

Final Report
of the
Long-Range Planning Group
to the
Trinity Lutheran Church Council
April 30, 2001

This report includes:

Summary
Introduction
The Long-Range Planning Group's charge
Process
Conclusions
Recommendations
Resources
Appendix

Summary

Missions

Conclusion

1. Trinity has begun traveling a path that could transform it from a membership-based congregation to a discipleship-based congregation.

Recommendations

1. Trinity be intentional and deliberate about continuing to move from a membership-based congregation to a discipleship-based congregation.

2. Trinity continue to be faithful in its teaching and preaching of what it really means to be Lutheran Christians.

Staff

Conclusion

1. Trinity is blessed with an extraordinary staff that's deeply committed to ministry. But in order to continue to grow, we must be intentional about developing a staff whose primary function is training the laity to be leaders in ministry. The chaplaincy model of ministry is not well-suited to Trinity's current and future needs. We also must equip our staff with the tools and support they need to do their ministry.

Recommendations

1. That the Personnel Commission and Church Administrator work closely with the Health Cabinet in developing an individual care plan for each staff member that keeps them in balance and productive. This plan should be updated as part of each staff member's annual review or as changes arise.

2. In planning for the future, our budgets must always account for proper staffing needs in keeping with growth.

Fund-raising

Conclusion

1. Trinity's fund-raising capacity appears to be tremendous and large enough to support an ambitious capital campaign.

Recommendation

1. We understand that the council already has appointed a sub-committee to study fund-raising for facilities needs. We applaud that action. In tandem with those efforts, we recommend developing budgets for the new facilities as soon as possible in order to determine the feasibility of the project or the number of phases necessary to complete it.

Facilities

Conclusions

1. Trinity's mission of "growing disciples for Christ" already is being limited by inadequate space.
2. There's no consensus on where new square footage should be built. It's probably no surprise that this is the most emotional and the most complicated issue related to building at Trinity. Detailed study is required regarding location options for new construction.
3. Due to building codes related to parking and other issues, we may not be able to build on the current site. This issue must be studied in detail very early in the facilities expansion process.
4. Trinity needs to increase its Sunday morning worship capacity.
5. In determining Trinity's facilities needs, the process that's used to make the decisions is almost as important as the decisions themselves.

Recommendations

1. That a facilities expansion task force be appointed, with the goal to develop plans to increase the square footage available to support Trinity's mission of "A community growing disciples for Christ."
2. Complete construction on the first phase of the building project within two (2) to three (3) years.
3. Develop a visioning process that includes everyone who has an interest in Trinity's ministry.

Introduction

This is the Final Report of the Long-Range Planning Group, appointed by the Trinity Lutheran Church Council in the year 2000.

We, the members of the Long-Range Planning Group, were honored and humbled to serve the congregation in this capacity for the past nine months.

We believe these are historic times for Trinity, and we pray this report will advance Trinity's mission of growing disciples for Christ.

Charge

The Long-Range Planning Group's charge

Trinity's Church Council decided in the spring of 2000 that a long-range planning group needed to be formed. The council charged the group with keeping the mission statement at the center of its work. The council also asked the group to study the issues of:

- missions,
- staffing,
- fund-raising, and
- facilities,

and to come back to the council with recommendations.

The Long Range Planning group met 16 times in the nine months from August of 2000 through April of 2001 and consisted of: Mike Brooks, Maren DeLaitsch, Louisa Fure, Larry Keltto, John Lestock, Kristen Numedahl, Les Oeltjenbruns, Judy Qualley, Vivian Peterson, Dave Swenson and John Weisenburger.

Process

The Long-Range Planning Group's process

We tried to remain faithful to our charge by focusing on God's will for Trinity. We began by asking the question: "What does it mean to be a congregation based on discipleship?" The group explored that question through studying the book "Power Surge," by Michael Foss.

The group revisited questions raised in Lyle Schaller's 1997 report to Trinity. The group examined what it means to be a Lutheran Christian congregation by studying the "Baptized We Live" materials developed by Daniel Erlander. The group met with consultant Jack Forten of Luther Seminary for his advice on process issues. The group toured facilities at Our Savior's Lutheran and Bethel Baptist in Owatonna.

Finally, the group interviewed all Trinity staff members to hear their visions for Trinity and their opinions on resources needed to achieve those visions in their fields of ministry.

Conclusions

The Long-Range Planning Group's conclusions in the areas of mission, staffing, fund-raising and facilities

Mission

Conclusion: Trinity has begun traveling a path that could transform it from a membership-based congregation to a discipleship-based congregation.

Many people know that Trinity's mission statement is "A community growing disciples for Christ." But we believe the congregation as a whole doesn't know for sure what it means to be a disciple. As a result, we don't know for sure how to grow disciples. In order to get at that question, we studied "Power Surge," a book written by Michael Foss, pastor at Prince of Peace Lutheran Church in Burnsville, Minn. In his book, Foss asserts that discipleship-based congregations are ones that focus on the needs of the community and the world at large. These congregations ask their pastors to equip their members to be disciples and to do the work of the Lord. The members are empowered and great things happen when the ministry is "given away" to members.

