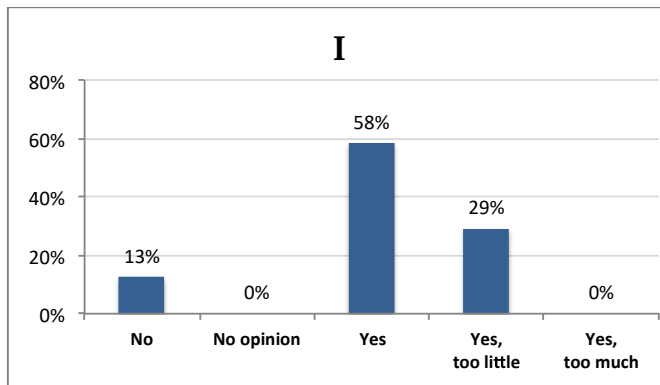
7. In your opinion, how well does GUMC meet its current financial obligations?



8. Do you feel adequate information is available about the handling and allocation of church funds?



9. Does GUMC encourage you to practice Christian financial stewardship?

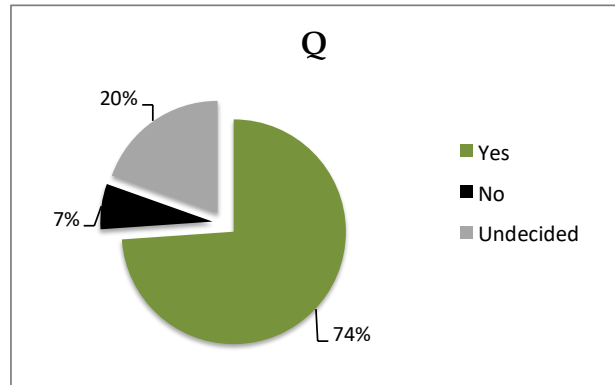
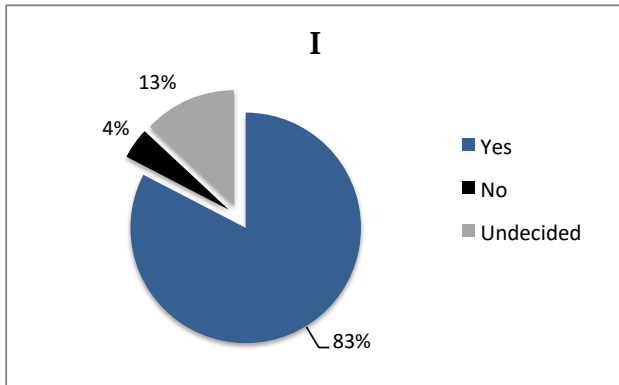


10. Please indicate your opinion of the relative strength of the following areas of church life by circling the appropriate number on the scale: (1 = not strong at all; 5 = exceptionally strong)

	I	Q
Pastor	100	207
Church Staff	98	174
Church Council	66	165
Worship services	98	192
Music	106	197
Adult Education/Bible Study	64	164
Children's Ministry	80	160
Youth Ministry	77	140
Young Families Ministry	55	126
Mission Involvement	86	167
Community Outreach	84	165
Women's Ministry	47	136
United Methodist Men	68	147
Buildings and Facilities	70	158
Fellowship Events	91	165
Community Programs at GUMC	59	164
Congregational Care	80	160

## CAPITAL NEEDS

11. Do you think GUMC should proceed with plans for a capital campaign as outlined in the enclosed Vision Statement? Please explain your answer.



