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### Increasing Church Resources to Assist with Building for a Small Church in a Rural Area in North Carolina

Christina Bell Hill

*Gardner-Webb University*

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# **Consultancy Project Executive Summary**

Organization:	Gardner-Webb University School of Education
Project Title:	INCREASING CHURCH RESOURCES TO ASSIST WITH BUILDING FOR A SMALL CHURCH IN A RURAL AREA IN NORTH CAROLINA
Candidate:	Christina Bell Hill
Consultancy Coach:	Dr. Jeffrey Hamilton
Defense Date:	June 30, 2021
Authorized by:	Charles L. Webber/Pastor of Mount Olive Baptist Church

## Approval

This consultancy project was submitted by Christina Bell Hill under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

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Dr. Jeffery Hamilton, Faculty Advisor  
Gardner-Webb University

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Date

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Charles L. Webber, Site Advisor  
Pastor of Mount Olive Baptist Church

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Date

## **Acknowledgements**

This project is dedicated to God first and foremost, who has given me the strength to endure the process. One of my favorite scriptures is, “I can do all things through Christ which strengtheneth me” (Philippians 4:13). This has been a process and He has definitely been my source of strength through perseverance and prayer throughout this entire process. I would like to also thank my husband Tyrone Hill for being so patient with me throughout this journey and my family and friends (my cheerleaders) for their endless support in me completing this doctoral degree. There have been plenty of weekends and gatherings missed due to the commitment of school. Never once did anyone complain. I am grateful to have such a supportive team.

To all of the DEOL faculty members, thanks for helping me reach my goal and for all the advice given throughout the program. Dr. Jeffrey Hamilton, my consultancy chair, was instrumental in assisting me along the way with my project, and my current employer, Cleveland Community College, supported and guided me throughout this daunting process. I am proud to work for an institution that is supportive of the educational endeavors their employees strive to achieve. Last, I would like to thank Pastor Charles L. Webber and Mount Olive Baptist Church for allowing me to study their congregation and resources needed to help churches everywhere. I look forward to the growth and changes through the implementation of this project. While I know this is the end of one chapter, I am excited about the opportunities that are available for me in the future. Gardner-Webb has allowed what was once a dream to become a reality. I am simply blessed and thankful for the opportunity.

## **Abstract**

INCREASING CHURCH RESOURCES TO ASSIST WITH BUILDING FOR A  
SMALL CHURCH IN A RURAL AREA IN NORTH CAROLINA. Hill, Christina Bell,  
2021: Consultancy Project, Gardner-Webb University.

There has been a shift in churches, and many are closing (Wuthnow, 2013). Church growth is imperative in keeping churches healthy and allowing them to grow and keep their doors open. Smaller churches often have more challenges when they are trying to build on additions to their churches because of the lack of resources available within the organization. The 2021 pandemic also showed everyone how we can do things differently, and viewing church online became extremely popular. The importance of the church has slowly started to drift away. The necessity of attending church in a physical building is no longer the norm. This project emphasizes how to remain open in the 21<sup>st</sup> century amid a variety of obstacles churches currently face, while steadily increasing the religious organization's resources.

*Keywords:* small churches, church resources, best practices for churches, church health, church finances, increasing revenue

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## 1 Introduction

### 1.1 Project Purpose

Mount Olive Baptist Church (MOBC) is a religious organization with a membership of less than 250 active members and is considered a small worship center. The church is located near various corporate limits of the City of Kings Mountain, North Carolina and Interstate Highway 85. The current structure was built in the early 1950s. While there have been many improvements made, the current building is old, and the church has voted to move forward with building a new sanctuary.

The purpose of this project was to find resources that would allow this small rural church to prepare to build a new sanctuary. Seeking additional resources to improve current services and programs will enhance the sanctuary once the building is built.

MOBC is dedicated to following the directive of Jesus to love your neighbor as you love yourself. Their mission is “Seeking to bring about spiritual renewal and revival in the community through holistic ministries.” Romans 12:20 states, “Therefore if thine enemy hunger, feed him; if he thirst, give him drink: for in so doing thou shalt heap coals of fire on his head” (Bible Gateway, n.d.). This organization will tell one they are the church on the hill, and God has strategically placed them in their current location. For over 80 years, MOBC has helped spread God's good news and prayed that God will continue to use its congregation to move in the community.

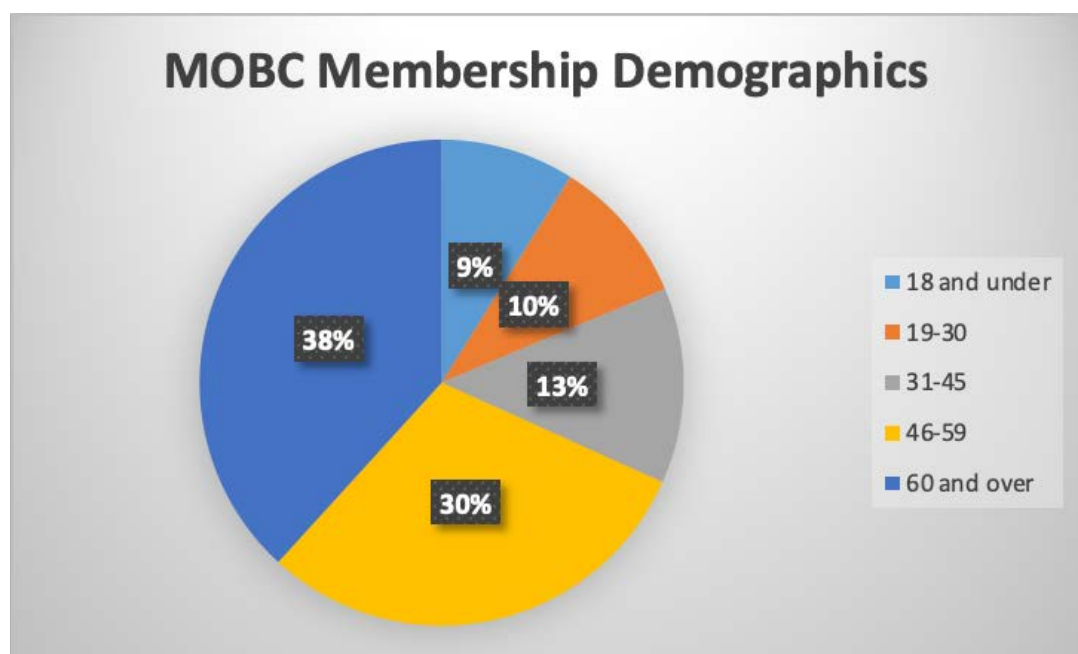
While being a part of the community and seeing the need to be a part of the Compact Community's redevelopment, I became interested in smaller churches and how to keep them open and healthy in the 21<sup>st</sup> century. Church attendance has been on a decline for several years. People are not identifying with a specific religious group and are not committed to attending worship services. Young adults with children make up an important piece to church congregations, and this group is not attending. Faith Community's Today article stated,

Young adults are not attending due to organized religious life, including broader socio-cultural factors around the secularization of society, increased distrust of historical institutions, demographic and migration changes, the fluctuating nature of community and relationships resulting from the rise of technology and the Internet, and overarching impacts of globalization. (Lizardy-Hajbi, 2016, p. 2)

There are many churches located in smaller communities that are struggling to stay open in today's society.

During my project, I considered churches with a membership of 250 or less under the small church category. This project proposed some challenges for smaller churches. Data were collected from churches within the Ebenezer Missionary Baptist Association and the Greater Cleveland County Association, both housed primarily in Cleveland County, North Carolina.

Issues to address included the lack of resources as the primary concern. Finances and new changes to the ministries were the two items of focus for this project. MOBC is a diverse population in terms of giving, and the age range of the congregation varies. The majority of the membership is ages 60 and over. The chart below provides evidence of the age demographics.



MOBC has experienced some challenges that will be addressed to assist MOBC and other churches that are in a similar situation. The size of this congregation imposes some challenges when pursuing major changes that relate to resources and funding. The lack of financial resources negatively affected MOBC's ability to make significant changes, such as structural changes. Therefore, a plan was needed to address the apprehensions this organization has in moving forward with procuring resources.

Locally, MOBC is the same size as many other smaller congregations, but deciding how to overcome the obstacles this church is facing is the challenge for MOBC. While each of these churches is similar in size, there are a few dynamics that make them all slightly different. Structural changes are a necessity for MOBC. In comparison, other churches in the surrounding area, such as Long Branch Baptist Church, Shady Grove Baptist Church, and Saint Peter Baptist Church, have constructed new church sanctuaries. MOBC



continues to worship in a structure built in the early 1950s. A new church sanctuary is needed to eliminate current building facility issues and to plan future growth and development.

MOBC is a small church that encompasses approximately 193 members, with an average of 100-110 attending regularly.

Additional activities included seeking to develop a plan to help guide the leadership team to construct a new church sanctuary, develop additional resources, and strengthen current programs within the organization while continuing to conduct regular weekly business services.

### **Technical Terms and Definitions**

Definitions and terms used throughout this executive summary that may be more technical or professional jargon are listed below.

**Church hopping** - A church hopper online is someone who desires not to settle at any particular local church but would rather hop from church to church by scrolling from one service to another without listening to the entire sermon online.

**Coronavirus/COVID-19** - In 2020, our world experienced an outbreak of the coronavirus. The disease was known to many as COVID-19. This outbreak was new and unknown, and immediately the world went on a stay-at-home order. People were limited to going places because everything was closed. Religious organizations were some of the places that closed at the beginning of the pandemic.

**Giving units** - A giving unit is a group of family members or any recurring supporter of the ministry who contributes jointly to the church (Capin Crouse, 2015). This excludes individuals who make a smaller one-time gift supporting a specific event or project (Capin Crouse, 2015). Regular occurrence giving units at MOBC are more than \$250.00 annually.

**Givelify**- An online giving platform used to receive electronic payments via credit card.

**Servant Keeper**- Church management software that maintains weekly giving and church directory information.

**Restream**- The ability to stream to multiple streaming sites at one time. Platform sites such as Facebook, YouTube, and Vimeo.