We believe moving from a membership mindset to a discipleship mindset is a paradigm shift and a tremendous challenge. But this challenge fits Trinity's mission statement. We believe Trinity is ready for this challenge and that changes already are happening in this direction (the New Disciples classes, for example). Indeed, struggling to become a discipleship-based congregation is the most powerful and dynamic change that could be made at Trinity.

We also believe, however, that Foss's marks of discipleship (daily prayer, weekly worship, Bible reading, service, spiritual befriending and giving) should be modeled for those who attend Trinity and should not be requirements. We believe it's critical for Trinity to remain true to Lutheran theology (see Daniel Erlander's booklet and video "Baptized We Live").

Staff

Conclusion: Trinity is blessed with an extraordinary staff that's deeply committed to ministry. But in order to continue to grow, we must be intentional about developing a staff whose primary function is training the laity to be leaders in ministry. The chaplaincy model of ministry is not well-suited to Trinity's current and future needs. We also must equip our staff with the tools and support they need to do their ministry.

In a discipleship-based congregation, pastors train the laity to carry on ministry. As Michael Foss says in his book, we want our staff to be leaders, people who provide vision, lift up other leaders and create useful change.

But, in order to be good leaders, our staff must be allowed to take care of themselves in a holistic way — physically, emotionally, and spiritually. We cannot expect them to be effective leaders if a healthy balance of these three components is not present in their lives.

In planning for the future, our budgets must always account for proper staffing needs in keeping with growth.

Fund-raising

Conclusion: Trinity's fund-raising capacity appears to be tremendous and large enough to support an ambitious capital campaign.

However, giving levels at Trinity (and in the Lutheran denomination as a whole) are quite low. In addition, Trinity has been debt-free for several years, and Trinity hasn't been challenged in the way that a building campaign would require. We believe, though, that giving is an important element of discipleship, and if progress is made in becoming a discipleship-based congregation, increased giving will result.

Long-Range Planning did not explore fund-raising issues in depth, except to get the opinions of John Petersburg and Dave Swenson regarding Trinity's financial potential, and to study giving within the context of being a discipleship-based congregation. John and Dave's opinions are that Trinity's fund-raising potential is tremendous. They believe Trinity could support an ambitious capital campaign. Some of John Petersburg's views are contained in his report in the Appendix.

The capital campaign, if done properly, inspires a huge leap in the spiritual growth of the congregation as they respond sacrificially. As members stretch in faith and trust God to meet their needs, God honors their commitment with a closer relationship. (See Thomas Greer's "Building On Faith" article in Appendix.)

In keeping with Trinity's mission and current practices, our percentage of benevolence giving must continue to grow, in the midst of a capital campaign.

Facilities

Conclusion: Trinity's mission of "growing disciples for Christ" already is being limited by inadequate space.

Trinity is blessed with a wonderful staff, and each has a strong calling to ministry. However, this staff is severely limited in developing their areas of ministry because of space constraints. In interview after interview with staff, they said their programs cannot grow anymore because of space problems.

One member of Long-Range Planning said Trinity is like a farmer who has the ability, seed and equipment for a 1,000-acre farm but only has 160 acres to work with.

The worship and music coordinator, for example, would like to start a summer music camp at Trinity that culminates in a large-scale musical production. That isn't possible now.

Space constraints also are causing serious problems that threaten existing programs. For example, the Sunday School program currently has space for approximately 400 students during a Sunday education hour. Currently, registration exceeds 900 through ninth grade for the two education hours. If all registered children attended on a given Sunday, there wouldn't be enough space to accommodate them. We count on children not attending! As it is, classes meet in hallways, the pastors' offices, in the kitchen, and in space behind the organ. The classes held behind the organ are interrupted whenever the organ is played. In short, many of the rooms being used for Sunday School are not effective space.

The Trinity Nursery School has profound space needs. The nursery school's space is used on weekends, which means materials and equipment must be relocated week after week. Fire exits for the space now used by the nursery school met code when the building was built, but the fire exits are inadequate now. Finally, there is no room for the nursery school to grow, in numbers of children enrolled.

Another example is in the parish nurse program. The parish nurse does not have a private office, so confidentiality with people who use the services is a problem, and the physical set-up discourages some people from using the nurse's services. Also, her office is difficult to find, and many people who might use her services on Sunday mornings don't know that it exists.

Another space challenge involves the kitchen coordinator, who does not have an office or a phone. The kitchen coordinator currently provides 175 food-service events annually, and as a result she deals with food vendors on a regular and consistent basis. The lack of basic office tools is a major problem. Also, if she had the space for storing food staples, she'd be able to do more buying in bulk and reduce costs.

Here are just a few other examples of programs and ministries that could be done now, if space wasn't an issue:

1. Sunday morning brunch.
2. Multiple adult education times.
3. Maintenance ministry for those interested in building.
4. Large-group, small-group breakout sessions with ninth-graders. Tower currently has capacity for 20-30, but as many as 70-80 attend each week. This limits the types of activities that can be done.
5. Music camp.

