



CONGREGATIONAL
STEWARDSHIP
WORKBOOK

Managing Facilities



Congregational Stewardship Workbook 2000

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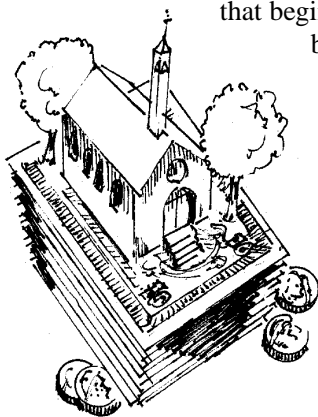
Managing Facilities

Synopsis

Is your church more than a building?

The question may seem puzzling, but consider St. Paul's greetings in Philemon 1-2: "To Philemon our dear friend and fellow worker, to Apphia our sister, to Archippus our fellow soldier and to the church that meets in your home." How did the situation change from those New Testament times to the present, when an English dictionary lists the first definition for the word church as "A building . . ." and lists several other definitions before the definition implied by St. Paul?

At the beginning of the 21st century, the typical congregation has committed a large amount of resources to a church building. Often without thinking, the congregation has accepted the priority of the dictionary rather than that of the New Testament. A growing congregation that begins meeting in a home soon needs larger, rented building space. Then it focuses on constructing a building designed specifically for Christian worship and ministry.



What happens after the church building's dedication? What is the congregation's next focus? It is too easy for the congregation to be diverted from its mission to servicing the building. In addition to repaying a loan, the congregation needs to pay for utilities, housekeeping and regular building maintenance. After about 20 years, the congregation needs to begin replacing worn-out building

components such as roofs and furnaces. During the church building's lifetime, does the congregation exercise good stewardship in managing the building, or does the building manage the congregation with an unending series of emergency demands?

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Use this workbook section to explore your congregation's goals for owning a church building, to ascertain present building use and costs, and to plan for better stewardship of the building in the future. Expect to find new ways to use the church building as a ministry center, to reduce building maintenance emergencies, and to reduce operating costs!

Outline

1. Introduction

What has been the role of buildings in the church in the past? Are there lessons for the church today?

2. Goals for owning and operating your church building

Brainstorm! What is your congregation's mission? What are your congregation's objectives for evangelism, worship, education, support and counseling, fellowship, accessibility and other ministries of the church?

3. Present operation of your church building

Examine the church calendar. How and how much does the congregation use the sanctuary, classrooms, offices, fellowship hall, kitchen and other space in the church? Are there written policies for use of the building?

4. Present costs and income for your church building

Examine the financial records. Inspect the building. What are the costs for utilities, housekeeping, regular maintenance and other building-related items? How soon will worn-out building components need to be replaced? What income is associated with the building?

5. Stewardship assessment of your church building

Does the church calendar promote the goals for your church building? Could costs be reduced? Could income be raised? How could management of the church building be improved?

6. Management plan for your church building

Focus on the future and plan ahead! Write a building management plan including goals, policies to carry out the goals, monitoring the costs, and record-keeping for inspection and maintenance. Plan to share information to improve building management.

7. Management resources for your church building

What publications and Internet sites are helpful for facilities management? Are there organizations that offer support for church building management?

Introduction

Before moving to the exercises in planning for better management of your church building, prepare by considering use and management of buildings in past history of the Christian church.

During Jesus' ministry in Palestine, He taught and preached on hillsides, by the lake, in homes, in synagogues and in the temple. Except for the recorded example of paying the temple tax (Matt. 17:24-27), the ministry had no

obvious, direct expenses associated with buildings. The ministry often depended on the hospitality of Jesus' followers (Matt. 9:9-13, 26:16-13, Mark 1:29-34, 2:1-12, 3:20-35, Luke 10:38-42, 24:13-35) and Jesus' ministry was not tied to any specific building.

After Jesus' resurrection, believers met in homes. The Apostle Peter surprised and delighted a group of believers in Mary's (mother of John Mark) home after his miraculous release from prison (Acts 12:1-19). St. Paul often referred to churches that met in a specific believer's home (Rom. 16:3-5, 1 Cor. 16:19, Col. 4:15, Philemon 1-2). St. Paul and other apostles also spread the Gospel as guest preachers in synagogues (Acts 9:20-22, 13:5).

Throughout the explosive growth phase of the early Christian church, church-owned buildings were unnecessary, sometimes even undesirable due to persecutions. The church depended on the building management of believers and others.

By the 1500s, at the time of the Reformation in Europe, the church's use of buildings had changed considerably. Worship services were formal and conducted by ordained clergy rather than informal and conducted by laypeople. European villages clustered around churches that were both worship and community centers. Villages constructed church buildings in much the same way that King Solomon had built the first temple in Jerusalem, as long-term projects involving much expense. Church buildings were prominent and often the largest sheltered gathering places in villages. Church bells not only served as a call to worship but also as community announcement and alarm systems.

During early history of the Christian church, buildings were secondary. Centuries later, when the church began erecting buildings specifically for worship services, the church incurred large construction costs as well as building maintenance and repair costs. Building technology in past centuries could not prevent or reduce damage from lightning strikes and other natural disasters.

Church building maintenance probably often was conducted as replacing the bells in Rosstal—an emergency response to a disaster.