**Seasoned Leadership Team** - More than 75% of the team is of retirement age.

**ProPresenter** - Presentation of video, text, and live streaming services at one time on one screen.

## **1.2 Associated Documents**

- Surveys created throughout the project (Appendix A)
- Website development (Appendix B)
- Givelify implementation (Appendix C)
- Centralized Funding Plan (Appendix D)
- Grant Information (Appendix E)
- Additional requested documentation created with the leadership team throughout the project (Appendix F)
- Professional Literature Review (Appendix G)

## **2 Project Scope**

MOBC currently worships in an older structural building and is looking to make changes to develop a new church sanctuary to eliminate current building facility issues. The scope of this project is to improve MOBC's financial capacity to be able to construct a new church sanctuary to conduct its spiritual worship and evangelistic activities. The sanctuary will be new, contemporary, and ADA compliant. The church also hopes/plans to improve current resources and ministries within the congregation.

This project allowed me to develop a plan for alternate funding to construct a new sanctuary while identifying resources to help keep the organization sustainable.

### **2.1 Outline of Partnering Organization's Objectives**

#### **2.1.1 Objectives**

The objectives below were centered around the primary function of the project.

1. Seek and develop alternative, innovative, and creative funding opportunities to fund the construction of a new church sanctuary.
2. Mobilize church members to support the project.
3. Identify potential alternative funding sources.
4. Identify qualified building contractors.
5. Find resources within the organization and strengthen current programs.

This project was essential to the organization because enhancing the building has been a part of the pastor's vision since he became the pastor in 2003. As time has progressed, it is no longer just a want. It has become a need, and achieving this goal has been a process that has been started, stopped, and/or paused over the years.

Revisiting the building project and making recommendations to increase ministries is now more a priority than it was in the past. This project is a part of the conversations and board meetings at MOBC. The overall goal is to help provide the documentation to support the church's mission and vision in efforts to move toward the next phase of building.

#### **2.1.2 Success Criteria**

The success of this project for MOBC would include improving or implementing the following items.

- Giving – increase by 20% each year
- Consistent givers – add 10 each year
- Basic groundwork to begin a building project
- Surveys
  - Ask other churches for fundraiser strategies
  - Ask pastors of commitment strategies for their members

- Ask members their level of commitment to the church

These are a few items that will be used to measure the success of my project. These various tasks will take place during the duration of the project.

### 2.1.3 Risks

The objectives appeared to be a lot of work, but they were attainable, and my goal was to receive as much data as possible. While gathering these data about the organization, transparency was important to me when presenting ideas and suggestions. I understood that not everyone is going to feel the same way or believe the data. However, my concern was to ensure the facts were delivered and everyone understood the concerns of the organization and how the majority wants to move forward. The risk also includes members being against the changes and leaving the organization. A contingency plan is established for any item with a medium risk or higher.

Risks Assessment					
Impact	Probability				
	Very Low	Low	Medium	High	Very High
Very High		Church layoff/suspend salaries			
High	Increased monthly expenditures	Bank Denial			
Medium			Not enough money in the building fund to have the ability to pay cash for the project		
Low	Size of church membership	Members leave the congregation			
Very Low					
Red= High Risk Orange=Medium Risk Green=Low Risk Yellow=No Risk					

<b><u>Risk</u></b>	<b><u>Impact of Risk</u></b>	<b><u>Contingency Plan</u></b>
Not enough money in the building fund to have the ability to pay cash for the project	Medium	Wait until the organization has a certain percentage in the building fund before building.  Increase pledge donations for building funds
Church layoff/ Suspend salaries	Very High	In the event of the organization having to lay off faculty and staff, the following items would be recommended. 1) Individuals volunteer their services in order to keep the organization open. 2) Separate duties amongst ministries until the church can bring back staff members.
Bank denial	High	Bank denial would bring the entire project to a halt. In the event of a denial, the organization would have to review the documentation submitted, funded strategies, and conversation from the lender to understand why they were denied and how they can move forward and access appropriate resources to continue to strengthen their application from their financial lender.
Increased monthly expenditures	High	Currently, the organization is maintaining how they spend. Eliminating unnecessary spending would alleviate an increase in monthly expenditures.

## 2.2 Outline of Student's Objectives

### 2.2.1 Objectives

My objectives were to research and provide information on the following items:

- Research ways to increase giving for smaller congregations.
- Meet the needs of the organization by performing assessments.
- Mobilize church members to support the project.
- Identify potential alternative funding sources.
- Present and develop a plan to explain to help increase giving by 20%.
- Improve the financial capacity of MOBC to construct a new church sanctuary to conduct its spiritual worship and evangelistic

activities through a new and more modern ADA-compliant sanctuary.

- Seek and develop alternative, innovative, and creative funding opportunities to fund the construction of a new church sanctuary.
- Seek the resources needed to build a sanctuary.
- Identify qualified building contractors.
- Reach out to local community pastors to receive assessments on their church resources.

From my perspective, some of my objectives for this project were to

- Increase awareness of the organization.
- Provide workshops to help the leadership see new opportunities and the benefit of trying new things.
- Improve ability to lead and teach others about the process of building.
- Improve communication skills with participants of the project.
- Expand my knowledge base as a consultant to enable me to work with churches.

### **2.2.2 Success Criteria**

The success of the project came from finding the various resources and providing some tools that will be essential for the organization to move to the next phase of building. Empowering the leadership team and moving projects along in a timely manner will demonstrate success for this project.

### **2.2.3 Risks**

Risks for me during this project could lead to the expectations of me being expected to do all the work for the organization. The assumption may be made that since I am a member of this organization, I will take on more of the project. However, I am not in the leadership capacity to have the voice to move this project forward. I can only provide guidance on what I have found from the project. An additional risk would include members of the church becoming upset if I am too involved and feeling like I am trying to take over since I do attend this organization. This could lead to members or leaders being nonreceptive to the idea of building or moving forward. In addition to these risks, other members may feel like I am trying to lead the building project or move at a much faster pace than the organization would like to. Last, the risk of unintentional hard feelings could come across from other members by me addressing the concerns or stating the problems I have found within the organization that are hindering their building process.

### 2.3 Definitive Scope Statement

My project's scope included finding ways to gain additional resources that will allow the religious organization to stay highly sustainable while increasing resources to attract new members.

As a part of the project, I collaborated with various local religious organizations, researched various articles and journals, and accessed the current financials of MOBC. I was able to put together some proposals for congregational growth for this organization.

Scope of Project	
<u>Included</u>	<u>Will not include</u>
Finding resources for the organization	The DEOL student executing all the work for the recommended suggestions for the organization
Creating various surveys	Making any final decisions for the organization
Making contacts with different business leaders to talk to the leadership team	
Explaining information to the board or church as requested from my advisor	
Creating presentations for the leadership team to submit to the organization	

### 3 Deliverables

#### 3.1 To Partnering Organization

As a part of the consultancy project, I was responsible for creating some deliverables that would be vital to the building project. Appropriate resources are fundamental for the organization to move forward with its plan. Some of the deliverables I was able to create to leave with MOBC include the following:

1. Centralized Funding Plan (Guidelines)
2. Survey
3. Grant Information
4. Website
5. Equipment for Communication Committee
6. Givelify

Centralized funding includes handling all monies in one place at one time. This would include entering the tithing envelopes and weekly donations, whether received online or face-to-face.

- The church currently owns its copy of Servant Keeper. This software will manage the contributions and weekly gifts received by the church. The ability to print customizable individual or group reports, mailing labels, name tags, directories, and more will be at the hands of either the church's financial or corresponding secretary.
- All monies received could be entered electronically, and online giving could be integrated. This would provide less error with the finance committee's weekly financial count.
- The software will also count and separate the monies into different funds, allowing for ease of report printing.
- Tables and charts are available through Servant Keeper for tracking donations.
- Financial information should be integrated with QuickBooks. For security purposes, accounting information, bank information, and general ledger data should be managed separately from donor giving information.

Implementing this process should eliminate error, and all reports will match correctly at the end of each quarter. Once this process is successful, the amount of time to count and record will be cut in half. The final reports will be consistent across the organization.

A survey was created for the leadership team to utilize to gather data. These surveys can be used at a later date to help the team strategize how to move forward with projects. The survey asked questions such as the following:

1. What is our goal?



2. What are we trying to achieve?
3. How do we get back on task?
4. Are we following spiritual beliefs and values, or are we allowing self to guide us?
5. What do we do next?

These are some of the questions the leadership team can ask the group during their meetings. These questions will bring discussions with the leadership team whenever they are off task or a project reaches a standstill. Reminding the team of their purpose and the reason for the group is essential in making sure the group stays on task and meets the responsibility of the group.

Grants for small businesses and nonprofits were eligible for many organizations during the pandemic. As a representative for the organization, I was able to apply for a few grants. One of the grants was awarded, and the organization was able to utilize these funds for reopening. Information about the grant is located in Appendix E.

In addition to receiving the small business grant, other projects were revamped for reopening, which included an updated website. The previous website was not warm and inviting and was difficult to navigate. My objective was to find something that was not only achievable in a short time frame but also a more contemporary style website. Some of the main components I considered for the website included a site that was easy to use, had free video integration and online giving, and was attractive to all users. This resource was imperative as people go straight to the Internet to search for everything. Having an appealing, easy functioning website is going to be more welcoming for new and previously visited guests. Creating a friendly web page may lead more visitors to the church. Although, the church is a business, we have to remember it is a place where people come to be healed and delivered. As new resources are identified, we never want to forget the primary purpose of the church's mission, to win souls.

Being a constituent of the communications ministry, I made several recommendations to increase viewership online, and improvements were made to the output of the video that would attract more individuals online. Items that have been purchased included a high-performance computer, a laptop, cameras for outside streaming, restream, and pro presenter. The streaming feature allows one person to schedule or stream to more than one platform at a time. Currently, MOBC is streaming to both Facebook and YouTube. The better the production and sound became, the more viewers who participated online. Viewership continues to increase, and the outreach ministry continues to expand across the world.

The last deliverable was Givelify. This allows members to pay online. Some members have begun to pay regularly online, and members who never gave consistently now contribute online regularly. Givelify has been an asset for this organization; they can receive funding 24 hours a day, 7 days a week.

### **3.2 From Student**

At the end of this project, I will provide the organization with the following information:

- Copy of the surveys that were disseminated throughout this project.
- Sample drawings created by an off-site vendor with my input.
- Information obtained from the grants related to the organization.
- Contacts with local businesses of individuals I spoke with throughout the project.
- Copy of any emails sent with information related to the organization and this project will be included in the file.

## 4 Project Approach

### 4.1 Project Lifecycle Processes

In the first phase of the project, the current state of the institution was assessed. This included meeting with the pastor, creating survey instruments, and having meetings with various churches in the surrounding area. Once the assessments were completed, the findings were shared with the leaders and members of the church.