6. Musical/dramatic productions.
7. Choirs dedicated to leading worship and singing at a specific service each Sunday.
8. Multi-church youth gatherings of more than 200 participants.
9. Onsite weekend retreats (with shower facilities), such as prayer workshops, Marriage Encounter and Cursillo.
10. Confidential counseling by youth staff and parish nurse.
11. Use of more specialty instruments and percussion in worship.
12. Children being able to stay and participate in worship after they sing.
13. Communion on one level.
14. Free-standing altar.
15. Permanent and visible baptismal font.
16. Recording ministry.
17. Drama ministry.
18. Intergenerational activities.
19. Youth orchestra.
20. Hosting of touring instrumental ensembles from colleges and associations.
21. Teaching orff instruments.
22. Ministry through sports and exercise.
23. Art classes.
24. Catering for outside groups that rent the facility.
25. Nursing assessment available every Sunday.
26. Partnering with community groups to bring conferences, concerts and speakers.
27. Discipleship/mentoring groups.
28. More band practice time and sharing, with permanent set-up.
29. Multi-media presentations.

Conclusion: There's no consensus on where new square footage should be built. It's probably no surprise that this is the most emotional and the most complicated issue related to building at Trinity. Detailed study is required regarding location options for new construction.

In our interviews with staff members, we heard two basic opinions on adding new space.

1. Adding on to the existing structure or building on the location of the house sites east of the current church. This view is based, in part, on a concern that a faction of the church would not support building on a new location, due to emotional attachment to the existing building, particularly the sanctuary. Also, there's the feeling that Trinity's current location (its position in the midst of the community and its proximity to the high school) has a positive impact. Opinions also were voiced that adding on to the existing facility wouldn't be as expensive. Ideas we heard include building a second sanctuary on the house lots east of the church, or adding on to the existing structure.

2. Acquiring a new site. This view is based in part on a belief that Trinity quickly would outgrow any facilities that would be added at the Lincoln Avenue location. Thus, it's believed in the long run, adding on at a new location would be less expensive. However, we didn't talk to anyone who believed that the existing structure should be sold. Some felt the buildings could be used for new and existing Trinity missions, or the space could be leased to nonprofit organizations, or it could be converted for use as a retreat center. Some suggested the sanctuary continue to be used for Sunday worship and weddings. (See Shepherd's Path in the Appendix for one congregation's plan for a new site.)

Conclusion: Due to building codes related to parking and other issues, we may not be able to build on the current site. This issue must be studied in detail very early in the facilities expansion process.

Conclusion: Trinity needs to increase its Sunday morning worship capacity.

Through mid-April of 2001, Trinity's weekly worship attendance has increased nearly 15 percent from 1998 (see the "Trinity Lutheran Church Worship Attendance Comparison" in the Appendix).

In 1998, Trinity had only five (5) Sundays (including the Saturday night service) in which attendance was more than 1,000. In the year 2000, there were 12 Sundays with attendance of more than 1,000. Through mid-April of 2001, Trinity already has had eight (8) Sundays with attendance of more than 1,000.

If this trend continues for the year, Trinity will have more than 1,000 people attending worship on Sundays for 25 percent of the year.

This is wonderful news!

Practically speaking, though, on Sundays when the attendance tops 1,000, it can be difficult to get a seat, and a significant percentage of those attending are a long distance from the front of the church, making it difficult to see the special things that happen, like bell choirs, children's choirs, the children's sermon and dramatic presentations.

Eventually, we believe this overcrowding would lead to frustration on the part of worshipers, making it easier for them to decide not to attend on a given Sunday.

Conclusion: In determining Trinity's facilities needs, the process that's used to make the decisions is almost as important as the decisions themselves.

As Jack Forten of Luther Seminary pointed out to us, throughout history God has spoken through the most unlikely of people; we believe it's important to listen to the unlikely, as well as the likely, in our community. We believe careful planning and a process that includes the visions of everyone with an interest in Trinity's ministry is crucial.

Recommendations

The Long-Range Planning Group's Recommendations

Mission

Recommendation: That Trinity be intentional and deliberate about continuing to move from a membership-based congregation to a discipleship-based congregation.

Recommendation: That Trinity continue to be faithful in its teaching and preaching of what it really means to be Lutheran Christians.

Staff

Recommendation: That the Personnel Commission and Church Administrator work closely with the Health Cabinet in developing an individual care plan for each staff member that keeps them in balance and productive. This plan should be updated as part of each staff member's annual review or as changes arise.

Recommendation: In planning for the future, our budgets must always account for proper staffing needs in keeping with growth.

Fund-raising

Recommendation: We understand that the council already has appointed a sub-committee to study fund-raising for facilities needs. We applaud that action. In tandem with those efforts, we recommend developing budgets for the new facilities as soon as possible in order to determine the feasibility of the project or the number of phases necessary to complete it.

In the beginning, these budgets may involve wild guesses, but at least they provide guidelines and limitations as design starts.

Facilities

Recommendation: That a facilities expansion task force be appointed, with the goal to develop plans to increase the square footage available to support Trinity's mission of "a community growing disciples for Christ."

The decision to build is, for many churches, a knee-jerk reaction to a perceived need for additional space (see Thomas Greer's article "Building On Faith" in the Appendix). In reality, the decision to construct a new space is an opportunity to expand the ministry of the church, to think creatively about our mission here in Owatonna and beyond, be innovative and to grow disciples for Christ.

