



# TRINITY LUTHERAN CHURCH

WELCOME • WORSHIP • GROW • SERVE

*Moorhead, Minnesota*

## **Dream Team Recommendations**

**Presented to Trinity Lutheran Church Council**

**April 18, 2017**

*The Church Council received the following recommendations from our Dream Teams that will serve as a road map for our congregation's immediate future.*

*The Church Council has called a Congregational Meeting on Sunday, May 7, at 6:30 p.m. for the purpose of voting on the Facility Dream Team recommendations on page 15. Please plan to join us for this important meeting in the life of our church.*

**Executive Summary**

Following the approval of four strategic initiatives developed by the 20/20 Vision Team in May 2016:

- 1. Create a culture of authentic hospitality
- 2. Develop a more effective operational structure
- 3. Improve and enhance uses of technology
- 4. Improve and enhance our facility

the Church Council established four Dream Teams, Hospitality, Operations, Technology and Facility, to examine each initiative and make recommendations to help us achieve our six priorities (as established by respondents of the CAT Scan):

- 1. Reach and incorporate **new people** into the life of the church
- 2. Develop spiritual **generosity to financially support** the mission
- 3. Develop members **equipped for ministry** and leadership
- 4. **Attract families** with children and youth to our church
- 5. Develop ministries that work toward **healing those broken** by life circumstances
- 6. Create more opportunities for people to form **meaningful relationships**

What follows is a summary statement from each Dream Team who have been meeting monthly and/or bi-monthly for the past eleven months, and their recommendations for moving forward. Recommendations are listed as Underway (already implemented or being implemented) or Proposed (to be implemented as soon as possible or in conjunction with a facility remodeling project). These recommendations will serve as a roadmap for our congregation’s immediate future.

In addition to the guiding principles listed below, the original goal of the 20/20 Vision Team continues to guide our work: *To ensure that Trinity Lutheran Church remains a viable and vibrant congregation through 2020 and beyond.*

**Guiding Principles**

Trinity’s Vision Statement     *Confident in God’s grace, Trinity Lutheran will continue to grow as a community of connected believers, equipped and encouraged to live out our Christian faith in daily life in the Red River Valley and beyond.*

Trinity’s Mission Statement     *Welcoming the community to worship and grow in serving God.*

Trinity’s Core Values             *Grounded in the grace of God, Trinity Lutheran values authenticity in:  
Intentional Hospitality (to **Welcome** the community)  
Inspiring Worship (to **Worship**)  
Innovative education (to **Grow**)  
Indubitable (unquestioned) service (to **Serve God**)*

# **Recommendations of the Hospitality Dream Team**

## **1. To create a culture of authentic hospitality**

### SUMMARY STATEMENT

Creating a culture of authentic hospitality has been identified as vital in order to help Trinity live out its mission of “Welcoming the community to worship and grow in serving God.”

The Hospitality Dream Team (HDT) was tasked with examining current context and practices, and to propose changes necessary for establishing a culture of authentic hospitality at Trinity. We have interviewed staff members and volunteers, and visited with numerous parishioners while coming up with our recommendations.

During our time together, it has become quite apparent that Trinity is in need of improving our volunteer situation. It’s crucial that all volunteer positions come with a job description and ongoing training. It is also apparent that we need to be more intentional about putting the “right” person in the “right” volunteer position and that each volunteer leader is assigned to a staff member that serves as a contact person. Trinity will reap the benefits from a hospitality standpoint if our volunteers have a clear expectation of their role and of the lines of communication.

The HDT also recommends that there is an intentional effort to communicate changes that take place at Trinity. When we have a clear understanding of why we wish to change something, change is more likely to happen. We need to stir up excitement within our volunteers so they feel ownership in the success of Trinity Lutheran Church.

### OUTCOMES ORIGINALLY ANTICIPATED BY THE 20/20 VISION TEAM

- Trinity will become an invitational and caring community with a warm, inviting environment filled with engaged volunteers and hospitable members.
- Growth in membership- especially families with children and youth.
- A defined gathering area for members and visitors to facilitate/promote the development of meaningful relationships.
- Visitors will be able to easily locate the main entrance to Trinity with visitor parking close to the entrance for easy accessibility.
- Handicapped parking will be expanded and clearly identified close to easily accessible entrances.