### Comments from Leadership Interviews

(100% of leadership interviewees offered explanations of their responses)

*Absolutely yes! In order to reach out we need to show that we're sound.*

*I don't have enough detail on how much work needs to be done.*

*We have a clear need to keep this an inviting environment.*

*Dawn is the best of the pastors we've had, although she may get frustrated at wanting things to move along more quickly.*

*If we don't take care of our building we won't have a church. We want to grow. It has to be an inviting place. If it's in disrepair, it's not appealing.*

*These are way overdue for being addressed. Finally we're doing something about these issues! That roof is 86 years old!*

*These projects need to be done. GUMC needs to be competitive in the community.*

*Safety and appearance issues need to be addressed. Some projects are real avenues for growth.*

*These projects are sorely needed. Most of these are not upgrades, they're "must do." Maryland law has strict requirements for church kitchens.*

*This project is a huge number for this congregation. The big money folks aren't here any longer.*

*A definite yes! Roof is essential, carpet is nasty.*

*Sanctuary carpet is pathetic. We've been talking about the slate roof for 20 years! Last fundraiser was 1994. The need is clear. The core group of really strong givers has passed on – and now we have to develop a "new guard" of givers. This has been a real struggle.*

*These are things that need to be done.*

*We have needs and we have to do it.*

*We've struggled to meet the budget. Projects are valid but I'm not sure we have the resources.*

*We'd also like to see the debt retired if possible.*

### Comments from Congregational Surveys

(58% of survey respondents offered explanations of their responses)

*It's good stewardship to maintain building and property and important to plan for the future growth of GUMC*

*I know repairs are needed!*

*I support the campaign but feel we do not need pavilion, ramp, or audio updates. Roof and kitchen are main priority.*

*I think necessary projects should be funded. I do not think fringe items should burden us with too heavy debt.*

*I do not want a screen in the sanctuary. The ramp and sidewalk are fine.*

*If the funds are readily available, On a fixed income, don't know if we could give more.*

*I don't want video update and backyard design. No TV in church. I'll go to movies to see message on screen. Just fix carpet, roof, and kitchen.*

*Don't need audio/video enhancements or backyard design.*

*The goals are important to achieve for the future life of our church.*

*All areas mentioned are desirable and needed upgrades, repairs or additions.*

*I am an optimist and believe in the need to adapt. Do not want to see us succumb to total humanist/secularist ways.*

*Not sure we will be able to do all these things.*

*I support the campaign, however I think spending on a consulting firm should be very limited due to the small size of the congregation. Cost per member is likely to be very high compared to a larger congregation.*

*I am not sure if all the items are necessary, or if some can be postponed.*

*I don't think our congregation is capable of the kind of funding they are hoping to get. I feel an appeal should be made for a specific program such as the roof. I am concerned that people will be turned off by a strong personal appeal for money. I feel the endowment is there and should be used to finance major issues. We have been working for 25 years to pay off our last major expenditure and still owe a lot.*

*I don't know how well the giving will be among the general congregation. We may have some strong leaders that will give a good portion, but am not confident that the general congregation will rise up to the occasion.*

*Change is good and timely and I think this is the time to update.*

*Improvements to GUMC's physical facilities will likely attract new members.*

*Evolution is necessary to grow our church. By incorporating newer technologies and updating the church's roof, etc., we will attract a larger crowd to services, and other community events held at and/or hosted by GUMC.*

*Our church needs repairs and updates in doing so we preserve our church for our current and future members. The updates will allow us to reach out to the community when we have fund raising dinners, teas and other social events.*

*That's what this survey is supposed to help decide, right?*

*There is a significant cost; it is not clear how much support there is for a capital campaign. It may or may not be a good idea.*

*I support these upgrades but must ask ... didn't we just re-do the sidewalk at considerable cost a few years ago? Is that the main "ramp, sidewalk and entryway" we're talking about in this project?*

*Change is needed for growth.*

*I trust the council to lay out an effective plan and anticipate financial requirements. I was on the Budget Committee for the last capital initiative and trust members to use good judgment to keep the church sound and viable.*

12. Church leaders have identified the following areas as capital funding needs. Please prioritize the following list 1 - 6 (1 – most important, 2 – second in importance, etc.) according to your perception of the church's needs. **Please refer to the Vision Statement for details about project components.**

**Results are weighted summations of points assigned to each category, based on priority rankings of respondents (e.g., 6 points were assigned for each ranking of "6"; 1 point was assigned for each ranking of "1").**