Recommendation: Complete construction on the first phase of the building project within two (2) to three (3) years.

This is based on the conclusion that almost all areas of mission at Trinity are not capable of growing now, due to space issues.

Recommendation: Keep these questions in mind when considering new facilities (see Thomas Greer article in Appendix):

- Why do we need to build?
- Who are we trying to reach?
- What are the things we want to do that we cannot do with our existing facilities?
- If acquisition of land is involved, is it large enough to accommodate our vision?
- Have we analyzed the proper relationships between building capacity and parking needs?
- Would building codes allow us to build at the present location?
- Have we analyzed our growth to determine the appropriate size for the sanctuary or sanctuaries?
- How many services can we reasonably conduct on a weekend?
- Are education spaces planned in proper relationship to the capacity of the sanctuary?
- In what order should buildings be constructed, and what is the proper relationship of buildings to each other?
- What will the adequate office space and storage space needs be to accommodate the needs of a growing congregation?
- What are the expectations of our church concerning the feel of our buildings and/or campus?

Recommendation: Develop a visioning process that includes everyone who has an interest in Trinity's ministry. That process could include:

- Meeting with past leaders of our congregation.
- Meeting with all current staff, including support staff and tour the facility.
- Eliciting feedback from the entire congregation through letters and/or surveys in order to get input from the "unlikely."
- Meeting with small groups (i.e. womens' retreat group, men's retreat group, altar guilds, etc).
- Meeting one-on-one with individuals (some people might be intimidated by group gatherings).
- Planning a Large Group Visioning Session (facilitated by someone from outside Trinity).
- Enhancing Teaching Opportunities related to the meaning of discipleship.
- Visiting other churches to look at other models and completed projects.
- Inviting our pastors to include the visions and outcomes in their sermons.
- Inviting everyone to pray for the possibilities for — Trinity's disciples and for direction for our future.
- Inviting open feedback from everyone in the style that they are comfortable with.
- Communicating consistently and regularly through: print (i.e. Messenger and bulletin), verbal announcements on Sunday's (temple talks), adult forums, in various groups meeting regularly throughout the church calendar, by phone, through e-mail.

Resources

Resources (available in the Trinity library)

- "Baptized We Live," booklet and videotape, by Daniel Erlander
- "Power Surge," book, by Michael Foss
- "25 Questions," by Lyle Schaller

Appendix

Appendix (included)

- A: "Building On Faith," article, by Thomas Greer
- B: "John Petersburg's Long Range Goals and Plans," handout, by John Petersburg
- C: "Trinity Lutheran Church Worship Comparison," compiled by John Petersburg
- "Shepherd's Path," Dec. 14, 2000, business plan of Shepherd of the Lake Lutheran Church in Prior Lake, Minn.

APPENDIX A:

Building On Faith

By Thomas Greer

The man behind the construction of two of America's most recognized church construction projects talks about the importance of planning, teamwork and taking a uniquely Christian approach to large-scale building.

As the former administrative pastor at both Saddleback Valley Community Church in Lake Forest, Calif. and Prestonwood Baptist Church in Plano, Texas, I served as the owner's representative for both Saddleback and Prestonwood, which each presented unique challenges.



Prestonwood Baptist's 7,000-seat sanctuary and classroom space under construction

At Saddleback, because its new campus was located in an area that included wetlands, endangered and threatened species and related habitat, the significant issues of this project were numerous--land acquisition, entitlement, site development and financing being the most prominent. The church met in a tent and portable units for nearly three years on the new campus until the first building was completed. This was a multipurpose building that could seat more than 3,000 people. The construction of the building was fairly simple and did not present any significant problems. In fact, the American Institute of Architects awarded the project for outstanding achievement in religious design in 1996, drawing attention to its "elegant and simple solution to a complex program."

Prestonwood was a different story, however. Phase 1 included the construction of about 400,000 square feet of space, including a 7,000-seat worship center, offices, adult classrooms and a three-story children's education building on 138 acres. The significant issues of this project revolved around its "fast-track" nature--construction began nearly eight months *before* documents were finalized. This put tremendous pressure on the design team to rush through the preparation of construction documents, and it also pressured the contractors and myself to make quick decisions to keep the project moving. Yet in spite of these problems, the general contractor on this project was awarded the Regional Excellence in Construction Award for Institutional Construction. Given the project's trials, the receipt of this award was really a team victory.

Even though the issues that created complexities in these projects differed, I identified certain universal principles necessary for the success of any large church building project.

Let's talk about planning

Realtors will tell you that the most important consideration in the acquisition of real estate is location, location, location. And master planners will say that the be-all-end-all consideration is parking, parking, parking. But from my perspective, the single most important step is planning, planning and yes, more planning.

The fact is, most churches short-change this process. Simply stated, a project can be broken down into the following phases:

- Strategic Planning

- Financial Planning
- Design
- Construction
- Move-in

Churches like to focus on design and construction and rush through strategic and financial planning. We place emphasis on assigning someone to the project that will oversee the construction, take a hard line with contractors, and eliminate change orders. The fact is, most change orders are the result of insufficient planning, failure to resolve issues during the planning process, and unreasonable expectations. And here we come back to the all-important word: planning. The best time to solve problems, spare headaches and save money is before construction begins.