In Phase 2, the barriers were identified, and a plan was created that addressed the goals of the institution and the risks associated with moving forward with the building project.

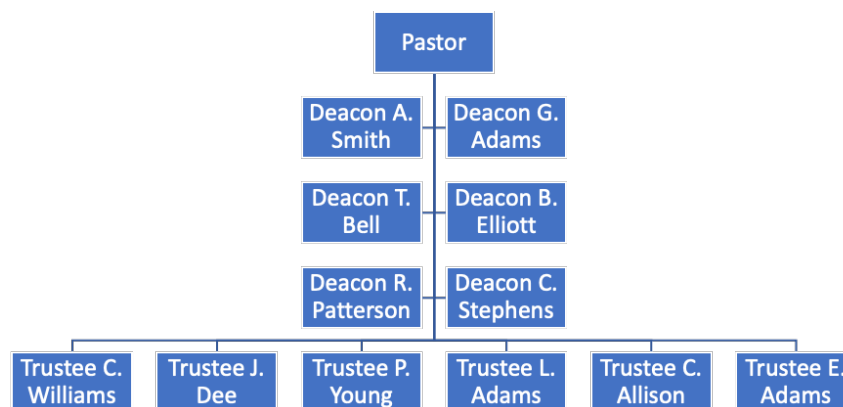
During the third phase, we gathered feedback and various approvals on the implementation. The steps varied depending on progress achieved on each of the recommended steps provided by me.

### 4.2 Project Management Processes

The project management process involved me, the pastor who served as the advisor, and various members of the leadership team. These members' participation varied depending on the task that was at hand.

Planning included constant communication with the pastor and the leadership team of MOBC to share necessary items from the project. Communications were delivered primarily through email or called face-to-face meetings with the leadership team.

### 4.3 Organization

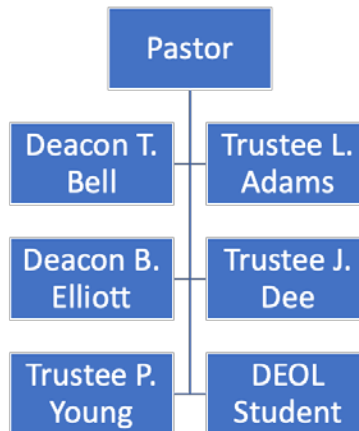


The leadership team meets and discusses major changes and implementations that are then taken to the church during their quarterly church conference. This conference will allow the members to vote on proposed items for the church.

#### 4.3.1 Project Team

The proposed building committee consisted of two deacons and three trustees. The pastor and I will be nonvoting members of this committee. This committee will begin the groundwork and take the information back to the leadership team and the members of the organization.

The members of the building committee are presented below.



#### 4.3.2 Mapping Between MOBC and Student

I worked primarily only with my advisor. With special meetings, I would work with contract workers or have discussions with members of the organization to seek their input on the project.

My advisor and I spent the most time collaborating on the building project and other resources needed right away while assessing what steps to take next for the organization.

## 5 Communications Plan

The communication plan ensured that the pastor and I were staying on task while remaining efficient throughout the project. The plan provided the following communication.

Who - stakeholder	What info do they need	Why do they need it	When will they get it	How will they get it
Site Advisor	Updates on progression of the project.	To understand what they are sponsoring.	Dates will be determined by the milestone dates or deadlines by established between the advisor and student.	Information will be delivered via email.
Pastor/Leadership Team	Understand the purpose of the project.	To understand the projects' purpose and importance of developing additional resources.	Updates will be delivered to the Pastor when the milestones are due, and he can share the necessary information with the leadership team.	Information will be delivered via email unless requested differently.
Pastor/Leadership Team	Benefits and Risks associated with the project.	To gain an understanding of the potential risk of what could happen if the organization proceeds with building.	After major components of the milestone are complete, the Pastor will share the information related to the building project.	Information will be delivered via email.
Pastor/Leadership Team	Proposal for building for the organization.	To understand the need to move forward with the project.	Information to assist with building.	Information will be delivered via email.
Pastor/Leadership Team	Information on how to update current resources.	To meet the needs of the organization by enhancing and adding additional resources.	Deliverables will be created, and information will be sent as they are completed.	Some items will be necessary to be presented to the leadership committee for approval before implementation.

Pastor/Leadership Team	Understand the purpose of the project.	To understand the projects' purpose and importance of developing additional resources.	Updates will be delivered to the Pastor when the milestones are due, and he can share the necessary information with the leadership team.	Information will be delivered via email unless requested differently.
Pastor/Leadership Team	Benefits and Risks associated with the project.	To gain an understanding of the potential risk of what could happen if the organization proceeds with building.	After major components of the milestone are complete, the Pastor will share the information related to the building project.	Information will be delivered via email.
MOBC Budget Committee	To create a centralized funding for the organization.	To get all financials organized and centralized.	Will meet with the finance committee to set up a plan.	Will meet to present the proposal in April of 2021.
MOBC Communication Committee	To improve communication resources at the organization.	To enhance services and meet the demand of streaming services and enhancing social media.	A list of recommendations will be presented through the duration of the project.	Information will be shared with the communication team, and any recommendations will be brought before the leadership team for approval.

The timeline presented included the following:

<b><u>Timeline</u></b>	<b><u>Action Performed</u></b>
<b>June 2019-September 2019:</b> Conduct research on ways to increase the revenue for smaller congregations.	<b>Action performed:</b> A survey was sent out to various pastors of the surrounding community of similar sizes to gather data on ways to sustain and increase revenue.
<b>October 2019- January 2020:</b> Identify potential alternative funding sources and developing a plan that will allow the organization to increase giving by 20%.	<b>Action performed:</b> Introduced and implemented Givelify as an online giving platform for the organization. Teaching on giving will be conducted by the pastor through Sunday School, Bible Study, and Morning Services.
<b>February 2020-May 2020:</b> Review resources and implement a plan to assist in constructing a new church sanctuary as wells as alternative evangelistic opportunities.	<b>Action performed:</b> Provided information on what is needed to secure a loan, identified the number of giving units for the organization, and information on the process for starting new construction. During this time, alternative worship services began in April. Many churches had to close due to the COVID-19 pandemic. Drive-in services were implemented, Bible study transitioned to online, and the face-to-face services were streamlined to minimize the length of the service and contact time with one another.
<b>June 2020-September 2020:</b> To develop alternative funding opportunities to fund the construction.	<b>Action performed:</b> Met with some key stakeholders of the organization to discuss the process of moving forward with building. The leaders met and determined the need to move forward, however, there was some hesitancy due to the pandemic and not knowing what was going to occur next. I began to look for additional resources that could support the congregation as alternative funding. The drive-in ministry also generated additional funding because many churches were not meeting, and individuals continued to give consistently or better during these months.
<b>October 2020-January 2021:</b> To seek additional resources for the organization.	<b>Action performed:</b> Identified that the church website needed to be revamped to meet the needs of the community and show the available resources currently available such as the communication ministry, music ministry, and food ministry. More emphasis was placed on these ministries to keep them going and to keep members involved during the pandemic. In December, I aided in helping the organization to receive a grant that

could support these three ministries to provide additional resources to the church.

**February 2021-May 2021:**

Identify qualified builders and continue to work on increasing resources for the organization.

**Action performed:** Met with the leadership team and recommended proceeding with the building process. The ministries are continuing to meet and the communication ministry updated software to provide a better production online since the online community had increased. Giving online also continues to increase since there are limited members to attend church due to the current pandemic.

In addition to the time, various communication methods were utilized during this project. Surveys, emails, and face-to-face conversations were the most commonly used methods. Surveys were distributed to churches in both the Ebenezer Missionary Baptist Association and Greater Cleveland County Association. The response rate was low, but the information was significant of the pastors who responded.

After speaking with pastors on the phone, many of them did not want to share or were not interested in participating. There was no distinctive reason why they did not want to share; however, the pastors who did share were open books and were willing to share and help in any capacity.

Churches of the same size had similar concerns within their organization. All of the pastors stated they have consistent givers, but the amounts were unknown. Due to COVID-19, online giving has been forced by many. Ninety percent of the churches selected receive some form of online payment. The pastors who participated gave a variety of tips to help increase resources within the religious organization. The results of the survey are located in Appendix A.

Emails were the main form of communication with my advisor for the project and with members of the church where data and forms were shared with the leadership team. Items sent through email were different recommendations on some of the projects that the organization was working on as well as requests for financials from the budget chairperson. Various emails and calls occurred between me and my advisor from the church. On limited occasions, there were face-to-face meetings. In reality, face-to-face meetings would have been more productive; however, COVID-19 limited the amount of contact the organization was having in person.

Working with a more seasoned leadership team, face-to-face meetings were the best means to show, define, and explain any recommendations or updates for the project within the organization. Setting up meetings to disseminate information was used as a part of the communication plan for this organization.



## 6 Work Plan

### Work Breakdown Structure for MOBC

<u>Phase</u>	<u>Activity</u>	<u>Strategy</u>	<u>Owner</u>	<u>Forecast Date</u>
1	Meet with pastor/advisor	To create a plan for MOBC	DEOL Student	October 2019
1	Meet with building committee	To develop a plan for building	DEOL Student	August 2020
1	Create survey instrument	To collaborate with other churches	DEOL Student	April 2020
1	Distribution of survey instruments	To gather feedback from community churches	DEOL Student	May 2020
1	Meet with various churches in the surrounding area.	To discuss the next steps	Deacon, Pastor, and DEOL Student	July 2020
2	Meet with leaders	To discuss findings	Pastor	September 2020
2	Meet with other pastors in the community	To gather feedback from community churches	Pastor	July 2020
2	Seek an architect	To collect information	DEOL Student	October 2020
2	Review survey instruments	To gather data	DEOL Student	January 2021
2	Inform the members	To remain transparency	Pastor/leaders	May 2021
3	Put gathered information together	To gather data	DEOL Student	April 2021
3	Surveys	To gather data	DEOL Student	April 2021
3	Teach on giving	To make others aware	Pastor and Sunday School	Duration of project
3	Message/Sermon on giving	To teach on giving	Pastor	January 2021- May 2021 series of teaching

In Phase 2, the barriers were identified, and a plan was created that addressed the goals of the organization and the risk associated with moving forward with the building project.

