

This information has been made available for your use by Paul Spite of Maffett-Bouton and Associates, One South Jefferson Ave., Suite One, Cookeville, TN, 38501, (931) 526-7920 or (931) 261-3269. Additional information can be obtained by contacting Mr. Spite at Maffett-Bouton & Associates or by e-mail at paul@maffett-bouton.com or afd1@frontiernet.net

WHERE DO WE GO FROM HERE?

Copyright 2008, Paul Spite

The church has made a decision that in order for ministries to grow, they must have larger facilities. Now what? The following is an overview of some of the steps involved in this process.

1. Regardless of any other decisions which must be made, are there maintenance items which need addressed short term to prevent further costly deterioration of existing assets?
2. Has all possible reallocation or multiple use of space been explored and implemented to increase usability of the existing facility and gain time for planning and building?
3. Have multiple services, multiple education sessions, multiple fellowship functions, etc. been considered, rejected, or implemented as a means of gaining time?
4. Is expansion truly in the best interest of the church?
 - The Will of God
 - ~ The commission - Can we fulfill it more effectively with better tools? It is not God's will that any should perish. Do the really facilities inhibit or impede in any way the effective reaching of souls? Will building help in reaching the lost?
 - ~ We know that God does not dwell in temples made with hands. Solomon's temple was allowed as a form of worship, but not demanded or required.
 - ~ The early church turned the world upside down without the ownership of buildings. Was this God's plan, simply because of persecution, or both?
 - ~ God said He would supply all of our needs according to his riches in glory. Has He blessed the congregation with administrators, fund-raisers, or skilled workers who are willing?
 - The Will of the Pastor (and other leaders involved)
 - ~ Not all pastors survive the process of building.
 - ~ Are leaders ready to have decisions, motivation, stewardship, etc., questioned?
 - ~ Can the leadership communicate and inspire in the congregation, a sacrificial burden for growth and for souls?
 - ~ Are leaders willing to lead by example in the areas of financial sacrifice and the giving of their time?
 - The Will of the People
 - ~ As commanded ministers of the gospel, what do they want to accomplish with their time in the next five to ten years? Will they personally utilize the new facilities for ministry?
 - ~ Are measurable plans for meeting goals of outreach and membership increase in place?
 - ~ Have the leadership and the congregation been surveyed to determine whether their desire for growth exists in terms of donations of time, money, or both? It is hard to lead those who have no interest in following.
5. An assessment of current and future needs should be made to maximize current use and determine potential improvements in the present utilization of facilities.
6. Assess available assets of talents, real property, finances, etc. Don't underestimate the value of a willingness to work on the part of the people. It can still be used as effectively by God, as when Moses needed craftsmen to make tabernacle furnishings. Plan however; on volunteer help as a potential source of fellowship, not as a budget item, lest volunteers become weary in well doing.

- Trust God to meet the needs. If God has not supplied adequate assets, it may be God's idea of what is needed to fulfill his commission does not line up with our concept of what is needed. Perhaps ours are merely wants.
 - Have the concepts of daughter churches or multiple services been discussed as an alternate means to reach more people with the gospel?
7. Seek out information on outstanding facility needs in the community, as well as those which are spiritual or physical in nature. It may be possible to meet some of these needs with only modest design changes, making it possible to use the new facility as a tool for outreach.
 - Does the congregation have an interest in meeting these needs?
 - This may be purely an act of compassion, not function as a source of outreach at all.
 - Meeting community facility needs might allow your building to act as a source of funding after completion.
 8. Establish a building committee at this point if you intend to establish one at all. If possible, have this comprised of the leaders of your ministries in the initial phases of the building design.
 9. Establish a preliminary budget that the church would be willing and able to spend on an initial phase to meet immediate and known upcoming needs. Make sure all costs are considered.
 10. Interview and select an architect after determining how the scope of their services to be provided compares to the requested fee.
 - Make sure the difference between bid sets and permit sets of drawings is clearly understood.
 - The differences between large and small firms are primarily in the level of service given, the amount of overhead compensated for, and the degree of importance sometimes attached to you as a client.
 - Ultimately, you should deal with people with whom you are comfortable. Make sure you meet those who will actually handle your project before entering an agreement.
 - The architect should be willing to attend some services in order to become somewhat familiar with the worship they will be design to accommodate.
 - The point at which the architect becomes involved will make very little difference in the fee requested. Involved early, they can help you assess available options.
 11. Prioritize the needs presented by the congregation and the lay ministry. Do this in the order of importance to be considered in designing and budgeting. The safest and most accurate way of prioritizing needs is by what people are willing to spend time and money on.
 12. The architect should research and bring to the attention of the committee, any ordinances, codes, laws, etc. which affect the project design, as well as procedures involved in complying with them.
 13. The architect and the committee should also consider the options available to meet needs in terms of: renovation, expansion, relocation, and building new. Given the needs and the current facility, the cost of each of these options and their desirability should be weighed against the initial budget. Each option should also be weighed against the future ministries and mission of the church.
 14. Attention should be focused on the best preliminary option or approach among the four.
 15. If a decision is made to relocate to another facility if possible, this would be the time to search for one to meet immediate needs, as well as future needs.
 16. If you intend to build, a master plan for ministries and accompanying facilities for growth should be developed as a guideline against which all future decisions can be measured. Projects for current needs would be Phase One of this master plan. Future phases should be implemented based on congregational growth.
 17. An assessment should be made of all potential sources of funding, especially those intended to be used for the project. A realistic budget based on funding ability versus the estimated cost of the first phase should be set. If a loan is involved, preliminary approval should be sought at this point.