The decision to build is, for many churches, a knee-jerk reaction to a perceived need for additional space. The result: same buildings as the old ones, just bigger. In reality, the decision to construct a new space is an opportunity to expand the ministry of the church, to think outside of the box and be innovative, to make ministry more relevant. All of this requires strategic planning.

Strategic planning

Saddleback is a shining example of a church that placed proper emphasis on strategic planning. Anyone who has read *Purpose Driven Church* by Dr. Rick Warren knows the importance Saddleback places on identifying those it hopes to reach and what its purposes are as a church. As a result, the design of the campus and buildings focuses on furthering these purposes. Once the difficult entitlement and environmental issues were resolved, the design and construction of the building was simple.

One of the premier firms specializing in the design of sound, video and lighting systems is Acoustic Dimensions in Addison, Texas. As a principal in that firm, Craig Janssen has been involved in hundreds of church construction projects. Janssen's biggest complaint is that churches do not spend enough time developing a strategic plan.

"They waste money on equipment and facilities that really don't help the ministry," he says, "and they cut costs in areas that do."

Some of the questions you need to answer in the strategic planning phase are:

- Why do we need to build?
- Who are we trying to reach?
- What are the things we want to do that we cannot with our existing facilities?
- If acquisition of land is involved, is it large enough to accommodate our vision?
- Have we analyzed the proper relationships between building capacities and parking needs?
- Have we analyzed our growth to determine the appropriate size for the worship center/sanctuary?

- How many services can we reasonably conduct on a weekend?
- Are education spaces planned in proper relationship to the capacity of the worship center?
- In what order should buildings be constructed, and what is the proper relationship of buildings to each other?
- Will we be able to provide adequate office space as our paid and volunteer staff grows to accommodate the needs of our growing congregation?
- What are the expectations of our church concerning the feel of our buildings and campus?

Financial planning

The financial planning phase is a fluid process that involves more than just the cash flow of the project. It also offers an opportunity for stewardship training. In my opinion, the capital campaign is one of the most important events in the history of a church--even more important than the building project itself. A capital campaign, if done properly, inspires a huge leap in the spiritual growth of the congregation as they respond sacrificially. As members stretch in faith and trust God to meet their needs, He honors their commitment with a closer relationship.

While it was exciting to be part of the massive Prestonwood project, it was more exciting to see its spiritual growth. The intensive emphasis on prayer and fasting during the capital campaign resulted in nothing less than a spiritual revival for the church. The members pledged \$36 million, of which \$35 million was actually received.

Begin developing budgets for the project as soon as possible in order to determine the feasibility of the project or the number of phases necessary to complete it. In the beginning, these budgets may involve wild guesses but at least they provide some guidelines and limitations as design commences.

Owner-provided contingencies in the early stages of planning should be in the range of 10 to 20 percent of estimated costs. It is important to review and revise these budgets as design progresses and when it becomes more apparent the amount of funds God is providing, either through the capital campaign or debt financing. By the time construction documents have been completed by the architects and priced by the contractor, you should be able to reduce owner-provided contingencies to about 5 percent.

The design phase

The church and staff begin to take notice when the design phase begins. Architects and other members of the design team begin to generate drawings and people have something to look at for the first time. The design phase commences after strategic planning and can run concurrent with the financial plan that continues to develop as the design is finalized.

During the design phase, you need to balance between staff and volunteer involvement. Staff members should be the driving force, offering direction for the design team. It is important,



The decorative stained glass above Prestonwood's lobby entrance depicts Biblical stories.

however, to provide opportunities for key volunteers for input into the design process. While paid staff members function as the ministry experts, it is the volunteers who will be giving sacrificially so that the vision and mission of the church is obtained. Key leaders should be ready to take ownership of the project.

One necessary step in reducing owner- initiated changes and change orders during construction is to review thoroughly the design with key staff members (especially the senior pastor) at the completion of schematic design and design development. At the end of these reviews, staff members should sign the drawings, indicating that they understand and accept what they are being provided in the facilities. This helps minimize expensive changes after construction begins.

Move-in

Another oft-forgotten area of planning is the actual move-in. It is not uncommon for a church to be just a few days from move-in and realize that their staff is not adequately trained to operate the new building. Sound, technical and mechanical systems may be much more complex than the old facility, and the church could be forced to contract with expensive consultants and engineers to operate them until they can hire qualified staff.

Teamwork

For projects over \$10 million, the first member and captain of the team should be the *owner's representative*. A common mistake churches make is to hire the architect first. When the architect is hired first, you have skipped the strategic and financial planning phases and gone straight to design. Architects are designers. It is not their responsibility to do the strategic plan for the church. A good owner's rep will make sure that proper planning has taken place before any consultants are hired. The earlier the owner's rep is selected, the better. When he or she has "caught the vision" for the project, they can do a better job of keeping everyone focused on the vision and values of the church.