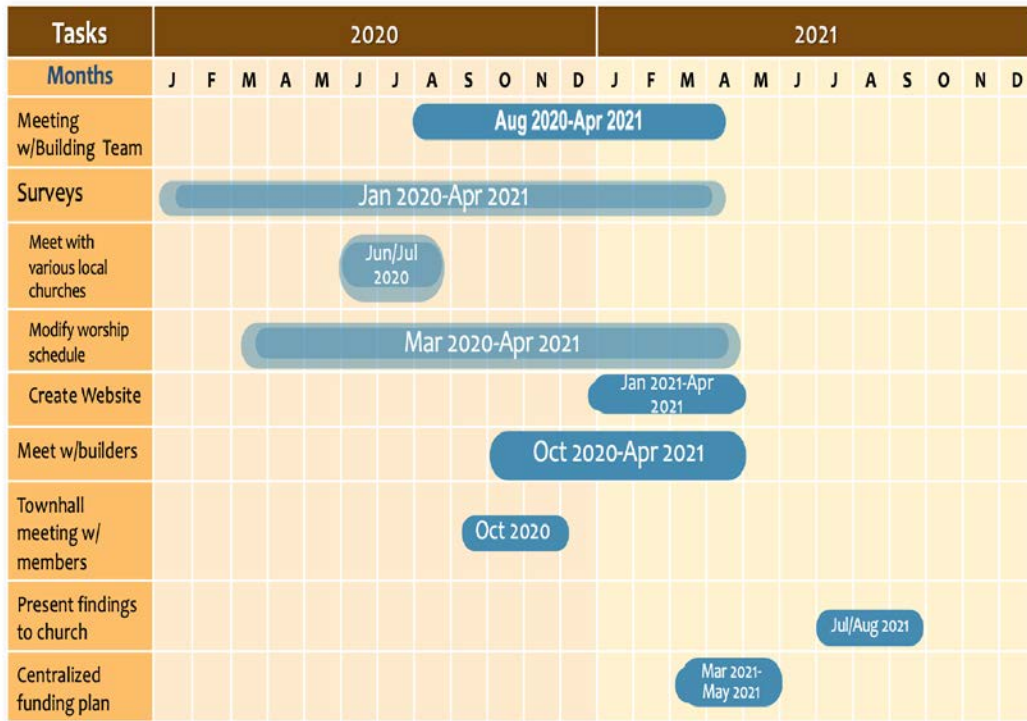
In the third phase, we gathered feedback and implemented teaching for the congregation specifically related to giving. The implementation and activities varied depending on the progress achieved for each of the recommended steps provided by me.

### 6.1 Work Breakdown Structure

Work for this project was led by me. Each milestone completed required me and the site advisor to meet to determine the next step and assess the current state of the organization. Updates were provided regularly to the site advisor and members of the organization as requested. The project scope, deliverables, communication plan, and milestones were delivered and revisited throughout the project.

### 6.2 Resources

## Timeline for Requested Deliverables



## 7 Milestones

Listed below are the milestones accomplished from participating in this project. These milestones allowed me to see that this organization is open to change. The pace at which we reach the ultimate goal may vary. These milestones came from gathering information for the project and conversations with my advisor that offered these suggested deliverables in efforts to move forward with the project.

<u>Milestones</u>	<u>Description</u>	<u>Forecast Date</u>
1	Approval to complete the project with MOBC	October 2018
2	Created an online platform so that members can give online	December 2018
3	Reach out to pastors with churches of similar size, and request they complete the survey	January 2019-February 2020
4	Schedule a meeting with other pastors to view their sanctuaries	June 2019
5	Modify current worship services to see if the changes impacted the financials	March 2020
6	Approval of grant	February 2021
7	Create a more modern style website	February 2021
8	A rough drawing of the proposed new sanctuary	April 2021

Below are the deliverables created for MOBC.

<u>Deliverables</u>	<u>Description</u>
1	Choose an online platform so that members can give online
2	Reach out to pastors with churches of similar size, and request they complete the survey
3	Schedule a meeting with other pastors to view their sanctuary
4	Modify current worship services to see if the changes impacted the financials
5	Receive grant for small business on reopening
6	Create a more modern style website
7	Present research findings to the church
8	Create a plan centralized for financials to adequately track all income.

## 8 Metrics and Results

Each deliverable was vetted with my advisor. Recommended changes were taken to the leadership team, and many items are still pending. The leadership body has been receptive to most of the recommended changes and is open to suggestions of what to do next.

There were two surveys distributed. The first survey was created and sent to approximately 60 pastors in the community, with 4% of them completing the survey. This survey asked general questions about teaching and methods of giving within their current congregation. Survey 2 was focused on smaller churches within the surrounding areas with similar congregation sizes as MOBC. Of the 10 pastors to whom the email was sent, 60% completed the survey. These surveys were used as a resource for MOBC and other churches, if requested at a later date. The metrics obtained provided some best practices to follow as it related to increasing financial gifts.

A best practice that came from the survey was to have a clear mission and vision of where the church is going. Mission and vision statements are created by the vision of the pastor of the church who should receive all callings and objectives from God, which will support the overall congregation long term.

Strategic planning was a best practice that was recommended by the participating pastors. Sharing the mission and vision with the church by putting a timeline together allows the congregation to see the goals and projected outcomes for the future of the organization.

Online giving instruments was a best practice that was mentioned by all participating pastors. These instruments would receive monetary contributions. Collectively getting all members to give consistently was a common concern for many churches. Having alternatives allowed new givers to participate.

Overall, Givelify was a success, and the members continue to embrace online giving. While there are not a lot of donors, the organization has generated approximately \$17,000 since the implementation of Givelify. There have been Sunday school studies, Bible study teaching, and Sunday morning messages on giving. A reminder to the viewers and congregants is that it is necessary to give and give abundantly. One scripture that is frequently placed in the bulletin during the offering and read to the congregation is Acts 20:35, "In everything I did, I showed you that by this kind of hard work we must help the weak, remembering the words the Lord Jesus himself said: 'It is more blessed to give than to receive'" (Bible Gateway, n.d.)

## 9 Risks, Constraints, Assumptions

### 9.1 Risks

<b>Risk Description</b>	<b>Mitigation Plan (what to do to avoid the risk occurring)</b>	<b>Contingency Plan (what to do if the risk occurs)</b>	<b>Contingency Plan (what to do if the risk occurs)</b>	<b>Likelihood of occurrence (e.g., %, or high/medium/ low)</b>
Members leave	Remain transparent with the congregation and share the need for change	Continue to create new programs to attract more members	Low Risk	Low
Recession/Coronavirus will impact giving	Keep the church open by offering alternative worship experiences and remain prayerful about the need to continue to do the work of the Lord	Look at what financial resources could be put on hold	Low Risk	Low
Lack of funding in the building fund to be able to pay cash for proposed construction project	Continue to increase revenue and be intentional in building fund pledges	Seek financial resources from a banking institution	Low Risk	Medium
Increase monthly expenditures	Teach on giving and leadership responsibilities to increase giving	Decrease unnecessary expenditures	Low Risk	Medium
Unexpected cost for materials or labor due to the unknown	Have a contingency plan set aside	Use additional building fund monies to cover the cost	Low Risk	Medium
Bank denial	Research the requirements to secure the loan for the organization	Start the process over and work on any related issues concerning the denial.	High Risk	Medium
Size of church membership (and giving units) are not	Be transparent about giving and the number of	Continue to work to increase the	High Risk	Medium

appealing to major lenders	units the organization has for the past 3 years	number of units. The project may be delayed.		
Eliminate unnecessary expenditures and focus on essential items.	Increase weekly income	Decrease with monthly financials. Begin to assess what unnecessary expenditures are occurring, and what can be eliminated.	Medium Risk	Medium
Layoff staff members	Current giving and financials support keeping the staff members at church.	Review financials and see what could be decreased to keep staff on payroll.	High Risk	Low

When major changes are made within religious organizations and by-laws are considered, it can cause a shift in the atmosphere. With religious organizations, no one has to be participatory or committed to the organization. Oftentimes, major shifts come when things are changing within the organization.

Low risk and low impact items are recommended to proceed in constructing a new building.

Members may leave the organization if they are not on board with the changes occurring in the religious organization. If there is a decrease in the members attending, concurrently it will impact the number of givers and the amount of the gifts. While this current religious organization has not made a purchase that is of such a significant value, there could be some issues in obtaining a financial institution to provide lending.

Medium risk factors include decreasing the monthly financials. Assessing the budget and eliminating wasteful spending of the various committees of the church will allow the organization to decrease their spending. Leaders may be upset that their budgets are cut, but it will be necessary if the group wants to save additional monies for the project. Additional monies will be imperative, but the size of membership and the giving units must be appealing for the institution to provide funding. If the data are not significant for the lending institution, bank denial would be another risk, and the size of the project may be downsized or everything may be placed on hold until more funding is available for the project. It may be necessary to begin the building project in phases. In

preparation for any major projects, there should be funds set aside for the unexpected cost for materials or labor due to the unknowns that may occur.

High risk would involve having to cut the salaries of the employees within the organization to save additional funding. This risk would be considered if major cuts were needed. However, if the organization gets to the high-risk point, the recommended building project would cease.

Changes that are significant and have an impact on the entire culture lead to some organizational challenges. The assumption to be made, but not guaranteed, is that "If we build the building, the people will come." There's a chance that the building is built and there are fewer people to attend, which leads to a decrease in consistent givers.

When major changes are made within religious organizations through by-laws, which are considered the rules for the group, it can cause a shift in the atmosphere. The voting component from the by-laws is placed for reference to the process. MOBC voted to proceed with building and enhancing various resources in the church. During this voting process, there was a percentage of people who did not want to proceed with building. These leaders encouraged the assumption that the church cannot afford to build, and they do not want to leave their traditional norms. The question may be asked, "There's nothing wrong, so why are we making any additional changes now?"

The location of this church is within a few miles of the future home of the Catawba Two Kings Casino Resort, and the impact of the casino could negatively impact the church. The thought comes to mind, "Why build when we may have to move?" These are the assumptions that could be made or have been made from discussions with members of the congregations. With any assumptions, there also come the constraints that may occur.

People within leadership positions are hesitant to move forward with the building process. If the majority is for the decision to move forward and the church has delegated these leaders, the assignment is to complete the project because the church has voted on this project. Challenging the tradition of the current church leadership is difficult. Individuals are set in their ways and do not have the mindset of building for the future.