## RECOMMENDATIONS UNDERWAY

**Strengthen our CLC Coordinator Ministry.** Our CLC Coordinator Ministry is working well in many ways, but we have made a few recommendations to ensure that confirmation host families are supported and that we make the most of this opportunity to welcome and greet worshippers. Job descriptions have been written and training will be provided. A larger pool of coordinators needs to be engaged.

**Re-tool Congregational Baptismal Sponsor Ministry.** Job descriptions have been written and training will be provided. A large pool of sponsors has to be invited and encouraged to participate.

**Re-tool Congregational New Member Sponsor Ministry.** Job descriptions have been written and training will be provided. A large pool of sponsors needs to be invited and encouraged to participate.

**Re-tool Friendly Visitor Ministry** Job Descriptions have been written and training will be provided. A large pool of sponsors needs to be invited and encouraged to participate.

**Re-tool Small Groups.** Small Groups provide a great opportunity for members to make connections with one another. These opportunities need to be communicated, especially to new members at their orientation. We recommend that both the “Wandering Greeters” and “New Member Sponsors” be informed as to all such opportunities so they can help direct and encourage new members to make connections and establish relationships.

**Employ a Hospitality Coordinator.** Funding is set aside in the current Mission Plan for this part time position. A clear job description is needed.

## RECOMMENDATIONS PROPOSED

**Broaden the Usher Ministry in the Sanctuary to serve as intentional greeters and hosts.** Given the number of entrances to the sanctuary, our ushers often serve as the only opportunity for greeting worshippers. Job descriptions need to be written and training offered to help create the most welcoming environment for worshippers, answer questions, and offer other assistance as needed.

**Implement a “Wandering Greeters” program.** These greeters would serve in addition to ushers/greeters in the sanctuary and the host families in the CLC to help guide worship participants, visitors, baptismal families, etc. Job descriptions have been written and training will be provided.

**Designate a Space for Young Families in the Sanctuary.** In an effort to attract and retain young families in our congregation, we recommend a space within the Sanctuary that is friendly and functional for young families. We recommend use of tables and chairs, colorful carpeting to define the area, and child resources (child-appropriate toys, books, coloring) in the area where the Chapel is now situated.

This location better incorporates younger families into the service by bringing them closer to the front, and the area is close to bathroom facilities.

**Establish a Welcome Area and Desk near the 8<sup>th</sup> Street Entrance to the CLC.** As we have discovered the 8<sup>th</sup> Street entrance to the CLC serves as the main entrance to nearly all visitors to Trinity, we recommend a change to welcome people into the building. We currently have a movable welcome desk that further narrows an already cramped space. We suggest that an information/welcome desk be built into the first or second coat area in the hallway. This would be a temporary measure as an intentional welcome space/area needs to be incorporated by the Facilities Dream Team as they consider remodeling.

**Improve Parking.** Re-paint lines in the east (8<sup>th</sup> Street) parking lot, creating 4-5 clearly marked “Visitor” spaces and 4-5 “Handicap Accessible” spaces near to the entrance. Change 7<sup>th</sup> Street parking adjacent to the church to clearly marked angle parking. Provide signage to clearly indicate overflow parking at the entrance to the east parking lot and at the overflow lots, directing members to use overflow lots on worship days and inviting visitors and those with physical challenges to park in the east parking lot.

**Improve Signage/Directions Inside the Church.** Provide signage at entrances and throughout the building that is welcoming and informative, designating the main entrance, a map and directory (church office, sanctuary, CLC, staff offices, preschool, Sunday School, rehearsals, etc.), and a schedule of regular events. Also, provide movable free-standing signs to be put in place on particular days and for particular events (special services, holidays, weddings, funerals, baptisms, concerts, etc.). Also include some flexible signage for events that would allow us to highlight a name or family by using hooks, sliding spaces, or Velcro.

**College Student Outreach.** Create a specific initiative to reach out to college students from Concordia, MSUM, and M-State. Designate a task force to be made up of one staff member, several congregation members, and at least two current college students who regularly attend Trinity. This task force will explore ideas/marketing strategies related to worship, small group, service and other activities specifically designed to meet the needs of college students.

**Public Space/Coffee Shop** As the Facilities Dream Team moves forward with plans to renovate and redesign Trinity’s gathering space, the HDT recommends planning to incorporate a public space/coffee shop into the design—something that would help make Trinity a daily destination for members of the Moorhead community.

