



BEGINNING A CHILD CARE MINISTRY

A Guide for Rural Churches

J. B. Duke

THE DUKE ENDOWMENT

SPiRiT of GENIUS. LEGACY of HOPE.

GETTING STARTED

Starting a child care program in a church is both an exciting and challenging endeavor, requiring careful and thoughtful planning. Success will depend on three important commitments:

- to **children** and families, to create a safe and quality program
- to the **congregation**, to keep the name of the church in good standing
- to **God**, to uphold the ministry of caring for children.

Additional considerations are important as well. Community need, financial feasibility, licensing requirements, facility standards and program quality must be addressed. A church should not enter into this decision without carefully weighing all the implications and understanding the realities of operating a successful program.

We hope this packet will serve as a guide for churches working to discern whether to begin a child care program. In it you will find information on the decisions you will need to make, the committees that will need to be formed, the planning that will need to take place and the building and program standards that must be achieved and maintained.

Additionally, it includes information on The Duke Endowment, a private foundation in Charlotte, North Carolina working to strengthen rural United Methodist churches across the state. The Endowment understands that assisting with a church child care program is one way to strengthen a local church. Grant and contact information can be found at the back of the booklet.

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TYPES OF CHILD CARE PROGRAMS

An understanding of different child care models can help churches determine which program best suits both congregation and community.

North Carolina defines a child care program as:

- Serving three or more unrelated children under the age of 13
- Providing care to children as an adult of no relation
- Operating on a regular basis, or at least once a week
- Operating for more than four, but less than 24, hours per day

When child care programs are owned and operated by a church, eligible participants may be limited to church members or open to the community. Programs that include preschool-aged children should devote time and focus to preparing children and their families for school.

There are two primary models of regular child care programs:

Full-day child care programs serve infants, toddlers and preschoolers throughout the course of the day and provide them with a safe and secure location. They also integrate developmentally appropriate learning and activities.

Before- and after-school care programs serve children before the school day begins or after school ends. Typically serving children in elementary and middle school, they cover children's out-of-school time and include recreational activities, snack time and often tutoring or homework help.

There are also a variety of programs providing day care during school holidays:

Summer day camp programs serve school-aged children who need full-time day care during the summer when schools are not in session.

Vacation Bible School (VBS) programs provide day care and religious education for school-aged children during summer vacation, usually for a limited time (one or two weeks). If a church does not have a full summer program for preschool and elementary children, VBS programs are a good place to start. For churches with few children, collaborations with nearby churches is a good way to provide VBS programming for the children of several churches.

In some communities, first efforts to create a one-week program have grown into a rotating VBS program in several churches. A planning team from all participating churches coordinates the schedule and helps to avoid duplication of themes and activities.

Other weekday programs for children might include:

Mothers' Morning Out programs provide occasional care for infants and toddlers and can be tailored to the needs of the participating families. These programs give mothers time to themselves and give the church a chance to try a child care program on a smaller and more contained basis.

Preschool or playschool programs serve 2- to 4-year-olds. They usually provide care for three to four hours on a designated number of days each week. These programs often pursue a developmental approach to school-readiness over several years. For example, 2-year-olds might attend two mornings per week; 3-year-olds could attend three mornings; and 4-year-olds may attend three or more mornings each week.

REQUIREMENTS

Many elements contribute to a successful church-based child care program. The following are important factors for establishing and sustaining an effective ministry:

- A vision of ministry that includes service to children
- Congregational support
- An identified need
- An approved mission statement consistent with the church's understanding of ministry and philosophy of Christian education
- Sufficient indoor and outdoor space
- People who are willing to make the needed adjustments to share space with a weekday program
- Adequate start-up funds and a good business plan
- Ability to meet the licensing requirements of the Division of Child Development; the building standards of the county building inspector, fire inspector, and the environmental health inspector
- A safe learning environment that helps children grow socially, emotionally, cognitively, physically and spiritually
- Trained and committed staff to make the vision a reality
- Connection with other child and family ministries

This guide builds on the expertise of the many organizations that have implemented successful day care programs in churches. It outlines the phases involved in launching a high-quality, sustainable program:

- Determine need
- Assess feasibility
- Establish a planning committee
- Create a mission statement
- Contact a child care consultant
- Meet quality and safety standards

DETERMINE NEED

While child care programs may have evangelical or economic values for churches, they also are particularly beneficial to a community. Studies indicate that adults who participated in a high-quality child care program as children were more likely to complete high school, more likely to get married and more likely to earn higher salaries.