Second, there is a lack of support as far as resources to start new programs. The leaders in the positions to identify and improve resources are not maintaining their duties. In order to move ahead, it may be necessary to remove people from positions to get the right people on the bus. Mentoring younger members would be a good solution to help bridge the gap and allow for conversation to engage understanding of the necessary changes needed for the organization.

## **9.2 Constraints**

1. People within leadership positions are not wanting to move forward with the building process.
2. Lack of support as far as resources to start new programs.
3. Removing people from positions to get the right people on the bus.
4. The funds for building or getting ready to build are not in the current fiscal budget for the 2020 year.

## **9.3 Assumptions**

1. The members are not going to give more consistently.
2. 49% of the congregation do not want to build a church. They would rather remodel or keep the current structure.
3. The church cannot afford to build.
4. The organization does not want to become too progressive/contemporary.
5. The church does not want to do things differently. They are taking on the attitude that this is how they have always done it.
6. The bank will not lend the church the amount of money needed for the loan, because there is a lack of consistent givers.
7. We need to wait because the casino is coming and it will impact the building project.

Risks, assumptions, and constraints exist in any major project. Awareness is key, and having a plan to attack the threats is necessary to move forward.



## 10 Financial Plan

MOBC financials are exceptionally stable. This organization currently owns everything it has, and it does not have any outstanding debt. It has set aside a building fund that will be used to support the addition of various resources as needed as it relates to building. The current project is to construct a new sanctuary building for \$700,000.00.

Recommendations are to utilize 80% of the building fund to go towards building and seek to borrow the remaining balance. While preparing for the financial institution, another option is to create a line item in the current budget for building funds and allow members to create pledges with funds going to this line item for the building project. Lastly, seeking financial counseling on advice for accounting strategies for the organization would provide assistance on how to move forward with the project.

The chart below shows a proposed summary of a budget that would focus on providing the additional resources needed for the congregation to move forward. If the budget financials were implemented, this could speed up the building process. Overall, the organization is in good financial health, but it must eliminate unnecessary expenditures to continue to increase its monthly revenue if the goal is to move forward with the building of a new sanctuary.

**2021 Budget Summary**

<b>Proposed 2021 Budget for MOBC</b>		
<b>Code</b>	<b>Name</b>	<b>Amount \$</b>
100	Staff Salaries	\$ 61,500.00
	Church Accountant and Taxes	\$ 5,000.00
200	Church Auxiliaries and Groups	\$ 4,100.00
300	Church Fellowship	\$ 13,075.00
400	Church Outreach Ministry	\$ 2,000.00
500	Christian Education	\$ 4,700.00
600	Church Operations	\$ 48,350.00
700	Church Committees	\$ 7,150.00
800	Church Properties (van, building and grounds, cemetery)	\$ 9,425.00
910	Miscellaneous	\$ 1,000.00
1000	Capital Expenditures	\$ 15,000.00
1100	Building Fund Project	\$ 100,000.00
	<b>Grand Total</b>	<b>\$ 271,300.00</b>

This proposed budget will include the necessary funding line items in place for the organization to move to the next phase as they prepare for building. Putting the reserved amount for the building fund in a separate line item will allow the members to see the leadership team is serious about moving forward with building.

To meet the annual goal of \$271,300.00, it is necessary to inform members so they will continue to give consistently. The average weekly offering will need to be approximately \$5,217.00. Posting weekly contributions will allow members to see their progress in giving.

Financial concerns of the results from the COVID-19 pandemic have currently placed all nonessential spending on hold until April 2021.

## 11 Quality Assurance Plan

The quality assurance plan provided to the organization is a set of plans that the organization can refer back to as they reach to meet their objectives. The primary objective is to provide resources with the necessary steps to build a sanctuary.

### Act

- Based on the findings, it will be vital for the leadership team to first determine the building committee, which will consist of members of both the trustee board and the deacon board, who are representatives of the organization.
- The leadership team will continue to meet regularly to collaborate about the needs of the organization as it relates to additional resources.
- Training for the leadership team that addresses leadership skills and team-building strategies.

### Plan

- Develop the drawing of the proposed sanctuary.
- Present findings to the rest of the congregation at a townhall meeting.
- Develop a draft of the needs of the organization.
- Determine the cost to build a new building.
- Establish a note-taker for leadership meetings to review at each meeting.

### Do Process

- Continue to build the team and work on shifting internally the organizational culture of the members who are hesitant about moving forward.
- Use the survey to stay on track for all projects at their leadership meeting. This will be utilized when the group gets delayed in progressing forward with their action items.
- Continue to move forward with the building planning while implementing new outreach and kingdom-building activities.
- Remain transparent with the organization on the processes and financials.

### Study

- Continue to review giving units and the financials of the organization.
- Measure the results compared to the predictions that were made. Data on giving units and financials are available to use when assessing the overall building project.
- Review growth in online activity for church services and giving. This included streaming of services such as Bible study and morning worship.
  - These numbers are continuing to increase. The number of attendees attending Bible study online has far exceeded the number of participants who attended face-to-face. Online giving increased significantly, and more participants were engaged in both financial contributions and worship services.

This plan will allow MOBC to stay on task. The leadership team will continue to meet, and this plan will aid in the progression of projects. There is a sense of hesitancy with some of the leaders due to fear, the pandemic, and the unknowns of the financials. The large construction project developing nearby will have some form of impact on the community, and there are still a few leaders not in support of moving forward. Shifting the frame of mind with additional training may be needed for the leadership team to understand their role and how to effectively lead this organization.

If the plan is not going to work as planned, a modification to the building process will need to occur. While making the adjustments, it is imperative to remain transparent with the congregation, continue to increase resources, ensure they have the correct leaders leading the building project, and allow members to address any concerns.

## Appendix A

Surveys created throughout the project.

Survey #1: This survey was sent to specific pastors in the community with churches of a similar congregational size to gather data related to Building Resources.

# Building Project Resources

Thank you for agreeing to participate in this survey. These questions were created to compare the trends of building and improving resources within our church community. Your responses will be used collectively, and for data purposes for my doctoral project at Gardner Webb University.

1-Never      2- Rarely      3-Regularly      4- Often      5-Always  
Please rank the following questions as it relates to your congregation/organization.

...

1. Do the majority of your members attend regularly?

1      2      3      4      5  
☐   ☐   ☐   ☐   ☐

2. Do you feel the church uses its financial resources adequately?

1      2      3      4      5  
☐   ☐   ☐   ☐   ☐

3. Do you teach on financial giving to your congregation?

1      2      3      4      5  
☐   ☐   ☐   ☐   ☐

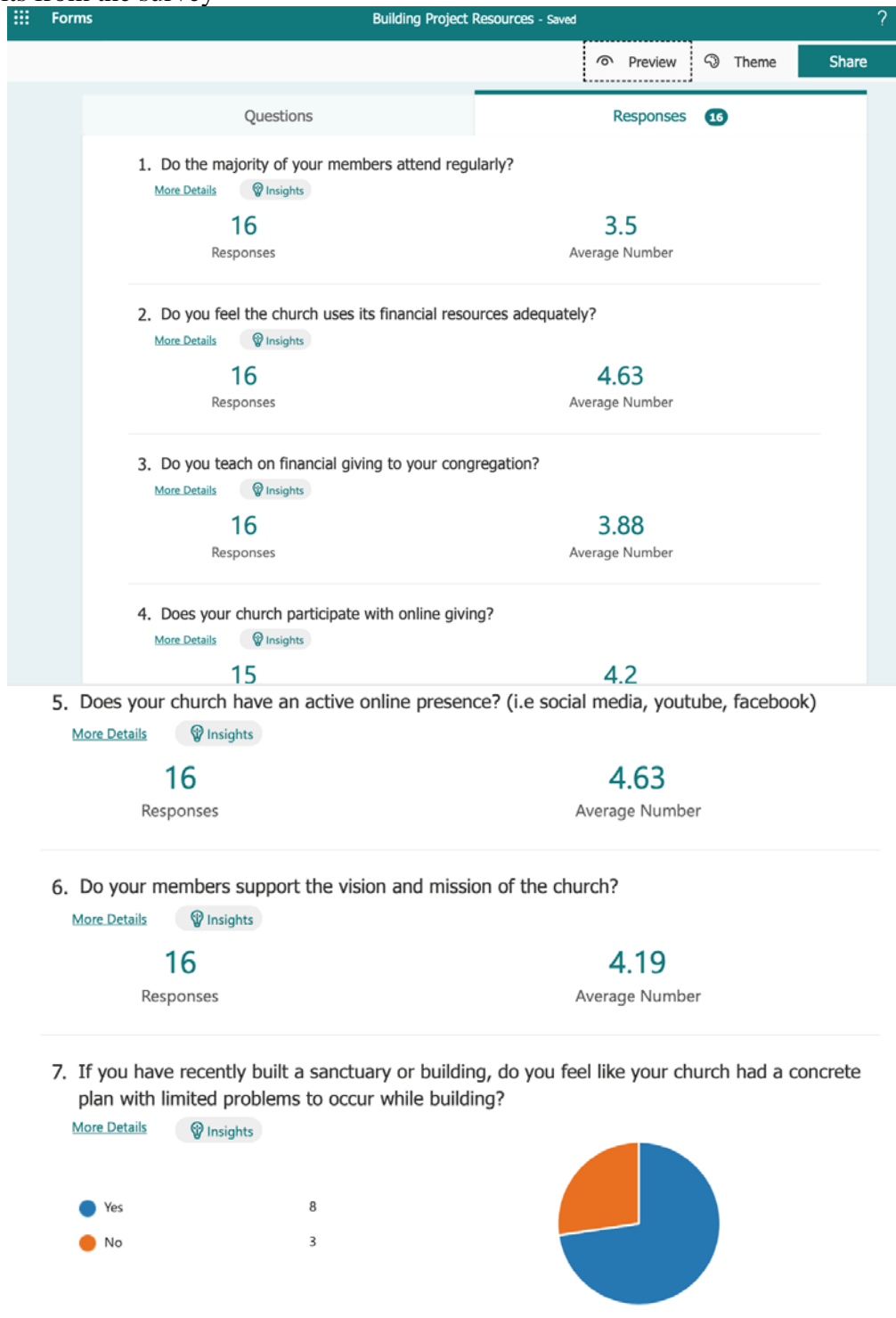
4. Does your church participate with online giving?

1      2      3      4      5  
☐   ☐   ☐   ☐   ☐

This chart shows the scoring of the survey listed above.