Submitted by the Hospitality Dream Team: Amy Anderson (chair), Shawn Bagne, Kathy Benson (Council Rep.), Sue Cavalier (Vision Team Rep.), Nat Dickey, Sara Hanson, Kirsten Johnson, Curt Kasper, Jon Ulven, and Pastor Simon Fensom.

## Recommendations of the Operations Dream Team

### 2. Develop a more effective operational (governance) structure

#### SUMMARY STATEMENT

The Operations Dream Team (ODT) was tasked with examining and evaluating all aspects of our administrative leadership and governance structure. We held interviews with all staff members and many volunteers with an eye to discerning the best structure that will best serve our mission and ministry and meet our priorities while being transparent and effective.

#### OUTCOMES ORIGINALLY ANTICIPATED BY THE 20/20 VISION TEAM

- Trinity will have an organizational chart and job descriptions for both paid staff and volunteers.
- An appropriate balance of staff to volunteers along with stronger management and support of all
- Trinity will have an intentionally cross-trained staff, performance evaluations, improved communication, and a more effective staff and leadership
- Members equipped for ministry and leadership

#### RECOMMENDATIONS UNDERWAY

**Standardized job descriptions for all paid employees.** All existing paid positions now have a job description that is outlined in a standard format and is electronically stored. Using a consistent format allows Trinity staff to easily review requirements, update salary, responsibilities and reporting requirements, and submit requests for applications when positions are available.

**Approved an annual review process for Trinity staff.** A more formal review process was defined and recommended so that employees can be empowered to grow in their positions, reach out for assistance when needed and participate more completely in the development and growth of the church.

**Formulated an orientation process for new church council members.** Council member responsibilities have been more formally defined.

**Updating the Employee handbook to current HR standards.** A sub-committee of the dream team has taken on the task of updating the Employee Handbook to modernize the contents, address gaps in information and add the new organization structure and annual review process.

#### RECOMMENDATIONS PROPOSED

**Implement a new organizational structure.** The ODT has developed a new organizational structure with the CAT scan priorities incorporated into it. The structure brings existing employees and proposed positions into a grid like structure focusing on the four pillar ministries of our congregation:

Hospitality, Worship, Education and Community/Service, interwoven by the four life stages of our congregation's members: Children, Youth, Adults and Seniors.

**Align council representation to represent the new organizational structure.** In the past, council members have been aligned or assigned to represent certain Ministry Teams at Trinity. We propose that we retain the autonomous positions of President, Vice President, Secretary and Treasurer, and then elect eight additional members, two of whom would be aligned to/representing each of the four life stages.

**Change the operational fiscal year from a calendar year (1/1 – 12/31) to a mid-year (6/1 – 5/31).** This change moves our largest donation month (December) from the end of the fiscal year to the middle of the fiscal year. This would allow for better planning and give us a truer picture of our expected annual giving throughout the year. In addition, the move would allow staff more time to prepare for the annual meeting, the fiscal schedule would more closely follow the academic schedule and it would take away some of the stress of trying to complete our budget and planning activities at the same time as we are celebrating one of the high points of the church calendar.

**Establish a taskforce to review and update Trinity's constitution, articles of incorporation, and by-laws.** The last updates to the constitution and by-laws were completed in 2012, however, items like the new organizational structure, council representation, and change of fiscal year will need to be updated and incorporated into our documents, as well as any updates in the ELCA constitution that flows down to Trinity as a member church.

**Establish a taskforce to review our Lost and Found Ministry.** This ministry was created out of a need that has in many ways been supplanted by other organizations. We as a community organization need to review and determine the future viability of this outreach ministry and its path forward, asking, what is the best way to accomplish this mission today?

**Establish two positions to be included and developed in future Mission Plans.** As technologies change and church staff needs evolve, it has become apparent that the function of supporting our ministries at Trinity is greater than can be supported by the current administrative staff. Specifically, we need to establish a new Technology Coordinator position (see also technology recommendations), and a Facility Manager position. These positions could be part-time and developed as needed.

Submitted by the Operations Dream Team: Lisa Christenson, Michelle Colvert, Paul Grothe, Ted Horan (Vision Team Rep.), Eric Johnson, Erich Schoenfish (chair), Clark Tufte (Vision Team Rep.), Carmen Walter (Council Rep.), Billie Zielinski, and Pastor Simon Fensom.