With a clear understanding of potential benefits, it is still important to assess the need for such a program in your community.

If other community organizations are already delivering quality child care to most of the families, it may not be necessary to start another program. If, however, high-quality care is lacking, this may be an appropriate place for your church to step in and contribute.

In order to determine the need for such a program in your community, it would be advisable to survey your congregation for needs within the church, and also to survey families within a convenient distance from the church. Samples of *Needs Assessments* are included in the Planning Toolkit at the end of this guide. The school system is a good source of information regarding population data and ages of children in the community. Sometimes, school personnel will permit the circulation of a Needs Assessment to the families in their school community. While looking for child care needs, you may discover that there is a much greater need for after-school care, or for occasional infant care that can be supplied by a Mother's Morning Out. Tailor your Needs Assessment to ask the right questions for you to find out where the greatest need is and whether it is possible for you to respond to it.

ASSESS FEASIBILITY

In addition to identifying the need for a child care ministry, it is important to determine the feasibility of establishing and operating such a program. Because many tasks must be accomplished in order to prepare the congregation and the building for a successful program, churches are advised to establish a committee to conduct the feasibility study. Include persons with the following skills or experience:

- Knowledge of developmentally appropriate practice for early childhood programs and school-age programs
- Financial principles (including fundraising and budgeting)
- Building design and maintenance
- Coordination skills for managing a well-balanced and happy array of children's programs

Complete a feasibility study based upon:

- A needs assessment in the congregation and in the community to determine the type of program and the ages to be served
- The resources needed to create the program (including facilities, funding and personnel) and their availability

CHILD CARE LICENSING REGULATIONS

A new child care program will need to comply with state and local regulations to become a licensed day care provider. Representatives from the feasibility committee can attend workshops given by the North Carolina Division of Child Development (DCD) to learn about licensing requirements and child care laws and regulations. A list of meetings scheduled throughout the year is available on the DCD Web site (<http://ncchildcare.dhhs.state.nc.us>) in the "Providers" section under "Child Care Center Application Process."

Churches can also contact the DCD licensing consultant assigned to their regions for guidance on the regulations that must be met before a program can be licensed. Several model programs have outreach arms to help other churches start child care programs. Contact information for DCD consultants and model programs is included in the Planning Toolkit at the end of this guide.

HEALTH AND SAFETY REGULATIONS

The facility where the child care is housed must comply with applicable health and safety laws. Plan meetings with the local building inspector, fire inspector and environmental health inspector before developing a budget.

FUNDING AND FINANCIAL OPERATIONS

The planning committee must assess the feasibility of funding start-up costs and annual operating costs for the program. Develop a start-up budget and an annual budget plan. Identify sources of needed funds (grants, fundraisers, in-kind gifts, etc.) to determine if funding the program is a realistic possibility. A financial planning worksheet is included in the Planning Toolkit.

SUPPORT FROM CHURCH ADMINISTRATION

Support from church administration is also important to the success of a child care program. Present a thoughtful proposal for administrative approval and be prepared with answers for any questions that church administrators might ask.

SURVEY THE CONGREGATION FOR SUPPORT

It is important to poll the congregation to determine how much and what kinds of support and interest there is for a child care program. Some sample questions are:

- What hours should a child care program offer to best suit your schedule?
- Would your child need transportation to and from church?
- Do you currently have child care arrangements?

In addition, it is important to include as large a population as possible within the church in your survey. Part of your feasibility study may be to take this same survey to members of the community who live around the church and who could potentially access the program. Comparing church results and community results may help in the discernment process.

See the Planning Toolkit for a copy of a sample survey.

ESTABLISH A PLANNING COMMITTEE

Once the decision has been made to provide a child care ministry, a planning committee should be appointed. Often the people responsible for assessing need and feasibility will agree to continue as the planning committee. This provides continuity and shortens the amount of time it will take to begin operating the program. It is not uncommon for smaller congregations to combine these two committees (feasibility and planning) into one.