	Sum of Rankings	
	I	Q
Repair/replace slate roof on church and parsonage	34	55
Replace carpet in sanctuary and common areas	78	150
Restore/renew the ramp, sidewalk and entryway	75	165
Upgrade audio/video in sanctuary and Dew Hall	104	186
Upgrade/modernize the kitchen	91	172
Construct a pavilion/install new playground equipment	122	204

13. Please list any additional projects you feel should be funded by a prospective capital campaign.

#### Recommendations from Leadership Interviews

*Resurface the main parking lot.*

*Elevator doesn't work. This is a major accessibility issue.*

*Resurface parking lot. Parsonage needs to be upgraded.*

*Choir room needs freshening. Dew Hall bathrooms and stage area need attention. Ultimately we should take over the parsonage for program space.*

*Modernize the parsonage!*

*Lower level bathrooms need to be upgraded.*

*We may find things under the roof.*

*We need more people. More people are leaving than coming. We're on a downward track.*



*Bathrooms could use an upgrade – more energy efficient, low-flow toilets.*

*Driveway and parking lot need new blacktop.*

*Better storage space in Dew Hall. More organized (closets, shelving),*

*Cushions on the pews. And we need more parking.*

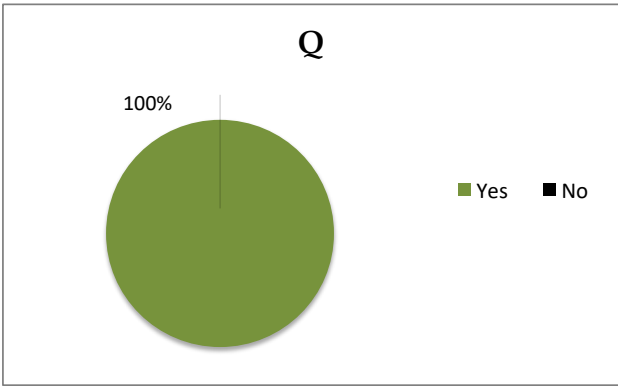
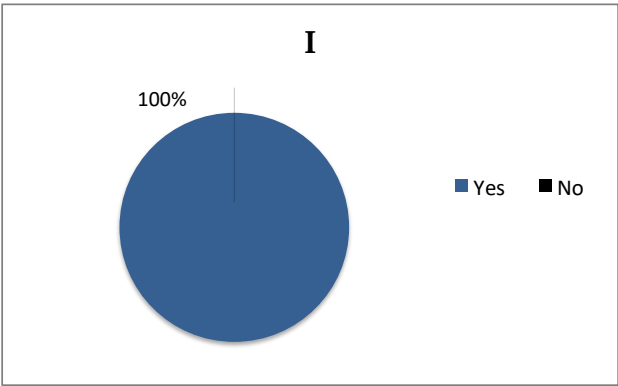
Recommendations from Congregational Surveys

*Paying down the mortgage.*

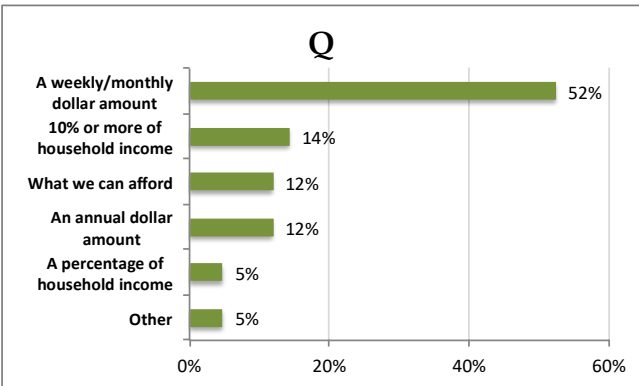
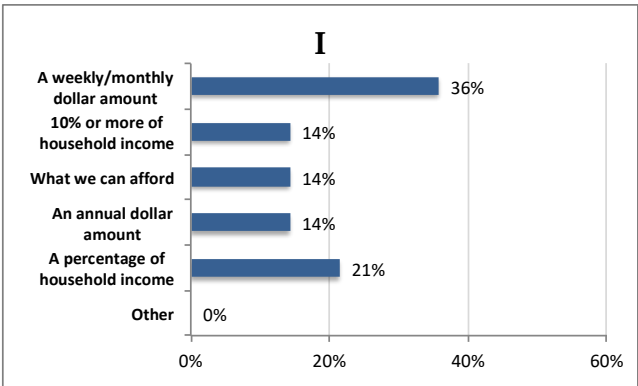
*Remove mold in parsonage.*