	Never	A Little	Rarely	Sometimes	Regularly	Often	Always
Do you feel your members attend regularly?	1	2	3	4	5	6	7
Do you feel your church use their resources adequately?	1	2	3	4	5	6	7
Do you teach tithing and giving?	1	2	3	4	5	6	7
Do you teach on financial health?	1	2	3	4	5	6	7
Do your church participate with online giving?	1	2	3	4	5	6	7
Do your church have an active communications group online?	1	2	3	4	5	6	7
When building a sanctuary or remodeling your facility, did you feel like you had a concrete plan with limited problems to occur.	1	2	3	4	5	6	7
Comments in reference to increasing giving?	1	2	3	4	5	6	7
Comments in reference to preparing members to build?	1	2	3	4	5	6	7
Do your members support the vision and mission for the church?	1	2	3	4	5	6	7

## Results from the survey





## 8. Are there any additional information you would like to share as it relates to building and utilizing the church financial resources?

### 7 Responses

1	anonymous	I HAVE CONFIDENCE IN THE COMMITTEES AND THEIR GOD GIVEN KNOWLEDGE AND WISDOM . THEY HAVE YET TO DISAPPOINT ME . OUR BUILDING EFFORT WAS QUITE PLEASURABLE AS THOSE IN CHARGE KEPT STAFF AND CONGREGATION INFORM AND INVITED FEEDBACK .
2	anonymous	Our Baptist Associations and State Conventions are valuable resources for assistance or help in finding assistance.
3	anonymous	Because of the low income level of many within the congregation our church is very limited in her ability to address many of the needs of our church body and community.
4	anonymous	No
5	anonymous	None
6	anonymous	It is important to not engage in any major financial endeavor unless there is a clear need, reason, and projected outcome. While aesthetics and presentation are important abalone must be drawn between what feels good and what is truly beneficial to church.
7	anonymous	Where God guides HE always provides!!!!



## Survey #2

The target group for this survey were pastor's primary from Cleveland County, North Carolina.

Building Information
Questions Responses 6

### Building Information- Survey Pastor's

This form is to gather data on how you built your sanctuary, fellowship hall or the process you're going through. This information will be used for research only. Your church name and specifics from your church will not be displayed. For more information, please don't hesitate to contact me Christina Hill at 704-689-0092 or by email at cbellhill@gmail.com

**Email \***

Valid email

This form is collecting emails. [Change settings](#)

**Church Name**

Short answer text

**How many members do you have on your current membership roster?**

☐ 0-30

☐ 31-75

☐ 111-200

☐ over 201

**What % of your members do you have that contribute financially regularly?**

☐ No

If yes, please list names

Long answer text

When planning to build, what members did your building team consist of?(i.e. trustees, young adults, missionary members, deacons, finance members)

Long answer text

When searching for financial options with banks, did you seek a smaller bank (home town bank) or a larger bank such as Wells Fargo, Bank of America, or BB&T.

☐ smaller bank (home town bank)

☐ larger financial institution such as Wells Fargo, BOA, or BB&T

Any additional information would be valuable in helping me begin my research on how to build sanctuaries for smaller churches

Long answer text

Are you available for a meeting or conversation if I have questions or need more information?

☐ Yes

☐ No

## Responses from the Building Information survey for pastors

Building Information for Pastor Responses

How many members do you have on your current membership roster?	What % of your members do you have that contribute financially regularly?	Do you teach or have sessions on tithing and financial health with your congregation?	What did you do to get everyone's buy-in on the building project?	Have you recently built a sanctuary or building for your church?	Do you plan to build within the next 3-5 years?	Does your church have the following? Check all that apply
111-200	65%	Yes	We have not completed a building project under my leadership as Senior Pastor.	No	Yes	Incorporated status, 501 C
111-200	I'm not sure?	Yes	Prayer and showed the need! It was our vision at 1st and then as God blessed we saw the need for more room to continue to grow.	No	Yes	501 C
111-200	15%	Yes	We need a new church	No	Yes	Incorporated status
111-200	20%	Yes	In need of a new building	No	Yes	Incorporated status
111-200	15%	Yes	Looking to complete a building project	No	Yes	Incorporated status
111-200	50%	Yes	Discussed the need to rebuild using scriptural references and current condition of sanctuary building	No	Yes	Other _____

Building Information for Pastor Responses

Does your church participate in online giving for offerings?	If yes, what platform do you use?	Does your church participate in fundraisers?	If yes, what type of fundraisers does your church do?	Do you have a builder or architect that you would recommend for building?	If yes, please list names	When planning to build, what members did your building team consist of?(i.e. trustees, young adults, missionary members, deacons, finance members)
Yes	Givelify	Yes	Donations, Pledges	No		Trustees, young adults, deacons, finance members, associate pastors
Yes	Tithely app	Yes	Donations, Pledges	Yes	Archited Gary McGinnis of Shelby, NC	Deacons, Finance, Young Adults, and Builders
Yes	Paypal	Yes	Pledges	No		All of above
Yes	Paypal	Yes	Pledges	No		All of above
Yes	Paypal	Yes	Pledges	No		All of above
Yes	Givelify	Yes	Donations, Pledges	Yes	E. S. Walker Construction, Forest City, NC, Monson Constuction co., Shelby, NC	Deacons, Trustees, various ministry teams members

## Building Information for Pastor Responses

<b>When searching for financial options with banks, did you seek a smaller bank (home town bank) or a larger bank such as Wells Fargo, Bank of America, or BB&amp;T.</b>	<b>Any additional information would be valuable in helping me begin my research on how to build sanctuaries for smaller churches</b>	<b>Are you available for a meeting or conversation if I have questions or need more information?</b>
larger financial institution such as Wells Fargo, BOA, or BB&T		Yes
	Study their needs and their vision and keep in mind future growth	Yes
larger financial institution such as Wells Fargo, BOA, or BB&T	12 tribes good fundraising	No
larger financial institution such as Wells Fargo, BOA, or BB&T		No
larger financial institution such as Wells Fargo, BOA, or BB&T	12 tribes good fundraising	No
smaller bank (home town bank)	It is critical that all, if not all, that the majority of church leaders and members be on one accord as to the need and desire to build.	Yes

This is the survey will be used for the leadership team at their meetings to stay on task.

## MOBC Leadership

This form is used as a guide for meetings when the leadership team is meeting and projects are delayed or off track. Discussing these questions will help direct the conversation back to the purpose of the meeting or project.

1. What is our goal?

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2. What are we trying to achieve?

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3. How will this impact the church body?

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4. What are the steps we need to move forward?

---

---

---

---

---

5. Are we following spiritual beliefs and values? or Are we allowing self to guide us?

---

6. Are we considering the church body as a whole as we make this decision?

*Mark only one oval.*

☐ yes

☐ No

7. What do we need to do to move forward or get back on task?

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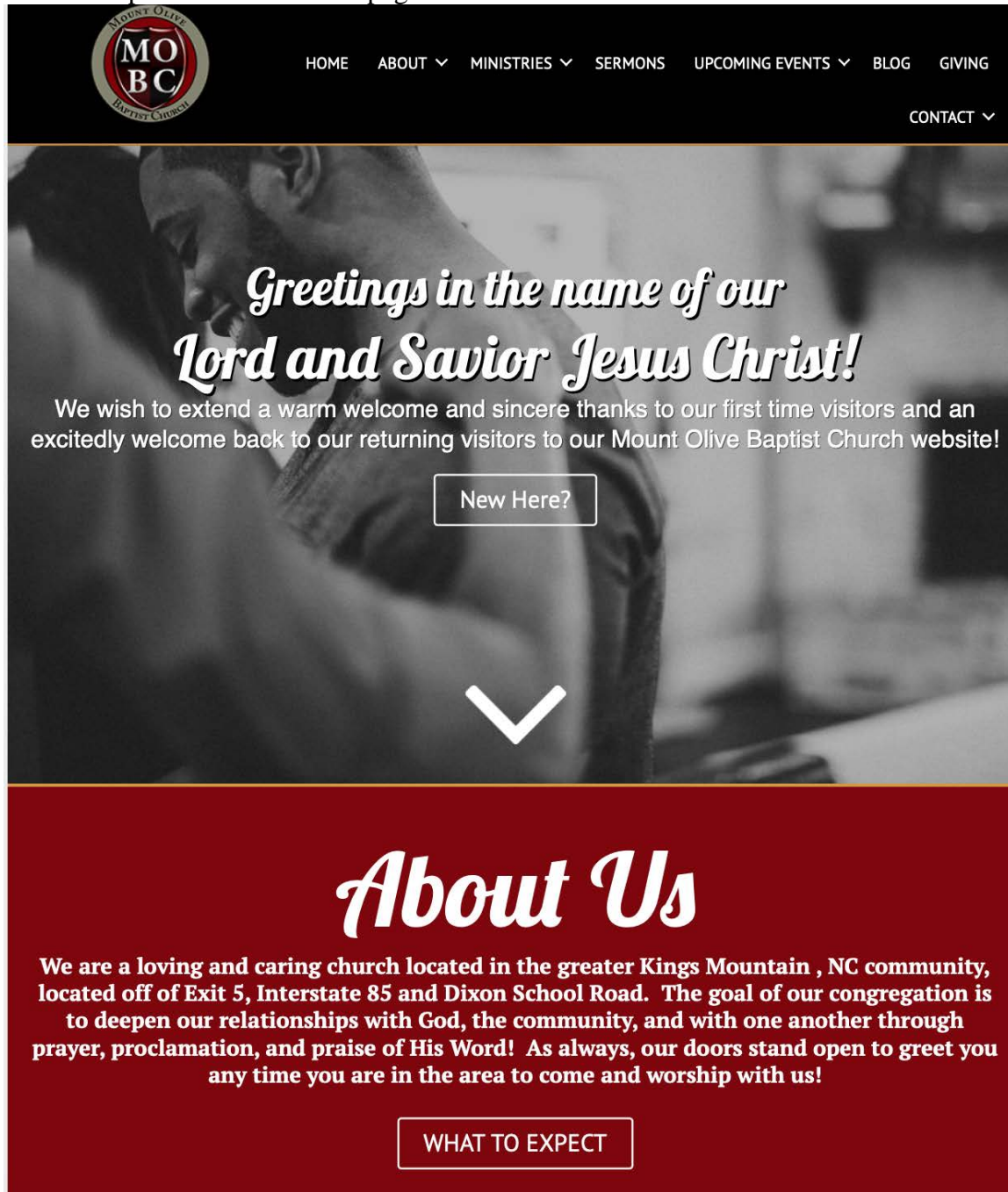
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## Appendix B

Website development for the organization.