Our planning committee *Dream Team* includes representatives from the congregation with experience in these areas:

- Child development, education
- Law, either as an attorney or judge
- Architecture, real estate and/or construction
- Banking, accounting and/or child care administration
- Child care, health care, nutrition, education, Sunday school teachers or a social work professional, parents, grandparents

Tasks for the planning committee:

- Develop a timeline and determine a date when the program begins receiving children (allowing plenty of time for unexpected delays)
- Develop a budget and accounting system
- Recruit and hire the director
- Work with the director to determine additional staff needs and plan for hiring as needed; establish qualifications and job descriptions for all staff
- Develop a recruitment plan for staff and children
- Prepare the facilities to meet licensing requirements
- Serve as liaison and public relations representative to church and community
- Organize fundraising events, volunteers, and other support services as needed
- Provide and maintain adequate, safe and clean indoor and outdoor space
- Work with church administration and program staff to develop a plan for sharing space and equipment, including an Agreement of Responsibility for maintenance, repair and replacement of furnishings and equipment

CREATE A MISSION STATEMENT

Creating a mission statement for your child care program is a very important step. Your mission statement or program description is a clear articulation of the program's *purpose*. A summary of what you want your center to offer to the community, it should be a succinct guide for your committees, staff and parents of the enrolled children. Below is an example of what a mission statement for a church-based child care program should look like.

Example mission statement:

We believe that each child is a child of God and should have every opportunity to develop physically, intellectually, emotionally, socially and spiritually to his/her fullest potential.

We believe that our church is called to the ministry of caring for children, showing concern for families, and providing support and nurture for our own congregation and for the surrounding community.

Members of our congregation see this child care ministry as a way to live out the gospel of God's love as expressed through Jesus Christ to the families of our community.

CONTACT A CHILD CARE PROGRAM CONSULTANT

Several consultants in North Carolina have expertise in advising church-based child care programs. These professionals are able to give churches suggestions and critiques as they are developing child care ministries. They also understand state and federal law well enough to help churches move along in the accreditation process. A partial list is below.

Margaret Anne Biddle is a child care professional with background as a Diaconal Minister in The United Methodist Church and as a child care Consultant through the Jordan Center of the Methodist Home for Children, in Raleigh, N.C.

Cell: (919) 971-1034/Home: (919) 878-5428
mbiddle@mhfc.com

Janet Hitch is on the Western North Carolina Conference staff and provides assistance to local churches in the area of child care ministries.

(800) 562-7929 or (704) 535-2260
jhitch@wnccumc.org

Sue Ellen Nicholson is on the North Carolina Conference staff and also provides assistance to local churches in the area of child care ministries.

(919) 832-4721 x 253
senicholson@nccumc.org

The North Carolina Division of Child Development provides start-up assistance through their regional licensing consultants.

www.ncchildcare.net

MODEL CHILD CARE PROGRAMS

Programs with outreach components designed to assist other programs with start-up and quality improvement:

Barium Springs Home for Children

Originally begun as an orphanage, this program has expanded to include a child care center that welcomes all children, but gives priority to families who are economically challenged. It is located in Iredell County just five miles below Statesville, N.C. where highways 40 and 77 intersect.

Sharon Bell

(800) 320-4157
sbell@bariumsprings.org

Jordan Child and Family Enrichment Center

This program is the early childhood component of the Methodist Home For Children and its mission is to improve the quality of child care in North Carolina through its outreach and training programs. It is located in Raleigh, N.C.

Katherine Hutchins

(919) 833-5428

The Thompson Center

The impact of being able to partner with other centers and child care professionals to improve quality blesses everyone concerned: children, parents, staff and community.

This is the mission of the Thompson Center in Charlotte, N.C.

Niki Goodale

(704) 644-4352
ngoodale@thompsoncff.org

MEET QUALITY AND SAFETY STANDARDS

In order to achieve a quality program, standards for both facility and program operations must be established and maintained.

BUILDING

If your church can answer ‘yes’ to most of the items on the checklist below, then your church’s building is not only prepared for a child care program, but also ready to handle a high quality one.

- Does the space provide ample room for both children and adults to move around easily?
- Are the floors, wall and other surfaces easy to clean?
- Is the furniture child-sized, sturdy and child-friendly?
- Does a “cozy” area with soft furnishings offer suitable space for quiet time?
- Does an organized system provide for storage and disposal of trash?
- Can rooms be divided into separate play spaces or “centers” that will afford children all kinds of experiences?
- Is private space available?
- Are age-appropriate displays hung at children’s eye level?
- Is children’s work displayed in and around the classrooms?
- Is outdoor space sufficient for active and safe play? For example, does the facility offer blacktop, grass, woodchips and a playground area?
- Does the outdoor space provide protection from the elements (for example, sufficient shade and good drainage)? Does it have convenient features, such as water fountains and storage for outdoor equipment?
- Does play equipment stimulate development of gross motor skills on different levels (for example, different size balls, ladders, tricycles)?
- Are the restrooms child accessible?
- Is the building accessible to people with disabilities?