## **Recommendations of the Technology Dream Team**

### **3. Improve and enhance uses of technology**

#### SUMMARY STATEMENT

Technology plays a role in worship and in the everyday life of Trinity. We are surrounded by new, exciting, and innovative technologies that enable community, connectivity, and discipleship. Trinity needs to develop and encourage ways to use technology for the congregation to connect throughout the week, reach the community where they are, and provide tools and resources for the congregation to strengthen their faith while at home, in the community, and at worship.

The Technology Dream Team (TDT) was tasked with examining all aspects of how technology can further our mission paying particular attention to data collection and management, video, audio, social media, and security needs.

The team initially focused on research and analysis to ensure all issues and opportunities were documented. Through meetings with pastors, staff and volunteers, including Trinity Preschool, Lost and Found and Trinity Foundation, 40 items were documented and categorized. Next, priority items were determined after which specific focus was given to a series of areas where deeper insight was gained, including obtaining bids. The remainder of this proposal is devoted to documenting the primary items that TDT recommends be addressed.

#### OUTCOMES ORIGINALLY ANTICIPATED BY THE 20/20 VISION TEAM

- Technology enhancements positively influence the daily life of Trinity and its members
- Tools for engagement, such as a “Trinity App” with calendar of events, weekly Bible lessons, prayer board, devotions, church map, picture sharing, etc., will be available for members
- Efficient database with member profile and volunteer management
- Updated sound, lighting, Wi-Fi for internal and external broadcast purposes
- A more hospitable, welcoming environment
- Keep pace with future technology trends and sustainability (keeping it green)

#### RECOMMENDATIONS UNDERWAY

**Security (Video and Door Access) Project.** Although this project has been funded and the equipment installed, staff ownership, training, use case definition and congregation awareness remain before the system can be fully operational. We recommend a staff member be named as the system lead, all staff and pastors be trained, and that communications occur to the congregation for several weeks prior to the system being turned on should a use case be to lock down the church during the week during all hours.

RECOMMENDATIONS PROPOSED (The first two recommendations are top priority projects and should be addressed within the next nine months/as soon as possible. The remaining recommendations should be addressed in conjunction with the facility recommendations and/or be included in a capital campaign.)

**Wi-Fi Everywhere:** A Wi-Fi heatmap has been created by Lyle Nelson to determine where additional access points are needed to ensure coverage in all parts of the building. All levels were mapped with the goal of providing Wi-Fi access to anyone on the premises with the secure password. At this time it will continue to be a non-public Wi-Fi. Access point hardware in the CLC and Sanctuary were considered for Sunday morning increased usage. We recommend installation of Wi-Fi everywhere at Trinity under Lyle's leadership.

**Church Management System and Social Media/Mobile Improvements.** There are significant opportunities for system improvements across Trinity: integrating the Trinity website, financials module, member module and youth management system to optimize staff efficiency and allow members the opportunity to access personal records and update personal data online, etc.

We recommend three things:

- 1) That the existing financial module, called ConnectNOW, be given selection priority.
- 2) That a 3-4 person taskforce be formed from members versed in system evaluation and selection, to guide the selection process and ensure all items from fit, to implementation, to staff training, to ongoing maintenance costs be part of the recommendation.
- 3) That a cloud based deployment and subscription cost model be strongly considered which will ensure ongoing software upgrades and no capital investment for software with subscription costs being part of the annual operating budget.

## **Lighting**

CLC Lighting. With CLC worship being live streamed, lighting challenges have made the broadcasting and viewing experience less than optimal. With strong backlight coming through the east stained glass window, only shadows can be seen at the altar and lectern area. We recommend implementing front and overhead lighting upgrades in the CLC to enhance the worship experience and provide for a much more viewable live stream. Rebecca Green from TDT is a contact for further details.

Sanctuary Lighting. As with CLC lighting challenges for live streaming, the Sanctuary needs lighting enhancements in front, for the choir and in other places. This project should be considered as part of larger facility improvement plans.

Overhead Sanctuary and CLC Room Lighting. With energy costs rising and the cost of bulb replacements difficult, high efficient LED lighting should be installed in both the Sanctuary and CLC. Reports are that within three years, costs may be recouped. This project should be considered as part of larger facility improvement plans.

**Technology Coordinator Position.** With an ever-increasing reliance on technology in our future, we strongly recommend that a 50% staff position be created for a Technology Coordinator. This position would be responsible for all technology at Trinity, including sound, lighting, websites, systems, etc.