[www.mtolivebaptistkm.com](http://www.mtolivebaptistkm.com)

Below is a preview of the home page for the website.



# *Worship Services*

Come join us for worship throughout the week. Click below for times and locations.

[TIMES & LOCATIONS](#)



# *Prayer Requests*

Ask for Prayers or Take a Few Minutes to Pray for Others in Need.

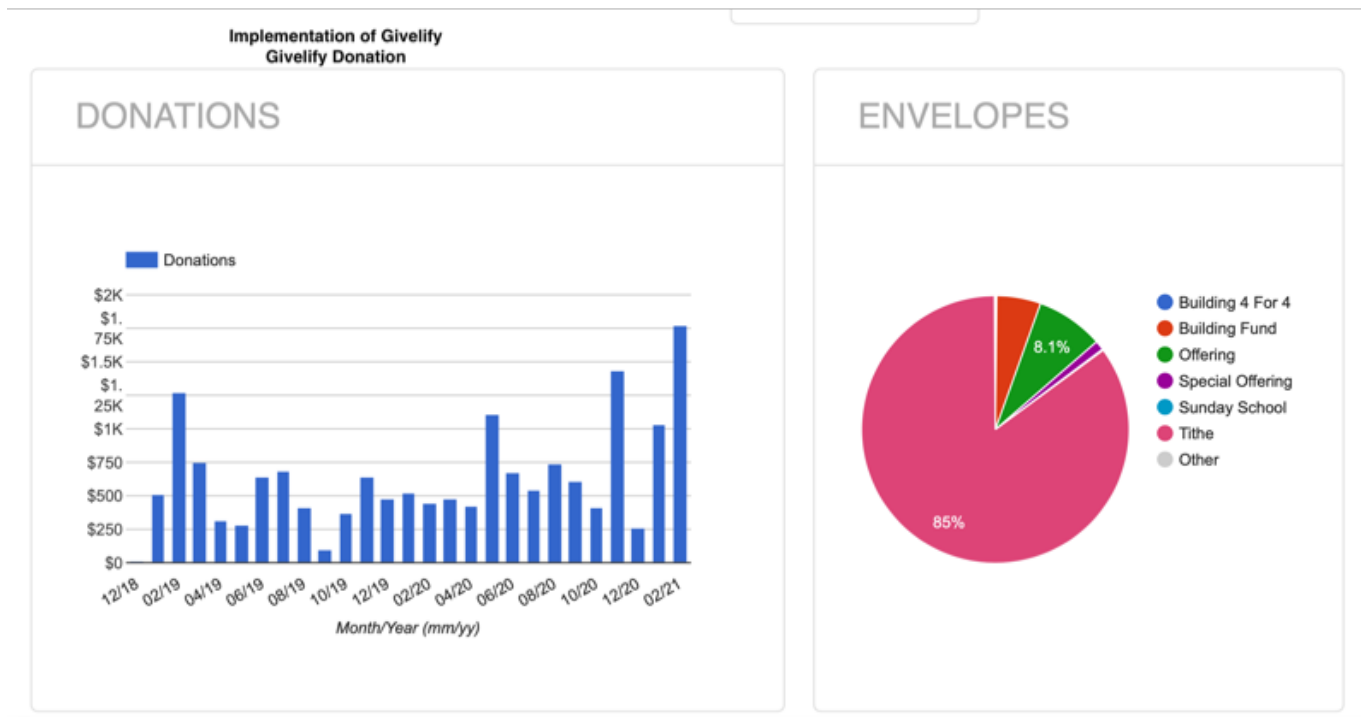
[PRAY HERE](#)



## Appendix C

### Implementation of Givelify for MOBC

This chart shows the online giving for the organization by utilizing Givelify.



## Appendix D

### MOBC Centralize Financial Plan

Centralized funding includes handling all monies in one place at one time.

Suggestions for guide:

1. Enter the tithing envelopes and weekly donations whether it is received online or face-to-face on Sunday when monies are being counted.
2. Make sure all reports balance accurately weekly.
3. Audit all financial files quarterly.
4. Regular finance meetings with MOBC's secretary, financial secretary, budget committee, and treasurer.
5. Utilize Servant Keeper
  - a. The church currently owns their copy of Servant Keeper. This software will manage the contributions and weekly gifts received by the church.
  - b. The ability to print customizable individual or group reports, mailing labels, name tags, directories, and more will be at the hands of either the church's financial or corresponding secretary.
  - c. Monies received could be entered electronically and online giving could be integrated. This would provide less error with the finance committee's weekly financial count.
  - d. The software will also count the amount and separate into different funds, allowing for ease of report printing.
  - e. Tables and charts are available through the Servant Keeper for tracking donations.
6. Financial information should be integrated with QuickBooks. For security purposes, accounting information, bank information, and general ledger data should be managed separately from donor's giving information.

Implementing this process should eliminate error and all reports will match up correctly at the end of each quarter. Once this process is successful, the amount of time to count and record will be cut in half. The final reports will be consistent across the organization.

## Appendix E

Small business grant received for MOBC.

Below is the first page of the grant and the requirements listed. We were awarded the grant to support reopening during the pandemic.



### Cleveland County Small Business Recovery Fund Application

The application is divided into ten sections. Please note that non-profits are eligible; however, throughout the application, the language primarily used to describe the applicant is "business".

#### 1. Eligibility Certifications

Please carefully read and answer the following certifications, to ensure that you are eligible to receive grant funding. You must be able to answer "yes" for all of the following certifications in this section to be eligible.

If you have questions about eligibility, or any other part of the form, FAQs and technical assistance are available at [mountainbizworks.org/ccsbrf](https://mountainbizworks.org/ccsbrf); a direct link to the Round Two Eligibility Criteria document can be found here.

- A. My business is based in Cleveland County (Yes/No)
- B. My business has been in operation since at least September 1, 2018 (Yes/No)
- C. As of March 10, 2020 my business had no more than 25 Full-time equivalent employees(Yes/No)
- D. If awarded, I agree to report on the uses of funds and outcomes six months and one year after receiving the award, potentially including providing additional financial documentation. (Yes/No)
- E. My firm has had less than \$500,000 in annual revenue in 2019 (Yes/No)
- F. My business experienced 15% or greater revenue decline due to COVID-19 (Yes/No)
- G. I understand that if I receive an award, my business name, award amount, and the number of jobs supported will be publicly announced, and I agree to this disclosure. All other information will be kept strictly confidential. (Yes/No)
- H. If awarded, I agree to report on the uses of funds and outcomes 6 months and one year after receiving the award. (Yes/No)
- I. I understand and agree that funds may only be used for operating costs and expenses incurred in reopening or otherwise safely resuming normal operations of my business and hiring employees in Cleveland County. (Yes/No)

#### 2. Individual Applicant (Authorized Representative\*)

Please provide us with the following information about the person who is authorized to fill out and submit this form:

- A. Name: Christina Hill
- B. Title: Committee Member
- C. Email: [mtolivebaptistkm@gmail.com](mailto:mtolivebaptistkm@gmail.com)
- D. Phone Number: [REDACTED]
- E. Gender - female

## Appendix F


Additional documents or presentations created for the leadership team or the congregation of MOBC.

Zoom information for the organization. This was the first resource created in efforts to continue worship and bible study with the congregation.

<https://us04web.zoom.us/j/7708622273?pwd=RzBSdG9YNXRVRFBUSXZqTEV3bVZqUT09>

Bible Study Information

**zoom**



MOBC KM is inviting you to a scheduled Zoom meeting.

Tuesday at 6PM Wednesday- Youth 6PM

**Join Zoom Meeting Information**

<https://us04web.zoom.us/j/7708622273?pwd=RzBSdG9YNXRVRFBUSXZqTEV3bVZqUT09>

Meeting ID: 770 862 2273  
Password: 4516 (if requested)

Dial by your location  
+1 929 205 6099 US

**Zoom Etiquette**

1. Mute your phone/device: We can hear you, and the extra background noise is disturbing. If you speak, unmute your device to speak, and then mute it when you are finished.
2. If you have your camera on – We can see you! That's fine; we are in a no judgment zone.
3. If you are walking around, washing dishes – turn your camera off. It is a distraction.
4. Feel free to participate and enjoy the meeting.

**Zoom Tips**

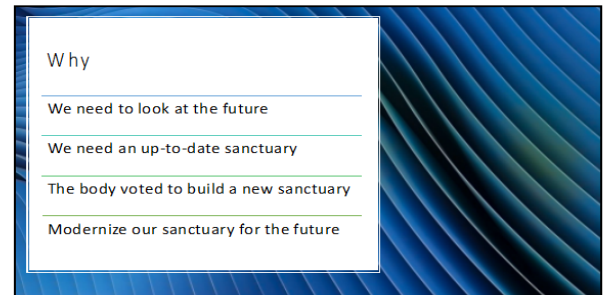
1. Arrive a few minutes early in case you have difficulty.
2. Download the app and get yourself signed up.

Contact Christina, Cimen, or Josh if you need assistance getting logged on.

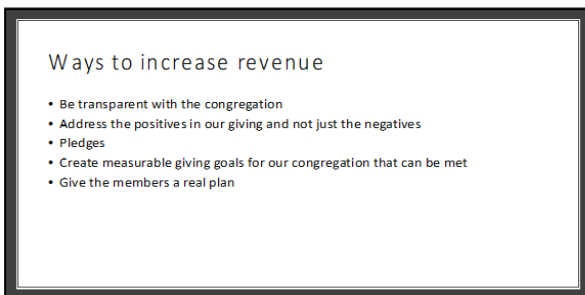
The building project proposal was presented to the leadership team of MOBC.