PROGRAM

If your church can answer ‘yes’ to most of the items on the checklist below, your church’s child care program is of high quality.

- Are child-to-teacher ratios low so that children receive individual attention all day?
- Are staff members who do not have credentials or degrees taking college courses to earn them?
- Do staff members and child care providers regularly participate in training opportunities?
- Do they view themselves as child care professionals?
- Are the teachers and providers sensitive and responsive to the needs of each child in their care?
- Are activities planned for the children?
- Is a wide range of materials and activities, such as books, blocks, puzzles and art supplies, available for the children to explore throughout the day?
- Do the teachers and providers wash their hands often? Do they help the children wash their hands?
- Are policies and procedures documented and shared with parents?
- Are parents always welcome in the child care center?
- Does the program have references from families who have used its services?
- Do the director or child care providers participate in professional associations?
- Is the director an experienced child care administrator with formal education in early childhood education and child care administration?
- Does the program have low turnover of teachers (less than 20 percent each year)?
- Are teacher salaries competitive, and do they receive benefits?
- Do parents have an opportunity to be involved as volunteers in the classroom or as members of an advisory committee or board?

THE DUKE ENDOWMENT

The Duke Endowment, located in Charlotte, N.C., seeks to fulfill the legacy of James B. Duke by enriching lives and communities in the Carolinas through higher education, health care, rural churches and children's services.

The Duke Endowment works in collaboration with the North Carolina and Western North Carolina conferences of the United Methodist Church and Duke Divinity School to help rural churches serve their communities. By supporting rural churches and their leaders, we aim to expand church outreach in communities throughout the region.

In the Indenture of Trust, Mr. Duke defined "rural" as towns of 1,500 people or less, and advised that the Endowment update its list of eligible churches from census to census. Currently, approximately 1,300 United Methodist Churches in North Carolina qualify by Mr. Duke's definition. That list of churches is available at www.dukeendowment.org. Additionally, it is important to note that while the Endowment works in both North Carolina and South Carolina, rural church work is limited to North Carolina.

In its support of rural United Methodist churches and the communities they serve in North Carolina, the Endowment has funded the construction of hundreds of sanctuaries and fellowship halls. Endowment support also has helped rural churches serve thousands of people through meaningful outreach programs. Today, we invest in rural church facilities through sustainable design and quality construction. In addition to providing funding for child care programs, we also support affordable housing, community services, elder care, ministries for ethnic minorities, food pantries, leadership development, clergy support and spirituality and health programs.

APPLYING FOR FUNDING

To be considered for a grant for a child care program, please complete the Strengthening Organizations application in the Rural Church section of www.dukeendowment.org. Completed applications should be sent to:

Rural Church
The Duke Endowment
100 N. Tryon Street, Suite 3500
Charlotte, N.C. 28202

The Trustees of the Duke Endowment meet to review Rural Care grant applications two times per year – in June and November. Applications must be received on or before the following dates:

- **January 31** for consideration at the **June** meeting
- **July 1** for consideration at the **November** meeting

APPENDIX A: PLANNING TOOLKIT

NEEDS ASSESSMENT AND FEASIBILITY STUDY QUESTIONS

Early questions to consider as your church weighs the possibility of beginning a child care ministry

- Is there a local need for a weekday program?
- How should this be determined?
- Why does the church want to do this?
- How would a weekday program relate to the church?
- What kind of program is proposed?
- What will be the program's statement of purpose?
- Who would oversee the operation of the program?
- Would a separate board of directors make the policies for the program?
- How would this be organized?
- What are the requirements for the program to be state licensed?
- What are the specific space requirements?
- What is the child/staff ratio?
- What local building codes would apply?
- Can the program be located anywhere in the church building?
- Will building renovations be needed?