18. With a budget, master plan, and priority list in mind, design requirements can be laid out to reflect the needs of the first phase as reflected in the surveys.
19. Complete the preliminary design based upon committee approval.
20. Present the preliminary design to the congregation for acceptance, input, and commitment of support.
21. Begin any fund raising, marketing of the existing facility, etc. needed to raise needed funds.
22. Locate, assess, decide, and begin the process of buying land if applicable.
23. It would be appropriate to ask builders whom the church would definitely allow to bid on the project, to give input on cost, life expectancy, maintenance costs, and cost saving ideas, based on the preliminary design and the methods and materials under consideration. Some are willing to do this if guaranteed a chance to bid on the completed project.
24. With this input from congregation and builders, begin developing design drawings and implementing committee decisions which this process will require.
25. Finalize design decisions and decide on the construction method to be used. Design build, general contractor, construction manager, or a hybrid approach.
26. While these decisions are being made, if possible, gradually change the makeup of the committee to free up department heads for their respective ministries Turn the execution of the project over to those experienced in business, administration, construction, etc.
27. Finalize the construction / permit / bid documents to reflect all final decisions made.
28. Submit final documents to regulatory agencies for approval.
29. If desired, send out, receive and analyze bid information request forms. Narrow the bidder's list down to the best three or four if using a general contractor. More will discourage qualified bidders.
30. Develop a task list for bidding aspects of the work if using a construction manager. This would involve determining how many and what packages you will want the work broken down into, as well as specific subcontractors you would want contacted.
31. Send out bid request documents.
32. Receive, tabulate bids (after equalizing), and prepare to award contracts. You may want input from the architect on this step.
33. Finalize any financing arrangements needed before beginning.
34. Award contracts.
35. Obtain and evaluate shop drawings for the appropriate parts of the work where additional decisions will have to be made, regarding such choices as configuration, color, texture, etc.. With the help of the architect, communicate decisions or disapprovals swiftly.
36. Arrange a ground breaking ceremony before beginning construction.
37. Monitor construction, along with the architect.
38. Establish exactly who has the authority to change the scope of the work and document this with the contractor(s). Otherwise, requests for changes made by any member to the workers could be legally binding.
39. Document all changes made to the project scope, cost, time, etc... Any time any variation from the contract documents is made, it should be recorded as a change order. Even if no cost is involved.
40. Process pay requests in a timely fashion to prevent ill will and a sudden loss of interest. Have the architect or another professional review billings first for accuracy and fairness.
41. Determine substantial completion, the point at which you can safely occupy all or part of the building. Make a list (punch list) of all of the items which will require correction before you consider the project complete.
42. The facility may be occupied while corrections are being made.
43. Conduct a final inspection with the architect to verify all of the contracted work has been completed.

44. Collect and package for future reference, all warranties, guarantees, shop drawings, maintenance instructions, manuals, cleaning instructions, etc. for items installed as part of the building.
45. Close out contracts with final payments. Collect any outstanding lien waivers if applicable.