SUPPORT

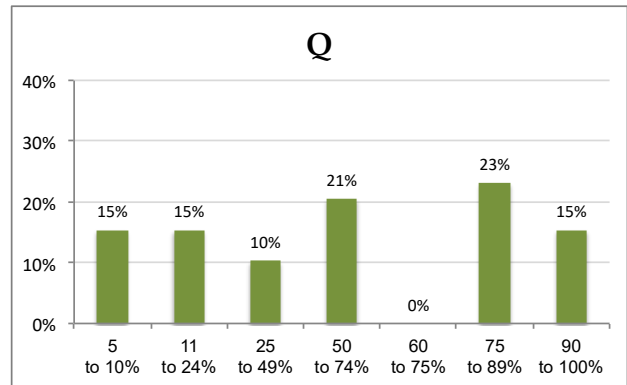
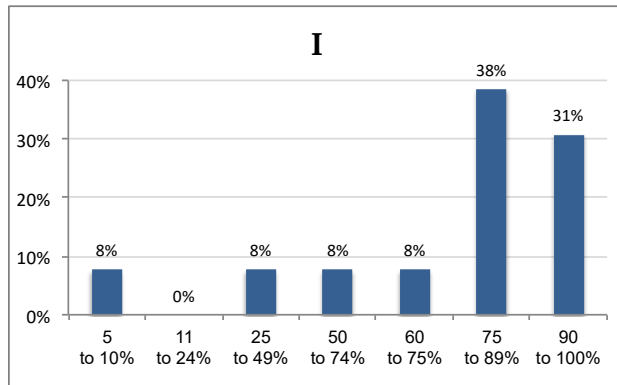
14. Do you currently participate in the financial support of Glyndon United Methodist Church?



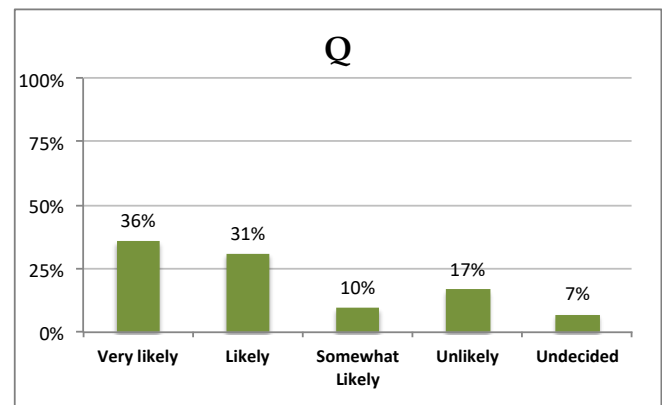
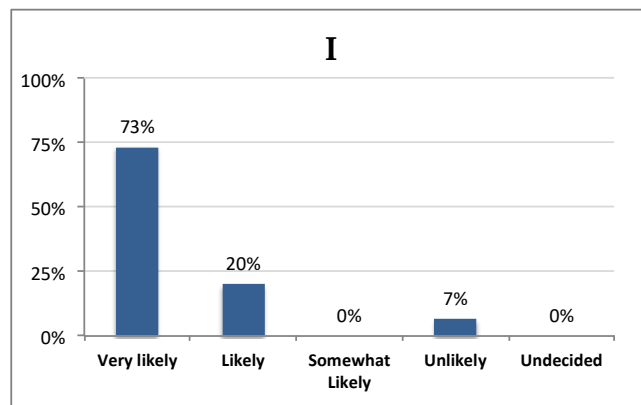
15. My/our gift to GUMC is based on: (Choose only ONE)