Facilities

- How many rooms are available for the program to use?
- Is there adequate heating, cooling, ventilation and lighting?
- Are heating pipes covered?
- Are heater units child-safe?
- Are all rooms safe and clean?
- Is the facility free of asbestos?
- Has nontoxic paint been used?
- Has the water been tested for lead content?
- Is the water heater set at a temperature that ensures that young children cannot be burned?
- Are smoke detectors tested regularly?
- What pest control system is safe for use around young children?
- Is there a convenient sink for hand washing?
- Is there a refrigerator located conveniently to the room?
- Is there a way for food and formula to be heated?
- Is there an outside exit from any room to be used by 2-year-olds and younger?
- Is there a convenient bathroom? Does its use create supervision problems?
- What will be the program's philosophy about toilet training, and how will that affect the facilities?
- Are there proper disposal areas for diapers and garbage?
- Is there space for each child to have a cubby labeled with his/her name for storing diapers, wipes and a change of clothes? Is there space elsewhere to store each child's diaper bag, coat, hat, mittens, boots and papers to go home?
- Is there a place for isolating children who become ill until their parents can pick them up?
- How will communication be handled? Will there be a parent bulletin board? A message center for staff? A bulletin board for information for the congregation? Is equipment available for these communication methods?
- Is there a telephone easily available to the program for emergencies and reaching parents?
- Is there an easily accessible and safe outdoor play space?
- Is there an office area for keeping records and files?
- What will be the plan for arrival and departure?
- How will this affect regular weekday church activities?

Funding and Financial Operations

- Will the program be self-sufficient, wholly church funded, or a combination?
- Will the church provide rent-free space and utilities? Will the program provide partial support for utilities and room usage?
- Will the program use the church's tax identification number?
- How could a scholarship fund be established? For what will it be used?
- How will grants be discovered and written?
- What kinds of fundraising will be done?
- How will fundraising be coordinated so that it is not in conflict with a similar church activity?
- How will the start-up funding be provided?
- Will the church or the program manage the finances and bookkeeping?
- Who will handle the payroll and pay the bills?
- How will FICA and Worker's Compensation be handled?
- Who will control the money?
- Will an audit be required? If so, by whom and how often?
- What are the insurance and liability needs?
- Is the program covered on the church policy?
- Does the policy have a sexual misconduct rider?
- What recommendations does your insurance company make for risk management?
- To whom is the program accountable? What is the procedure for reporting?
- Who will determine the budget?
- Will there be a registration fee? Is it refundable if the child does not attend?
- Will there be other fees?
- How frequently will parents pay the fees?
- Will there be a sibling discount?
- How will parents be reminded that the next payment is due?
- Who will contact parents who do not pay on time?

Program

- When will the program operate? Hours?
- Will children be able to attend both full-time and part-time?
- How will children be registered to attend?
- Will the program be open to children in the community or only to those associated with the church?
- How will the program be advertised?
- Who will handle public relations?
- Will an open house be planned?
- Will there be a parent orientation at the beginning of the year?
- What curriculum will be used?
- How does it differ from that used in Sunday school?
- Are religious teachings consistent with the church's theological position?
- Is the curriculum developmentally appropriate for the children?
- Who will guide curriculum development?
- How will the program's calendar be coordinated with the church calendar?

Staff

- Who will be responsible for the day-to-day operation of the program?
- Who will prepare an employee policies handbook?
- Who will write job descriptions for the various positions?
- How many staff will be needed?
- Who will interview and hire staff? What will their qualifications need to be?
- What criteria/requirements need to be considered: College degree? High school diploma? Child development classes? College enrollment? Personal experience? Other?

- What paperwork will staff be required to complete for employment?
- Will this include a statement of health, written letters of reference, authorization for release of information from police files and a Tuberculosis test?
- Will there be a probationary period of employment?
- What method of staff evaluation will be used? How often will this be done?
- What will the termination policy be?
- How much will staff get paid, and what benefits will be provided?
- Who will substitute for sick staff?
- How will the staff be trained?
- Will the program pay for the staff to attend workshops that provide additional training?
- Will CPR and first-aid training be required?
- What is the dress code?

Policies

- What will be included in the parent handbook?
- How will communication with parents be handled?
- Will participation by parents be encouraged and organized?
- What methods of behavior guidance and discipline will be used?
- What emergency numbers will be posted by the phone?
- What emergency procedures will be needed?
- What will the plans be in case of fire, tornado, hurricane or major snow or ice storm?
- What will be done about any intruders?
- How will the security needs of the staff, children and building be met?
- What is the policy that determines if a child is too ill to attend?
- What is the health policy?
- What immunizations do children need? How will these be recorded?
- What is the policy for accepting, storing and administering over-the-counter and prescription medicines?
- Are written accident reports necessary?
- What will be the policies for dropping off and picking up children?
- Will parents sign their children in and out, or will staff mark attendance?
- Will children's records clearly indicate who is allowed to pick the children up?
- Will records clearly state custody arrangement with parents in situations of divorce or separation?