**Screens in Sanctuary.** A proposal has been created by Lyle Nelson to locate two retractable and discreet screens and projectors in the Sanctuary. These screens would provide us with opportunities to enhance our worship experience and utilize lectionary-based resources that are being ever-increasingly developed by Augsburg Fortress and other religious publishing houses. The screens would also allow us to utilize the Sanctuary space for events other than worship and concerts. This project could be considered as part of larger facility improvement plans.

**Digital Signage (External and Internal).** To promote communications within the church and on 8th Street, digital signs could be installed. On 8th Street, a sign could exist to advertise Trinity and share information about worship opportunities. Internally, LCD screens mounted strategically on walls could share “what is happening at Trinity today” and/or promote hospitality. This project should be considered as part of larger facility improvement plans.

**Computer, Phone, Hardware and Software Upgrades.** Various hardware and software refreshes are needed. There were no major immediate concerns, but as part of a technology upgrade initiative, we recommend a refresh schedule be established for computers and other systems to ensure they are compliant and that staff is using the latest technology as they do the work of the church.

**Expanded Giving Options.** Although there are numerous ways to promote giving using technology such as implementing a giving kiosk, TDT does not feel most methods are cost effective or achieve the desired results, and hence, any consideration for deploying alternative giving options should be carefully considered. We do recommend promoting a Giving App, should an integrated solution be available as part of the Church Management System upgrade project. Also, a “Text-to-Give” option may be something to consider as well, once Church Management System upgrades are complete.

Submitted by the Technology Dream Team: Josh Barth, Rebecca Green, John Juhl (Council Rep.), Melissa Peterson, Lyle Nelson, Erik Ramstad, Brian Schulz (Vision Team Rep.), Eric Stenehjem (chair), Keith Vogt, and Pastor Kristina Waters.

## **Recommendations of the Facility Dream Team**

### **4. Improve and enhance our facility**

#### SUMMARY STATEMENT

Trinity Lutheran Church is a landmark in the city of Moorhead. Being a landmark church comes with certain prestige and responsibilities to the community, and we plan to stay downtown to serve that need. Our facility has been and continues to be a tool for growth and sustainability as a church body.

Having identified our major user groups, current and future core ministries, current usage of the facility and deferred maintenance items, the Facility Dream Team (FDT) interviewed staff, volunteer and user groups throughout the congregation. We also held two congregational informational meetings along the way. What follows is a culmination of all gathered information and the thoughts, ideas, and reflections of FDT.

Our summary has excerpted the specific issue of the church's building that impacts its only real meaning for existence: ministry. Along with that, we have included an Action Plan to address those problems and their immediate potential cost implications.

The FDT has also compiled a comprehensive Final Report that contains additional and background information to what is being presented here. We encourage you to review the entire document for a larger overview of our results, which will be available online and in the church office. You are invited to discover many of the same wonderful aspects of our church that we have over the last year.

#### OUTCOMES ORIGINALLY ANTICIPATED BY THE 20/20 VISION TEAM

- A facility that is welcoming, navigable, flexible, efficiently utilized, sustainable and functional for years to come
- A facility with flexible gathering spaces that unites our two worshipping spaces into one congregation
- A facility that is an asset and no longer an obstacle to Trinity's ability to grow and carry out its mission, vision, and signature ministries

#### BUILDING RELATED CONSTRAINTS TO MINISTRY

There are five identified areas of the Trinity Lutheran Church complex that the FDT has determined as constraints to its ministry. These are physical aspects of the building which inhibit, are worn out, or have to be negotiated around for the successful operations the church ministry functions.

**1. Deferred maintenance** has a long list of needed upgrades and replacements. Minor and intermediate maintenance items have not specifically been budgeted for in a comprehensive way for many years.