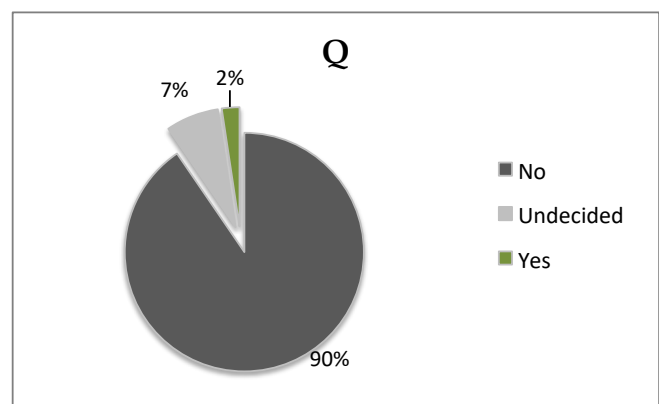
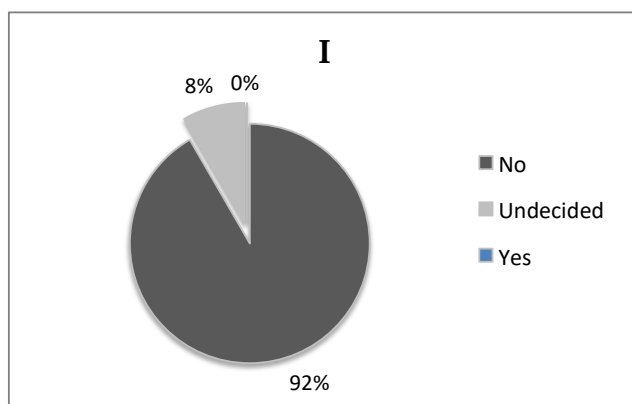
16. During 2017, approximately what percentage of your **total monetary giving** to charitable causes will be given to GUMC? ("Total monetary giving" includes this church, other churches, schools, non-religious charities, community organizations, social causes, arts, etc.)



17. If GUMC proceeds with a capital campaign, how likely are you to support it financially over and above your current regular giving?



18. Would your gift be made in a form *other than cash* such as stocks, bonds, real estate, life insurance, charitable trusts, works of art, jewelry, or gifts-in-kind?



19. Please estimate a challenging and attainable gift your household would be willing to consider contributing over a three-year period above your regular giving.

#### Leadership Interviewees

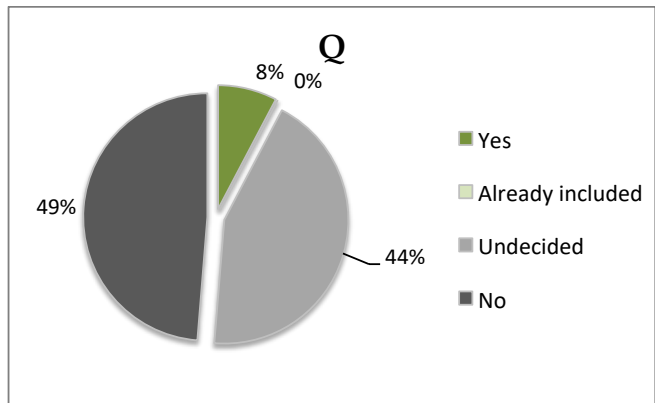
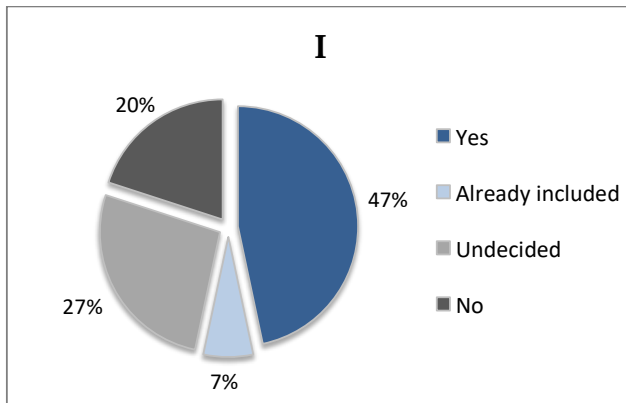
Thirteen (13) households identified a giving level. Levels ranged from \$3,000 to \$50,000, for a total of **\$144,000**. The average identified gift was \$11,077.

