



Pre-Campaign Planning & Assessment Study Congregational Summary

The James Company is pleased to submit this summary of the Pre-Campaign Planning & Assessment Study Report to First Lutheran Church, Cedar Rapids, Iowa.

The purpose of a Pre-Campaign Planning & Assessment Study is to determine the readiness for a Capital Campaign to financially support the congregational building initiatives.

How the Study was Conducted

Members of the Study Task Force met with John V. Clark and Donna Lund of *The James Company* to oversee the study, survey the congregation, prepare a congregational information pamphlet, conduct information meetings, and personally interview a broad cross-section of the congregation.

Members of the Study Task Force included Pr. Steve Knudson, Bob Koenig, Bruce Lindholm, Will Mittelsteadt, and Maddy Newhouse.

Summary of Findings

The study's intent was to hear from a sample of congregation members in order to estimate the level of support for conducting a Capital Campaign. Our experience shows that a survey response of 60% or more in favor is a good barometer for moving forward: approving a capital campaign, and asking congregation members to prayerfully consider a three-year commitment to the Capital Campaign OVER and ABOVE their present giving.

Over one hundred sixty-five (165) people attended one of thirteen Information Gatherings or Neighborhood Meetings. One hundred forty-six (146) written surveys were returned. Twenty-four (24) individuals were interviewed. This sample of surveys, comments from information meetings and interview represents an excellent response and is more than sufficient to draw conclusions regarding the likely support of the congregation for a Capital Campaign.

On the critical question regarding conducting a Capital Campaign, the results were as follows:

- Yes, proceed - 83%
- Uncertain - 12%
- No, do not proceed - 5%

On the critical question about financial support for a Capital Campaign, results were as follows:

- Yes – 79%
- Uncertain – 15%
- No – 6%

Since the favorable response to this question is above the sixty percent (60%) threshold needed, the conclusion is **a very strong consensus for a Capital Campaign.**

Over, please

The objectives proposed by the building committee received broad based support.

The objective that received the most comment was the new entrance. Concerns were expressed about:

1. The cost of a new entrance;
2. Not convinced the new entrance is the best answer to changing entrance habits.

Even so, when respondents specifically mentioned the new entrance, sixty (60) were in favor, and twenty (20) were not supportive.

Recommendations and Next Steps

Based on the strong positive findings found throughout the study, *The James Company* recommends that First Lutheran Church is ready to proceed immediately with a Capital Campaign.

It is projected that the congregation is capable of raising \$2.5 - \$3.0M in a Capital Campaign for the proposed objectives in the study.

The Next Steps Timeline

Summer 2024 – Campaign Organizational Phase

Fall 2024 – Campaign Congregational Solicitation Phase

November 2024 – Campaign Commitment Phase

A copy of the full Pre-Campaign Planning & Assessment Study Report is available from Bob Koenig, Building Committee Chair.

Frequently Asked Questions by Category

Category:	Question:	Answer:
Priorities	Have we established a priority order for funding the needs identified within this project?	Yes. (1) Payoff \$545,000 debt from Sanctuary project, (2) Address necessary repairs and maintenance, (3) Renew Key Ministry Areas,
Plan	Will the building be operational during the construction period?	Yes, although portions of the building may be closed off during brief periods of time.
	What is the expected duration of the construction period?	9-12 months. Add another 6 months if the new entrance is included.
Cost	Should we wait for construction costs to come back down before starting this project?	Rinderknecht expects construction costs which escalated rapidly during the pandemic to remain high and to increase at the rate of 5% per year going into future years.
Cost	How does the cost of this phase compare with the cost of the first Phase 1 Sanctuary remodel?	Phase 1 was completed on budget at a cost of \$4,355,000. This Phase has an estimated cost in the range of \$3,000,000 to \$3,600,000.
Funding	How much money was raised for the Phase 1 project?	\$3,717,692 from pledged and non-pledged gifts, \$25,177 from memorials, \$37,012 from interest earned and \$16,541 from other sources. Total Income = \$3,796,422.
Funding	How long is the giving period for Capital Campaign pledges?	3 years
Funding	Will we need to take out a loan to finance the project expenses that are incurred before all pledges are received?	Yes. Farmer's State Bank will provide us with a construction line of credit to draw on as needed. Interest rate will be approx 8.5%.
Funding	Will there be another fund appeal if we don't raise enough money to cover the cost of the Phase 2 project?	No, there will not be a third fund appeal. The scope of the project will be reduced to fit within the bounds of the amount committed during fund raising.
Debt	Do we expect to payoff the balance of the Phase 1 debt as part of this project?	Yes. Paying off the \$545,000 plus interest is a high priority for the remaining project.
Debt	How is the \$545,000 Phase 1 debt currently being paid for?	It is financed through an inter-church loan from our Operating Fund to the Renewing God's House Fund.
Flat Roof	Did we consider replacing the flat roof with a sloped version?	The roof is technically a low slope already - created by tapered roof insulation. The several changes proposed for the replacement roof will significantly improve it's ability to seal out moisture.
A/C Repair	Will the new A/C units be "state-of-the-art/ energy efficient?	Yes. Contractor picked Carrier units of higher quality and more energy efficient than our 28 year old current models. Another even higher level of energy efficiency unit was considered, but rejected because the higher cost would not get paid back in savings when rooms are only used part of the week like most of ours.
Brick repair	Is there a use of the bell tower? Is it cheaper to remove than to repair?	The tower is part of the original church building and as such we did not consider tearing it down. The cost to remove and re-architect that space would be far more expensive than the repairs we are proposing.
LFC	What changes are included in the plan for the LFC area?	New paint, new carpet, restain of woodwork on doors and trim, new countertop
Parking Lot	How many parking spaces will be lost?	Five
Parking Lot	How many handicap parking slots are we required to have? How many are included in the new plan?	Two. Six.
Parking Lot	Will the new parking lot eliminate the sources of water and ice accumulation?	Yes, this is a key part of the plan designed by our Civil Engineering firm HHE.
Parking Lot	Will there be space for group gatherings just outside of the main entrance?	Yes, there is a pedestrian plaza designed for that area
Narthex	What is done to the Narthex area to make it more welcoming and inviting?	Improve lighting, raise ceiling height by flattening the curved ceiling, reducing soffits and removing arches, adding a single use restroom, eliminate 3 columns and reduce the size of the remaining 7, new furnishings and more wayfinding signs.
Narthex	Will the new Narthex still maintain spaces for more quiet and restful visiting for older adults?	Yes, our Architect is providing for this type of use also.