- The cost of deferred maintenance has a snowball effect and impacts other elements of the building.
- Most apparent aging infrastructure includes:
  - Boilers and their controls
  - Heating, ventilation and air conditioning, and electrical
  - Building envelope components like masonry, roofing and windows
  - Communication and technology
  - CLC is 30 years old now, approaching life expectancy of its mechanical equipment

**2. Address total facility security** so as to address current staff, community, and congregational safety.

- Security needs to include more than locks, but also aesthetic “feel safe” measures
- Surveillance cameras and controlled entry points
- Fewer weekday entry points
- Security related landscaping
- Numbering of doors for police and fire response (a building organization requirement also)
- Signage and interior wayfinding components
- Better and more efficient lighting throughout
- Room and corridor layouts to reflect safety for occupants
- Defined welcome desk within visual sight of all entering the building
- Need to have lock down capability for areas not in use and control after hours group use

**3. Better utilization of existing building spaces.** Trinity is an aged building and has in many ways outlived the building’s functional usefulness for current requirements of the church. Renovation and reorganization of the building’s footprint would address and put functional features back in place.

- Continuance of the two worship spaces is a reoccurring requirement for now and the future.
- Trinity has lots of square footage that is not currently well utilized. Some spaces are used only once a week with no shared use for other functions.
- High demand spaces create scheduling conflicts and limit mission effectiveness. The CLC functions as:
  - Worship space
  - Large meeting room
  - AV projection location and movie room
  - Dining room
  - Fellowship space
- Lounge is a high demand and secondary large space for church groups’ use.
- Twenty-eight separate toilet rooms, none of which meet accessibility compliance. All are small and require maintenance and perpetual cleaning.
- There is a need for more flexible, multi-purpose spaces to better support Trinity’s ministries.
  - Education programs and worship have changed since the 1950s gifts, FiF and confirmation.
  - The most in-demand spaces are the largest rooms. The Lounge, Room 216 and the CLC.

- Low demand spaces could be redesigned for shared usage. Examples include the choir room, the Chapel, and the small upper level classrooms.

**4. Improve upon circulation through the building.** The Parish House addition, built in 1949, is a bottleneck for circulation with restricted functional use. Tight corridors, with dim lighting and coarse finishes, inhibit use and circulation. Additional circulation and wayfinding obstructions include:

- Multiple levels that differ from the Sanctuary, CLC, and building entry points.
- Little master planning appears to have been done to guide future growth areas. The result is the segmented and disjointed building that Trinity currently uses for ministry needs.
- Improved preschool space is to be a priority to secure the future of the program.
  - Building is limiting the program. Additional sections could be allowed if space was available.
  - Not showing Trinity's best by placing kids in the basement. Not warm, dim lighting with moisture problems in their areas.
  - Facility not currently meeting state licensing standards for preschools and daycare.
- Improve entry areas so that we can welcome the community into inviting and functionally efficient spaces. Trinity's current entry points include:
  - Seventh street Sanctuary entrance is a reflection of the architecture when it was built in the 1950s as a standalone defined building.
  - In 1966, the 7th Street entrance was the first attempt to create an entrance more geared to vehicular traffic.
  - The CLC, with its entrance amenities, was built in 1989 and has evolved into the main entrance because of being adjacent to the most parking. It was not designed as a main entrance and is unable to handle the volume efficiently.
- None of our current entries appear distinct and apparent to welcome the public. There is a need for more natural light, enhanced interior lighting, and higher reception volumes with a distinct iconic image at the exterior.
- Dispersed and separate parking lots create Sunday challenges to a single entry northwest parking, north parking, east parking street and bank parking lots.

**5. A central gathering and fellowship space** would provide a central linking element within the church. It would become a bridging point for the two worship communities within our church. Because of its location, it will also serve as and create a prominent reception area with a focused entry point.

- Supporting church activities and needs for the space include:
  - Reception and hospitality activities
  - Fellowship gathering space outside of the two worship spaces
  - Large and small meeting space
  - Lounging and congregational interaction
  - Conversations and presentations
  - Conferences and wedding activities
  - Dining space
  - Art display, music and visual arts performance venue
- This type of space is a commonly added amenity to new and existing church buildings.
- Space should have inspirational qualities with natural light and a high volume.
- Would be a key reaction to solving a multitude of what are viewed to be Trinity's building shortcomings. Some issues solved would include freeing the CLC from non-worship activities, level changes in circulation, identified entry, wayfinding and gathering space needs.

## RECOMMENDATIONS AND ACTION PLAN

The FDT has identified three action steps for the Church Council and congregation to take. These are the next steps in the process to affect change at Trinity Lutheran Church as proposed by the 20/20 Vision and FDT.

**1. Create a building committee** that will be a direct contact point for the engaged professional A/E Design Team representing the church and make binding decisions with the council's direction. The building committee should consist of five to seven members, but no more than nine members.