#### Congregational Respondents

Thirty-seven (37) households identified a giving level. Levels ranged from \$360 to \$25,000 for a total of **\$140,000**. The average identified gift was \$5,108.

**Total identified to date: \$284,000**

20. Would you consider including GUMC in your will or estate plan?



## ADDITIONAL COMMENTS

### Leadership Interviews

(100% of interviewees offered additional comments)

*Make sure the congregation understands all along the way what we're doing and why. A high level of transparency is a must. Communication is key!*

*I want an appraisal of the work and property inspection report available to the congregation.*

*Not inclined to spend a lot of money on video equipment in church.*

*Finances are a struggle year after year.*

*Capital campaigns tend to deal with worldly things. This one preserves a place where important ministries are generated.*

*Be open to different ideas. We've got a lot of people with good ideas about fundraisers that might bring other people in. We want to be the church for this community.*

*Keep the congregation updated and be transparent, and be trustworthy. Involve as many members as possible. Be inclusive. Great to involve younger adults in leadership roles.*

*Be sure you have a balance between wants and needs.*

*Communication is key. Use all channels. Keep people constantly aware of where we are.*

*Drop the backyard design – it seems grandiose for a small space. Could better be used to pay down the mortgage.*

*Hope they're getting multiple quotes, vetting vendors, everyone is bonded with certificates of insurance on file.*

*Don't do the kitchen piecemeal. Keep the congregation informed about what you're doing. Get the people to buy in to what you want to do. Make sure you're doing a quality job.*

*Will we be asking members of the Glyndon community to participate? Think creatively about building community support.*

*Roof is really important! Kitchen needs updating so we can invite the public in.*

*I'm troubled by the United Methodist Church at the General Conference level. I would leave the UMC if they start ordaining homosexuals. It's a sinful lifestyle and they shouldn't be allowed to hold credentials.*

### Congregational Questionnaires

(59% of questionnaire respondents offered additional comments)

*This is an exciting time at GUMC – an hopeful, uplifting atmosphere which generates positivity and a feeling of family and community and pride with regards to our focusing on these needs and hopes.*

*I wish paper copies of the Challenger were available. There should be weekly opportunities for youth to gather. Missions is strong except for not everyone is engaged.*

*Due to retirement in the next 18 to 24 months, our level of giving will probably decrease at that time. This was taken into account with the amount specified.*

*We would give extra amounts for roof or carpet.*

*Personal circumstances make it difficult to commit to supporting the capital campaign at this time.*