Coatroom	Where will we hang coats if the current coatroom is converted to a Kitchenette?	We have the option of portable, aesthetically pleasing coat racks. If the new entrance is removed from the plan, coat storage will remain in current location.
Single Use RR	What is the purpose of the single user restroom?	For family members requiring assistance. More hospitable for those who want a single use. This is a common direction in many public places and businesses.
3rd Level - Children	Will any walls be moved/removed as part of the 3rd level renovation?	No
3rd Level - Children	What are the automatic locks on 3rd Level for?	This is a safety feature in the event of an unwanted intruder all classrooms can be simultaneously locked down from a centralized control point(s)
1st Level-Youth	Will any rooms besides 111 and 112 be needed for the Youth area expansion?	No.
1st Level-Youth	Will the new youth room be made available to youth more often than it is today?	Yes. In anticipation of increased demand, Michael's Youth Committee is looking to expand the hours. The biggest challenge is scheduling of adult volunteers to supervise during these times as per FLC's Child Safety policy.
Entrances	Are changes and improvements being planned for existing entrances in addition to the new entrance design?	Yes, all entrances have identified changes related to replacing wind damaged doors, removing dark tint on windows so you can see inside, brighter lighting, better wayfinding signs, etc
Entrances	Will the benefits of the new proposed entrance outweigh the cost to add it? Do we have other options that could provide some of the benefits at a much lesser cost? Has the Building Committee explored these options in depth?	The new entrance does come at a higher cost (in the range of about \$600,00) than some other alternatives involving changing the current portico entrance to be more welcoming and findable to guests at FLC. The BC has explored this alternative and has ideas on how to support the new entrance concept.
Ministry Partners	Will the congregation have the chance to suggest who we include in the ministry partners list?	Yes

Draft of Motion

Motion: The Congregation authorizes the Church Council to contract with The James Company to conduct a capital campaign to raise funds for the following:

1. To pay off the remaining balance from the sanctuary project of \$545,000 and any additional interest
2. To address necessary repairs and maintenance including:
 - a. Replace the flat roof facing the parking lot
 - b. Replace aged-out AC units and necessary HVAC work
 - c. Repair brick and mortar at bell tower and exterior of sanctuary
 - d. Repair rust damage on exterior surfaces and replace leaking window seals
 - e. Replace wind damaged entrance doors at 3rd Avenue and Drive-Through
 - f. Refurbish the elevator
 - g. Replace worn floor coverings on all 3 building levels
 - h. Paint walls and stain doors/trim woodwork to match new sanctuary decor
3. To renew Key Ministry Areas
 - a. Parking Lot
 - b. Narthex/Welcome Areas
 - c. 3rd Floor Ministry Area for Children
 - d. 1st Floor Youth Room.
 - e. Main Entry into the Building
4. To provide a defined portion of funds raised to designated ministry partners in accordance with Christ's mission.

Furthermore: The final determination of what will be accomplished within the project plan will be based on the total amount pledged by the Congregation. A final plan and budget will be presented to the Congregation for approval after the campaign and before contracts are signed.

Draft of Motion from 2017

Motion: The congregation authorizes the Church Council to contract with the James Company to conduct a 3 year capital campaign to raise money to pay for designated phase one projects for roof, HVAC and maintenance repair, renew the sanctuary, purchase an organ, and provide a lounge for nursing moms. The campaign will also give a defined portion to designated ministries outside of our church walls in accordance with Christ's mission.

Furthermore: The council and building committee shall continue to inform the congregation of the progress in design and construction, and the congregation shall meet at the appropriate time to approve contracts for the purchase of an organ and for construction. Design and construction plans will pay attention to containing cost and design efficiencies.

Furthermore: The congregation enters into a 3 year capital campaign with the intention of considering a second campaign at the completion of the first campaign. The purpose of a second campaign shall be to support designated phase two building goals for welcome, ministry to children and families, as well as pay off all debt and provide pastoral staffing for visitation and small groups. The intention is that the congregation will conduct a separate assessment of phase two goals and capacity at the appropriate time and make a separate determination before a second appeal and before any work begins on additional projects outside the scope of the first appeal. In preparation for a second campaign, the council shall create teams to explore how the building might better support the ministry needs of young families, children, and youth. As part of the second phase, the congregation will explore options to give a portion to local partner ministries and the wider ministry of the ELCA.