- Members must be committed to the duration of the project and available for meetings. If unable to attend sessions regularly, the individual member should reconsider appointment or a replacement member appointed.
  - All members must be committed to the mission of the church.
  - Some members should have experience in construction, but it's not a requirement.
  - Members should be appointed or nominated.
- Subcommittees or user groups should be created to provide input to the building committee and design team representatives. These groups should be created by the building committee as may be required for specific functional input to the design process.
- Subcommittees or user groups would allow for the controlled, systematic, and organized input from the congregation and staff.
- As a byproduct to providing key design function information, the subcommittees develop ownership in the church and its project goals. They, in turn, enhance transparency with the congregation.
- User groups specialize in one area of particular concern as related to the facility. The group should consist of three to five members and be chaired by a building committee member. Subcommittees or user groups could possibly be needed for:
  - Finance and capital campaign subjects
  - Worship and liturgical criteria
  - Educational space programming
  - Church administration
  - Property, building and grounds
  - Hospitality and fellowship requirements
  - Technology requirements
  - Kitchen requirements
- Create checkpoints in project process with the church council that confirm the direction of the building committee, user groups and design team. Review points to ensure the evolving process of decision making is in the optimal interest of Trinity's mission and congregation.
- Checkpoints for congregational approval vote, prior to the next phase of the process, include:
  - Schematic design
  - Capital campaign drive
  - Design development
  - Construction documents and bidding

**2. Prepare a Request for Qualifications (RFQ)** to engage professional services of an architectural and engineering design team. Estimated cost to provide investigative and design services through schematics could be large enough to require a congregational vote.

- The engaged professional would provide the following services:
  - Work with the building committee to solve our building's current constraints to ministry
  - Provide an outside professional approach and options for problem solutions
  - Study feasibility of integrating mechanical systems
  - Study programmatic space requirements for each mission
  - Study cost feasibility of proposed solutions
  - Create a schematic design for any potential building project
  - Develop a master plan for Trinity's current and future facilities

**3. The FDT recommends defining the extent of future ministries and mission at Trinity.** The building committee is not charged to define new or expanded ministries or missions of the church. They are to respond to those ministries' physical building needs within their established role by Trinity. The Church Council representing the congregation are to provide guidance and input to the building committee and the engaged professional regarding the ministries or mission's needs.

Current known subjects that need input or data are:

- Need to project the potential future membership and average attendance
- Future size and needs of Outreach/Lost and Found
- Future size and needs of preschool
- Other new ministries being related to a landmark urban church

The engaged professional and building committee would then take the programmatic requirements and develop options for their building requirements.

## COST FOR PROFESSIONAL DESIGN SERVICES

The FDT is recommending retaining professional design services. Services should study two somewhat related but separate building issues for Trinity Lutheran Church.

**1. Engage the services of an architectural firm for facility master planning and design renovation options.** Master planning services include information gathering, design charrette, facility programming, and schematic design for building options, as well as an overall master plan. It also includes development of preferred plan to a level sufficient to delineate facility and site function, including construction cost estimates. Often referred to as schematic design, the total cost will probably not reflect fees for the entire schematic design phase. It will be discounted to move Trinity's ideas forward for discussion, approvals, and financial considerations.

**2. Engage the services of a mechanical engineering firm, specializing in commercial facilities, for the analysis of the existing building's infrastructure.** An existing utilities and infrastructure study will determine the actual condition of Trinity's building supporting mechanical systems. Building components analyzed include plumbing, heating, cooling, ventilation, HVAC controls, electrical and fire protection. This study will also provide specific conditions of equipment and maintenance priorities for upgrading and replacement. It will also provide information to combine various project upgrades and replacements for cost management.

Additional investigations and testing requirements may arise during the professional processes outlined above. At those times, a decision should be made to require individual subject reports. Examples include updated asbestos report, asbestos testing, water quality, lead and mold testing.

Summary: **The Facilities Dream Team is recommending the Church Council budget the following for Professional Design Services.**  
Estimated Cost: **\$25,000.00**

Submitted by the Facility Dream Team: Jim Cole (Vision Team Rep.), Taylor Dahl, Eric Greiff (chair), Tom Knakmuhs (Vision Team Rep.), Matt Leiseth (Council Rep.), Frank Pierce, Dee Pretty, and Pastor Matt Peterson.