As the project progresses, the owner's rep will be the one point of contact for the church. He will serve as the liaison between the church staff and committees on one side, and the contractors by way of the design team on the other. Any communication from staff (including the senior pastor) or committees to the contractors or design team should go through the owner's rep, and vice versa. Without this control, the design team and contractors is barraged with conflicting instructions, resulting in expensive mistakes.

The owner's rep should manage the process of selecting the architect and other members of the design team as well as the general contractor or construction manager if applicable. During construction, this person represents the interests of the church, and the contractors take their instructions from him. The general contractor for the Prestonwood project noted that the single most important factor in the successful completion of the project was a clearly designated person as the point of contact.



Etched glass on the sanctuary doors at Saddleback literally reflects the spirituality found inside.

Once the design team and contractors have been selected, bring the team together for a partnering session. You may even want to use an independent facilitator to lead it. The team should include a few of the key church committee members. The purpose of the session should be to give everyone a chance to share their expectations on the project and discuss timelines and other important issues. Let the contractors voice their concerns regarding the reasonableness of the project budget and timelines.

Also, this is a great opportunity for the church to establish a spiritual attitude for the project. When we told the contractors for the Prestonwood project that we wanted to develop a strong spiritual presence on the project so that the workers might feel the satisfaction of being involved in a project of great significance, they implemented the following:

- Every worker was required to see the video before he reported to the job site. It was the responsibility of the general contractor to make sure his subcontractors were complying.
- The contractor built and erected a steel cross at the intersection of certain grid lines on the plans. A mark on the side of the cross indicated a certain elevation. This became the "spiritual benchmark" for construction of the building.
- Every Monday morning, the leadership team on the project met at the benchmark cross to pray for the safety of the workers and for the challenges we faced. The workers walked by the cross toward the building knowing that prayers were being offered on their behalf. It was a powerful image.

Problems, especially those that generate change orders, have the potential of tearing apart the unity of the team. How we respond in these situations has a tremendous impact on the contractors as they see the testimony of the church in action. When things appear to be going wrong and tempers heat up, a real opportunity arises for the church to show the same level of grace, compassion and forgiveness that our Lord has shown us. Many times, churches squeeze every penny they can out of a contractor in the name of good stewardship. But stewardship is not about getting the most for the money. Good stewardship is using resources in a way that brings honor and glory to our Lord. Sometimes it may be more honoring to God if we spend a little bit more and a contractor finishes a job feeling he was treated fairly rather than gouged by a penny-pinching church.

Part of being a good team member is showing your appreciation. At Prestonwood, we hosted a Thanksgiving lunch at the job site for the workers. Because many of the workers on the project were Hispanic, we hosted a Good Friday fish fry and worship service in Spanish. At one point on the project, we had experienced nearly three weeks of 100-degree-plus heat. The steel erectors were working 100 feet in the air on beams that registered 140 degrees. One day, I ordered 70 gallons of rootbeer and 35 gallons of ice cream. We shut down the job site at 2 in the afternoon and had rootbeer floats.

Some final tips for a successful project:

- **Set a realistic budget and timeline at the beginning.** A worship center that seats thousands of people will take at least 20 months to construct and cost much more than \$100 per square foot. By being realistic, you save the embarrassment of going back to the congregation at a later date to defend the inflated project cost and delay of completion.

- **Recognize the problems that can occur when you take a fast-track approach.** It increases the likelihood of surprises. The possibility of conflicts in the final drawings is increased since they have been done piecemeal. Maintain an adequate contingency to cover the costs resulting from the surprises.
- **Keep the congregation informed of progress.** Video updates, occasional tours of the site and special events for key leaders are a few ideas. Remember, it's their project too.
- **Select a small committee of respected members to work with the owner's rep to review and approve cost-cutting recommendations and change orders above a certain amount.**
- **Once you are certain the project is the result of a God-given vision for the church, do not turn back.** Circumstances will arise that may challenge your commitment, but keep going. God will provide the resources necessary to complete the process. When the project is managed properly and the congregation takes ownership of it, people witness God work in their lives as His vision unfolds before their eyes.

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Appendix B:

John Petersburg's Long Range Goals and Plans Over the Next 15 years (prepared February 2001)

1st Assumption: We provide the necessary staff and facilities to truly become a "Community Growing Disciples for Christ".

Then: Within 15 years our "membership" will reach 5,500 – 6,000.

2nd Assumption: Within 10 years, the type and style of mass media communication will be quite different, e.g. Church services or sermons may be "televised" over the Internet; less information will be sent via postal service and most will be over the Internet.