Equipment and Supplies

- Will the church provide basic furniture and equipment for outfitting rooms?
- Will equipment and consumable supplies be shared by Sunday and weekday staff?
- How will use of space by two groups be coordinated?
- Who will pay for what?
- Who will be responsible for repairs and replacements?
- What supplies will the program provide?
- Will parents provide any supplies?

Maintenance

- Who will be responsible for maintenance and cleaning? Who will pay for and supervise this?
- Where will cleaning supplies be kept?
- Is the floor carpeted? Can it be vacuumed daily and cleaned on a regular basis?
- Will furniture need to be moved within the room to satisfy either the Sunday or weekday program? Who will do this?
- What provisions will be made for cleaning toys and equipment?
- Will all toys (including stuffed animals) be completely washable?
- Will rest mats have removable, washable covers?
- Will mats be made of materials that can be disinfected?

APPENDIX B: SAMPLE NEEDS ASSESSMENT SURVEY

The _____ Committee is considering opening a child care center in our church. As we explore this possibility, we would like to determine the need for and interest in child care within our congregation. We would hope to make care available for a weekly fee of \$_____ for children under the age of 2; \$_____ for children 24-36 months old; and \$_____ for 3-, 4- and 5-year-old children. Please complete this form by _____, and drop it in the _____ Committee mailbox in the church office. Thank you.

1. Do you think a child care program is a good idea for _____ church?
 Yes No

2. Do you feel that there is a role for _____ church to play in the child care field?
 Yes No

3. Would you be interested in serving on the planning committee or being a part of the planning process in some way?
 Yes No

4. If you have children under the age of 5 in your household that need child care, please list their ages: _____

5. Do you anticipate having any children in the next three years?
 Yes No

6. Do you currently have child care arrangements?
 Yes No

 If yes, what type of child care are you using?
 Grandparent Other relative Neighbor
 Family day care provider Licensed child care center

7. What hours should a child care program offer to best suit your work schedule?
 From _____ to _____

8. Would you consider a licensed child care center, offering a developmental program and located in a church, as your regular sources of care?
 Yes, I would prefer it I would consider it I am not interested

9. If a developmental, quality program were offered at the church, would you be able to pay the fees outlined above?
 Yes No, I would need scholarship assistance

10. When choosing child care, what is important to you? Circle all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Convenient to home | <input type="checkbox"/> Convenient to child's school |
| <input type="checkbox"/> Hours care facility is open | <input type="checkbox"/> Convenient to work |
| <input type="checkbox"/> Cost affordability of care | <input type="checkbox"/> Quantity/quality of food provided |
| <input type="checkbox"/> Consistency of teachers | <input type="checkbox"/> Variety of learning experiences |
| <input type="checkbox"/> Education/training of teachers | |

11. Would you be interested in evening care?

- Yes No

If yes, what hours? From _____ to _____

12. Do you have any special child care needs? (Example: a child with a disability)

If so, please describe:

13. Do you need infant care?

- Yes No

If yes, age of infant _____

14. Do you need before- and after-school care?

- Yes No

If yes, what hours? Morning: From _____ to _____

Afternoon: From _____ to _____

15. Is your child in need of transportation to and from school?

- Yes No

If yes, would you be willing to pay an extra fee of \$ _____ per week if transportation is provided?

- Yes No

16. Are you interested in child care for days when your child is sick?

- Yes No

If yes, would you be willing to pay a fee of \$ _____ per day?

If you would like to be contacted when more information is available, please fill in your name and telephone number:

Name: _____

Telephone: _____

Church: _____

**APPENDIX C: FEASIBILITY STUDY—
FINANCIAL PLANNING WORKSHEET**

	Year One Budget	Year Two Budget	Year Three Budget
SOURCES OF REVENUE			
Tuition			
Fees			
Total Revenue	\$	\$	\$
PROGRAM EXPENSES			
Salaries			
Materials			
Curriculum			
TOTAL OPERATING EXPENSES	\$	\$	\$
BUILDING EXPENSES	<i>(if applicable)</i>		
TOTAL BUILDING EXPENSES	\$	\$	\$
TOTAL EXPENSES	\$	\$	\$
Net Excess/(deficit)	\$	\$	\$

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JR Duke

THE DUKE ENDOWMENT

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