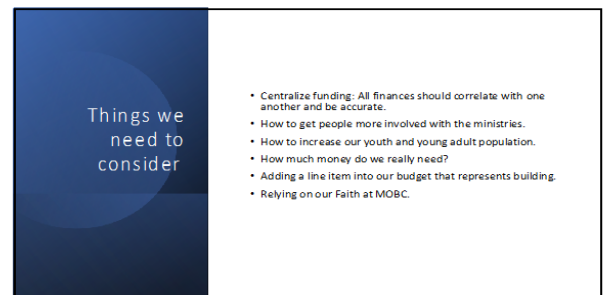
1



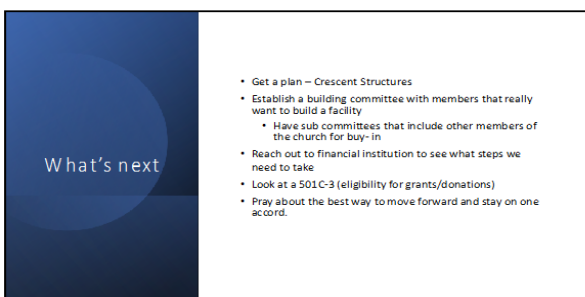
2



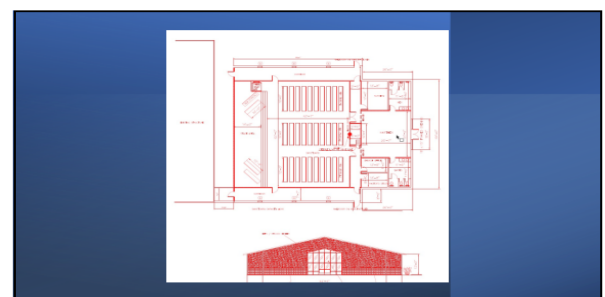
3



4



5



6

Reopening guidelines created for the Pastor to deliver to the congregation related to reopening due to closure related to COVID-19



MOBC REOPENING

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**Reopening Plan**

While we know everyone has their thoughts and feelings about opening back up. This is what the leaders and taskforce have decided to do as it relates to worship on tomorrow.

**WORSHIP AT MOBC**

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OCTOBER 11, 2020 AT 11:00 AM

**MASK REQUIRED**

- ☐ Sanctuary/Fellowship Hall available for all for worship at 11:00 AM
- ☐ Drive in and tune into 87.7 from the parking lot
- ☐ If entering your temperature will be checked, and a mask is required
- ☐ We will take your information for contact tracing purposes
- ☐ Sit with the people you live with
- ☐ Sanitize your hands before entering the sanctuary/fellowship hall
- ☐ Services are limited to 1 hour or less
- ☐ Practice social distancing
- ☐ No one in the pulpit but the pastor
- ☐ Offering will be similar to how we collected outside



Our goal is to continue to worship while remaining safe. These guidelines have been put in place to help protect us all. If you are sick or don't feel well, please stay at home. You can worship online via Facebook or YouTube.

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**Continue to Pray that God will heal our bodies, mind, and our land across the world.**

## Appendix G

### Professional Literature Review

#### **How to Increase Church Resources in Small Churches in the 21<sup>st</sup> Century**

The southern portion of the United States is commonly referred to as the Bible Belt. This area also has maintained a reputation of being more religious and having a strong evangelical presence. Churches are often located in every community, and the people in those communities attend those specific churches (Brunn et al., 2011). This was the norm for churches in the South years ago. Church services were once known to be an intricate part of one's weekly activities if you resided in the Bible Belt. The following states are included in the Bible Belt: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia, and parts of Illinois Indiana and Ohio (Brunn et al., 2011). Emphasis on religion in the South is placed on the church and the community (Wuthnow, 2013).

Today there has been a major shift in church attendance and therefore many of them are closing. Church growth is critical in order to keep churches healthy, allow growth, and keep their doors open. Smaller churches often represent a more traditional worship setting, with many attendees related or well acquainted with one another. Due to the social changes, people begin to move around and relocate geographically (Brunn et al., 2011). The routine necessity of attending a worship service in a set building is no longer normal. People can sit at home and church hop virtually, which is strolling from one church service to another online, while not focusing on any one message or service at once.

In 2020, our world experienced an outbreak of the coronavirus. The outbreak of COVID-19 eventually led to a stay-at-home order (Kgatle, 2020). People were limited to going places because everything was closed. Live streaming was the only option for religious organizations that chose to adhere to the stay-at-home order. This order had a huge impact on churches because they were prohibited to gather due to the virus (Kgatle, 2020). Recent studies have shown that churches are closing more rapidly now than in the past. Churches were not able to pay their staff members, and some were not able to pay their bills, which led to closures (Kgatle, 2020). Besides the impact of the coronavirus, there is a lack of revitalization currently for churches; members tend to be aging out, and now it is not a societal norm to attend church (Wuthnow, 2013).

Gatherings at the church seem irrelevant to most millennials today, which leaves current memberships being older adults. If churches do not adapt to the new norm of how programs should be implemented, they will continue to die. Millennials either have other beliefs, do not feel they need to attend church, or do not understand the reason why they must attend regularly (Hamman, 2015).

The traditional growth and survival of the local church is a critical issue and one that is necessary to address. To improve the religious organization, practices will be observed to rebuild church health to a state for effective operations and activity in today's world. The topics for discussion will be (a) the health of the congregation, (b) resources within the church, and (c) best practices for the church. These concerns must be addressed to increase church growth and assist the traditional church with how to become more sustainable in today's ever-changing society.



## **Church Health**

A healthy church is a church that will withstand downfalls and continue to grow. For a church to be healthy, several items are essential. Often one believes that the size of the membership, attendance at weekly services, giving of personal resources, and the number of people who accept the Lord as their savior demonstrate growth (Mills, 2016). Prayer is an integral part of church health (Mills, 2016). While these are factors within church services, they do not determine how healthy congregations are in the 21<sup>st</sup> century. Mills (2016) referenced eight church qualities that are used to measure growth are empowering leadership, gift-based ministry, passionate spirituality, effective structures, inspiring worship services, holistic small groups, need-oriented evangelism, and loving relationships are necessary for a church to be healthy. While trying to implement or continue practicing the eight church qualities, churches must be focused on one valuable tool mentioned previously. The power of prayer will change lives through the Holy Spirit (Mills, 2016). Goals and qualities are good to help the organization remain focused. If we minimize the effect of prayer to restore and build our church health, the organization is relying on self versus trusting God, as God has called the religious organization to do (Mills, 2016).

Religious organizations were some of the places that closed, and many remain closed months after the pandemic which had a significant impact on church health. COVID-19 has impacted the church's health, and there has been a decline in attendance. Churches closed and some did not have the resources to remain open during the pandemic. One of the main decreases many experienced was financial resources simply because they were closed or the people stopped coming due to the current pandemic.

## **Finances**

Finances are also a vital piece with every religious organization. Members give for various reasons: they were taught to give, something has happened that makes them want to give, donating back to churches that supported them or the community when they were younger, or to help the church because the ministries are serving others (Rieke, 2002). People tend to share their gifts more with the church when they attend regularly; participate in Sunday school, children ministries, mission groups, or music ministries; or volunteer in some other form within the church (Rieke, 2002). The goal is to get members to be active and committed. The more committed an individual, the more the giving becomes consistent. In the past, many churches were built on being family churches, and everyone attending the church was the family. The family is what kept the church going. In churches today, we must do things differently to increase revenue and members. Today, attending the family church is no longer the norm. While there are still some family groups in churches, the structure of the organizational layout is different. Society teaches us to explore the diverse options of where we worship and how we worship. People today posit a different mode of how they practice their religion of choice. People are more free with where they practice their religion; therefore, something must be attractive to keep members joining the services each week (Hamman, 2015).

Churches must put their finances where their interest is for growth. If the youth ministry and young adult ministry are weak, this will be a concern later for the congregation. Finances need to have a dedicated amount set to these two groups. If you encourage children to attend regularly, the parents will come. If there is nothing for the children to do at the ministry, they will not want to attend. Programs and ministries

geared toward youth and young adults are compelling to seek an increase in financial resources because children's parents are investing in these ministries (Hamman, 2015).

It is important to remember that the church is still a business. Churches must be willing to invest and have properties or assets so they can have a return on their money. If the church is stagnant and will not spend the necessary resources to stay up to date, the church will eventually die. Operations cannot be the same as they were 20, 10, or even 5 years ago. The dynamics of how churches operate are important pieces to maintaining or increasing the financial resources. If the organization does not put forth efforts and no changes are made and the resources are not assessed, there will be no need for growth because there will be no members to attend the organization (Rieke, 2002).

### **Best Practices**

Church growth continues to rapidly decline; therefore, it has become even more critical to implement better growth practices. For churches to sustain, it is essential to implement some best practices for church growth. The first aspect that requires attention is overall church management. Various perspectives are uncovered when looking at church management and its overall effectiveness, or lack thereof. All decisions depend on the choices management makes and how they will be implemented. After the church goes through its annual review, it will be necessary to refine any parts of the plan to improve (Lundholm-Eades, 2005). Appropriate leadership is critical for decision-making and accessing the outcomes on what is to be implemented in the organization (Lundholm-Eades, 2005).

Utilizing resources properly is another practice that is highly favorable for increasing revenue and growing a congregation. Churches should invest in areas of

commitment. The youth department should be one program where funds are placed to reach the children. If the youth program is weak, this impacts the entire congregation. People want their children to be happy and enjoy attending church. The more funding that goes into youth and young adult ministries, the more these young adults will increase their giving. The more members who come to Sunday school and worship services, the more committed they become, and the more they will give (Chan et al., 2015). Churches are losing the millennial generation, and it is vital to get this group involved to build a future congregation (Chan et al., 2015).

A final best practice is the ability to be susceptible to change. The church is one of the slowest organizations to make a change. Data are outdated simply because the way churches perform tasks is outdated or the churches do not participate in surveys to update the data (Chan et al., 2015). Religious organizations must be willing to provide programs, stay current with programs, and continue to implement programs that support the community (Lundholm-Eades, 2005). Churches cannot keep those old traditions and continue to respond in the same manner as they have previously. One example of change is to improve or implement online giving within the organization. Today's younger generation hardly ever has cash in their pocket. The average person has a credit or debit card; therefore, if churches are not making the adjustments, they are also losing money. Another example of being susceptible to change is how churches have had to utilize social media outlets to stream services for their members. The pandemic made an impact on worship services and forced the use of live streaming services (Kgatle, 2020). Change has become mandatory to remain competitive with today's churches.

## **Summary**

In conclusion, church health is one of the first steps when the church wants to implement change. Assessing the finances and how to use them properly and resourcefully will be crucial to growth. Last, utilizing best practices to increase growth and revenue within the congregation will prevent churches from closing. Churches will become more sustainable if they adhere to the practices referenced in these articles. Current research recommends how to improve finances and how to attract people consistently into the organization. If the church leadership team can get the people present, committed, and invested, eventually the people will become consistent givers. Implementing programs to bring churches up to date will allow for the best use of church resources. For churches to sustain during the 21<sup>st</sup> century, allocation of resources and increasing attendance regularly are going to be key indicators in the church moving forward.

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