Therefore: If we plan for and provide for the "growth" and preparation of our "community" in becoming a people who seriously accepts Jesus' command to become his "disciples" and witness his example to all around us; then I see the following as not only occurring, but essential:

1. Pastoral leadership will grow to a Lead Pastor, 4 Assoc. Pastors, 1 intern pastor and a large number of volunteer lay visitation people.
 - a. The Lead Pastor will help in the Administration, Life & Growth and Goal setting of the Church
 - b. There will be an Assoc. Pastor in charge of the Teen Youth Program.
 - c. There will be an Assoc. Pastor that will specialize in Family, Parenting, and Small Group Ministries.
 - d. As the median age of our members increases, we will need an Assoc. Pastor that specializes in geriatric issues and visitations of the elderly and shut-ins.
 - e. The fourth Assoc. Pastor will specialize in education and bible study. Will be in charge of the Nursery and K-6 grade School.
 - f. Volunteers will make up the majority of staff, providing assistance in: visitations, homebound assistance, teachers aides, property and grounds maintenance, lay support for the clergy and worship services, new member 1st contact and welcoming groups, mass media, video and telecommunications, foodservice, etc.
2. Trinity's sanctuary will be in the round or half-round, minimum seating capacity of 1200, multi-purpose altar area that allows for dramatic productions as well as traditional services.
 - a. Trinity's campus will be situated on a 35-60 acre sight.
 - b. Will be expandable to at least 1600 (2000 preferably) seating capacity.
 - c. Will have a crying room and meditation room within easy access of the sanctuary.
 - d. Video and sound control will be accessible in one strategic area within the sanctuary and will allow for easy, unobtrusive taping of all activities.
 - e. The instrumental and choral area will be near the altar area and accommodate a minimum of 100 people.
 - f. The altar area will be flexible enough to allow transforming it into a large musical or dramatic stage.
 - g. The Sanctuary will be equipped with video and power point projection systems.
 - h. There will be 2 services on Sunday, one on Sat. and possibly one Wed night. Between the 2 Sunday services, there will be a dedicated hour for Adult and Youth education.
3. Trinity's youth program will be second to none.

- a. The youth program will extend beyond the walls of Trinity. As leaders of the community, Trinity's staff will be key in developing and promoting, on an ecumenical level, other programs in other churches.
- b. Trinity's program will always be all-inclusive for all its events and functions. Further we will be available for assistance in helping others develop their own programs.
- c. Trinity will have extensive programs for 'latch-key' kids and for kids at risk. This will include spiritual, athletic and educational support. (i.e. tutors, intra-mural style athletics, and bible studies in contemporary style)
- d. Parenting classes will be ongoing.
4. Trinity's music and drama program will be active and an outreach ministry.
 - a. There will be a minimum of 4 drama or musical productions each year. Including people from outside Trinity.
 - b. There will be both drama and musical groups that will regularly tour other communities and churches, and travel nationally promoting the Gospel through witness, music and drama.
 - c. The all-choir concert will include over 500 voices along with 100 support members.
5. Trinity's senior care program will include assisted living and home assistance.
 - a. There will be an elderly day care program to help those that are homebound and who need activities to keep them healthy.
 - b. Trinity will be able to help support the County Hospice program through volunteers as well as building usage.
 - c. We will provide the support for an assisted living complex, which would include providing financial and medical support for the residents.
6. Trinity will develop a K-6 education program.
 - a. Trinity's nursery program will expand to K-6, with option to expand to K-12.
 - b. Congregational support will allow for tuition to be less than ½ the actual cost.
 - c. An off shoot of the program will be a physical exercise and development program to enhance the mental and spiritual development taking place in the rest of the facility.
7. The sanctuary of the original stone building will still be used.
 - a. The sanctuary will continue to be used for smaller weddings, funerals, special occasions, etc.
 - b. The rest of the facility will be converted to a retreat center.
 - c. The basement and third floor education wing will be converted to dorms, with the kitchen and fellowship hall being the cafeteria and activity room. The AV room will remain, as will the chapel and meeting rooms.
 - d. Costs for maintaining the facility will be offset by the fees for use.
 - e. Eventually the program will stand on its own.
8. As Trinity becomes more inclusive of all people more joint efforts will be realized.
 - a. Cooperation between other Churches will grow.
 - b. Access by Trinity to outside church's activities and events will increase.
 - c. Specialization of the smaller churches will improve community wide programs and a stronger sense of faith at a community level.
 - d. Cooperative purchasing of supplies and services will reduce overhead for community churches.
9. Communications with the masses.
 - a. Services will be televised via the Internet, directly to the TV in the home.
 - b. The bulk of the written communication will be by Internet, not paper.
 - c. Volunteers will be able to help with the communications from home, instead of having to drive to church.

- d. Bible studies will occur through 'Chat rooms' and may include people from around the globe.
 - e. Information will be accessed from around the world and correspondingly support will also come from around the world.
 - f. Pastors will be asked to do a daily sermonette/devotion to be available over the Internet.
10. The annual budget will be approx. \$6 million.
- a. The building maintenance and loan repayment funds will require \$1.5 million.
 - b. The social benevolence fund will be \$1 million.
 - c. The remaining \$3.5 million will be used for personnel, programs and supply costs.

How can we afford this??

- 1. It will take \$15-18 million in facility costs over 15 years.
- 2. The replacement cost of present building is \$8 million.
- 3. Present building was built by a congregation less than ½ our present size.
- 4. If we are twice their size, then we should be able to support a building project double what they could, or \$16 million.

What problems exist?

Financially

- 1. Our congregation has put church financial support on the back burner for a long time.
- 2. It will take a motivational spark to bring forward the idea of responsibility for financing our mission.
- 3. The longer we remain in the complacent comfort of not stretching our comfort zones, the harder it will be to increase our commitment to our church.
- 4. The economy is always in flux, we will need to get in the habit of making God the first priority and not the last.