## **OBSERVATIONS**

1. Glyndon United Methodist Church is a vibrant congregation with a rich tradition and broad ministry reach. Led by a capable and committed pastor and dedicated laypersons, the church is characterized by thoughtful and engaging worship, stimulating preaching, and a commitment to engagement with its community in missional outreach.
2. Glyndon United Methodist is a relatively small congregation with fewer than 100 giving units. This means an unusual burden will fall on the small number of givers capable of contributing \$10,000 or more over the three-year giving period.
3. Though respondents gave GUMC high marks for encouraging the practice of Christian stewardship, a relatively small number of congregants still provide a disproportionately large share of annual contributions. In 2016 10 families accounted for nearly half of all contributions; 20 families provided 65% of total contributions; and 30 families gave 77% of total contributions. About half of GUMC's families contributed less than \$20 weekly. A majority of respondents acknowledge occasional difficulty in meeting the church's financial obligations.
4. Respondents demonstrated strong enthusiasm for GUMC's leadership and the proposed capital campaign. Eighty-eight percent (88%) of leadership interviewees and 63% of questionnaire respondents indicated *Moderately High* to *Very High* enthusiasm for GUMC's programs and ministries. Eighty-three percent (83%) of leadership interviewees and 74% of questionnaire respondents agreed GUMC should proceed with plans for a capital campaign. Few were opposed, with a relatively small percentage undecided. And 93% of leadership interviewees and two-thirds of questionnaire respondents stated they were *Likely* or *Very Likely* to support a capital campaign over and above their current giving.
5. Leadership interviewees and questionnaire respondents identified ***Repair/Replace the Slate Roof, Replace Carpet, Restore/Renew the Ramp, Sidewalk & Entryway and Upgrade/Modernize the Kitchen*** as the top priorities for the capital campaign. Projects drawing the least support were ***Pavilion/Playground Equipment*** and ***Upgraded Audio/Video***.
6. Respondents indicated strong support for GUMC's pastor. Even those opposed to part or all the proposed capital projects evidenced a mature understanding of congregational life and a willingness to provide financial support in spite of their misgivings. A discernible spirit of hope and optimism about the future exists among the congregation.
7. Fifty (50) potential three-year pledges were identified, totaling **\$284,000**. These potential pledges represent approximately 51% of current giving units.

## RECOMMENDATIONS

1. Glyndon United Methodist Church should launch a capital campaign drive for Fall 2017 to fund the strategic priorities identified in the project vision statement. GUMC can reasonably expect to raise **\$375,000 to \$425,000** in a three-year campaign over and above current budget giving. These, of course, are not guarantees but conservative projections based on the church's giving profile, the identified need, and the self-selected giving levels identified in this study.
2. In addition to the traditional appeal to its own parishioners, GUMC should incorporate into its capital campaign plan an "alumni" and community component inviting former members as well as individuals who support the church's unique witness to contribute to the project.
3. While congregational leaders will want to reevaluate the several proposed projects in light of member feedback, they should also seriously consider respondent suggestions for additional projects to be funded by a proposed capital campaign. If some of the suggested projects could garner widespread support, the entire effort would be strengthened.
4. Glyndon United Methodist Church should enlarge and expand its emphasis on Christian stewardship as a priority in its common life. Stewardship must be about more than merely "pledging the budget" each fall. Members must be challenged to address the central issues of lifestyle, priority, and generosity.

The church should consider immediately implementing these initiatives:

- Commit to stewardship as a year-round ministry.
  - Develop a strategic 5 – 7 year stewardship plan to support and fund the church's vision.
  - Encourage clergy to have the freedom to preach and teach the whole counsel of God, including what the Bible says about money and giving.
  - Challenge lay leaders to model generous stewardship.
  - Pray. Make stewardship a matter of intense spiritual concern.
  - Talk about money. Begin with God's story and proceed to the unique stewardship journeys from among the members. Christians should be encouraged to talk about their faithful management of God's resources.
  - Teach and train children, youth and adults in the biblical principles of stewardship.
  - Budget for stewardship development. At least 2-3% of expected budget income should be earmarked for stewardship education, training and promotion. The results will more than validate the wisdom of this expense.
  - Develop a year-round strategy to restore lapsed donors and motivate those who've never given.
  - Facilitate and encourage website and online giving, especially when members are traveling or on vacation.
  - Intentionally cultivate new members. Make stewardship an integral part of new member orientation.
5. GUMC should use the capital campaign as a vehicle for launching or renewing an emphasis on planned giving. Though planned gifts are not typically counted toward capital campaign projects, there is no better time within the life of a church to encourage members and friends to include the church in their wills and estate plans.