Mentally

- 1. If we say we can't leave this church, then we have successfully convinced ourselves that God's Church is the building and not his people. (This building is just stone and mortar!)
- 2. Trinity's present building is a beautiful, historical landmark and easily identified by Owatonna residents. But do we as the Congregation of Trinity Lutheran Church want to be identified with the building or our deeds on behalf of Jesus and our Father in Heaven?
- 3. When the present building is no longer helping us to achieve what we believe God wants of us, then we must provide a facility that will.
- 4. We must remember that a church is not just about numbers of people, but about how we help each other. However, if we are serious about living our mission, we will be unable to stop our growth. It is therefore our responsibility to plan for this growth.
- 5. I believe God would rather have a tribute created by our deeds, than have one made of worldly materials that will only impress man.

(Note: If you think you can or you think you can't, you are absolutely right.

Thomas Edison)

Trinity Lutheran Church Worship Attendance Comparison

	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>Average</u>	<u>Over 2000</u>		
							2004 Inc		
January	591	998	1,016	938	886	886	49.92%		
2nd Sunday	739	761	1,096	903	1,002	900	35.59%		Sunday
3rd Sunday	779	977	1,054	962	978	950	25.55%		
4th Sunday	959	1,052	1,021	905	934	974	-2.61%	In 2000	
5th Sunday	958					958		Number of	Attend.
February	971	891	967	971	997	959	2.68%	Sundays	Range
2nd Sunday	857	980	851	874	960	904	12.02%	1	< 500
3rd Sunday	967	824	881	837	861	874	-10.96%	3	500-600
4th Sunday	872	526	888	979	748	803	-14.22%	4	600-700
5th Sunday					968	968		8	700-800
March	873	1,055	938	894	1,112	974	27.38%	11	800-900
2nd Sunday	992	1,088	654	860	1,002	919	1.01%	14	900-1000
3rd Sunday	826	1,117	1,039	929	1,075	997	30.15%	10	1000-1100
4th Sunday	1,079	1,313	1,196	1,085		935	100.00%	1	1100-1200
5th Sunday			1,754	1,084		1,419		0	1200-1300
Lent-Wednesdays	701	853	807	751	860	794	22.68%	1	1300-2000
	430	523	376	445	527	460	22.56%	0	>2000
	356	566	400	568	473	473	32.87%	53	
	429	548	380	474	415	449	-3.26%	note:53	
	391	498	322	404	406	404	3.84%	Sun	
	377	540	319	453		338	100.00%	in 2000	
	437	387	387	508		344	100.00%		
Good Friday	858	942	874	782		691	100.00%		
Vigil	120	122	76	153		94	100.00%		
Emmeaus	70	57	58	83		54	100.00%		Mid-We
April	936	1,042	924	983		777	100.00%		Ash Wed -
2nd Sunday	1,092	1,105	1,135	1,154		897	100.00%	2000	2001
3rd Sunday	1,109	2,001	840	1,801		1,150	100.00%	3,121	3,915
4th Sunday	1,737	962	1,026	984		942	100.00%		25.44
5th Sunday	696	916				458			
May	1,019	1,244	1,205	842		862	100.00%		

November	1,091	1,203	1,183	1,093		914	-	2000	2001
<i>2nd Sunday</i>	1,046	1,247	1,001	1,176		894	100.00%	10,384	11,58
<i>3rd Sunday</i>	957	1,138	1,016	981		818	100.00%		11.54
<i>4th Sunday</i>	822	1,008	1,119	898		769	100.00%		
<i>5th Sunday</i>				948		948			
<i>Thanksgiving</i>	689	758	448	426		464	100.00%		
December	1,090	1,058	930	1,074		830	100.00%		
<i>2nd Sunday</i>	918	1,090	1,000	838		769	100.00%		
<i>3rd Sunday</i>	908	1,174	1,145	1,013		848	100.00%		
<i>4th Sunday</i>	610	807	1,041	723		636	100.00%		
<i>5th Sunday</i>	706	720	668			698			
<i>Family Blessing</i>	959	1,184	1,290	1,162		919	100.00%		
<i>Candle Light</i>	665	744	667	744		564	100.00%		
<i>Christmas</i>	240	239	286	269		207	100.00%		
<i>New Year's Eve</i>	114	90	125	120		84	100.00%		
Total	53,754	59,579	56,823	56,859	14,204	48,244	-73.58%		
Avg. Attend./Service	779	876	836	836	209				
% Incr. Over Prev. Yr.		10.84%	4.63%	0.06%	75.02%				
Sunday only Attend.	46,918	50,522	49,189	48,523	11,523				
Avg. Attend./Sunday	885	972	946	933	222				
% Incr. Over Prev. Yr.		9.75%	2.64%	-1.35%	76.25%				
Sept-May Attendance	37,249	40,463	39,469	37,896	11,523				
Sept-May Average	955	1,038	1,012	972	295				
% Increase		8.63%	2.46%	-3.99%	69.59%				
5 Yr % Incr				#VALUE!	69.06%				