In September 1698, lightning struck the church tower, and the resulting fire destroyed the church bells. The congregation needed to replace the bells quickly and made the project known locally. After receiving news of the project, a journeyman from a Nurnberg founders (metal casting) guild, Michael Arnold, secured a recommendation from local authorities with a cost-saving idea. Although at that time in Germany bells usually were cast in an established foundry, he proposed to cast the replacement bells on site in Rosstal. He claimed to have been present when 5,000-to-6,000 pound cannon had been cast on site. Why not cast the replacement bells on site?

Late in 1699, the Rosstal congregation entered into an agreement with Arnold based on his low-cost proposal. The congregation would construct a foundry shed, and Arnold would be responsible for the furnace and equipment. Arnold and the congregation agreed on a price for casting the bells, as well as for the metal and the security for errors.

During 1700, the furnace construction lagged and, in order to continue with the project, the congregation unexpectedly had to pay the builders. To set the date for the bell casting for Oct. 9, 1700, and because no one would

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extend credit to Arnold for the metal, the congregation also had to pay for it. The October casting attempt failed when the mold split, and the molten metal splashed to the ground.

At the second casting attempt on Nov. 29, 1700, the bell metal did not flow into the mold. Observers noted that Arnold had placed a large piece of casting metal into the furnace shortly before attempting to pour the bell. Obviously, the metal was not up to temperature. On the third attempt, Arnold did successfully pour two small bells, but they did not have an acceptable ring.

To prevent further loss, the congregation stopped the project with Arnold and locked him out of the foundry shed. Years of dispute followed. Arnold blamed the metal supplier, who in turn claimed possession of the unused metal and foundry equipment. Arnold also had unpaid bills for room and board in Rosstal. Although Arnold claimed the congregation had broken the contract, the congregation made him responsible for the damages.

Based on a recommendation from the archbishop of Mainz and bishop of Bamberg dated October 1701, the congregation hired an established bell-maker, Johann Konrad Roth. Apparently without difficulty Roth cast three acceptable bells in 1702. Inscription on the large bell indicated that it was cast in Rosstal, and inscription for the other bells alluded to the misadventure with Arnold.

Unfortunately, even today managing church-building maintenance sometimes is seen as a series of emergencies. Equipment is not serviced regularly. No one in a congregation foresees the need for periodic replacement of roofing and major equipment. There still are stories of low-cost building repairs costing more and taking longer than expected. Such poor building management can divert the church from its mission and ministry.

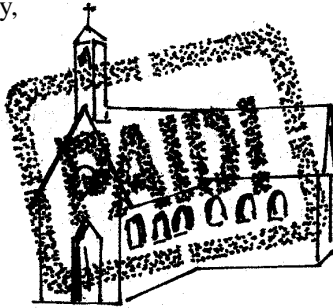
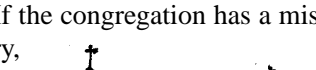
As we begin the 21st century we have a large amount of information available for the mechanics of managing construction, maintenance and repair of buildings. But, before delving into the information, consider the mission of your congregation and the direction of your congregation's ministry. How can the church building better serve ministry? How does your congregation manage the building? How could your congregation better manage the church building?

In the remainder of this section, you will work toward preparing a management plan for your church building. Although this section is directed to a stewardship committee and suggests a series of meetings to complete tables and prepare a written building management plan, be flexible in following the process. Temporarily bypass some of the building operation and cost details if obtaining the complete information would cause too much delay. Adapt the process to your congregation's style. Reduce the number of meetings, schedule a weekend afternoon for the entire process, or assign the process to a small team to work informally if any of those ways to work would be more appropriate. Although the plan at the end of this section is important, it is not as important as the sharing of information and the planning process itself.

Goals for Owning and Operating Your Church Building

What is the mission of your congregation? How can the congregation use the church building to serve its ministry?

Consider these questions and plan a meeting to brainstorm goals for owning and operating your church building. If the congregation has a mission statement and an overall plan for ministry, bring copies to the meeting. Invite the pastor, chair of the congregation, and all the committee and group chairs who plan activities in the building to the meeting. Limit the size of the group, if necessary. During the meeting, prepare a table as illustrated below.



Goals for owning and operating the church building	
Ministry	Goals
Evangelism	
Worship	
Education	
Counseling and support	
Fellowship	
Accessibility	
Other ministries of the church ¹	
Community service ¹	

Table note:

1. Use extra lines for specific goals as needed.

Does the present operation of the church building facilitate these goals? Consider this question as you move to the next step. Also, consider the question later, for stewardship assessment.

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Present Operation of Your Church Building

Although congregational leaders generally are aware of the activities in the church building, they may not consider the lack of use. That lack of use may suggest opportunities for expanded ministry or for reduction in building costs.

At this point, examine the present operation of the church building. Plan a meeting for the purpose of preparing a table as illustrated below. Bring to the meeting copies of the past year's church calendars and policies for building use such as for weddings and special events. Invite to the meeting, the pastor, the office secretary, the custodian and church officers who have direct interest and experience in use of the church building.

Present operation of the church building					
Space	Typical activities	Activity Hours/week ²	Comfort Hours/week ³	Unlocked Hours/week	Percent use ⁴
Worship space					
Classrooms					
Offices					
Fellowship hall					
Kitchen					
Other space ¹					
Special activities					

Table notes:

1. Create extra lines for specific types of space as needed.
2. Total the hours for all typical activities in a week.
3. Total the hours the thermostat for the space is set for heated or cooled comfort levels (70-78°F).
4. Divide activity hours per week by 168; multiply by 100.
5. List activities such as vacation Bible school that occur periodically and occupy significant portions of the building. Also, list intermittent activities that affect the space, such as individual prayer and meditation in the worship space.
6. What opportunities does the table suggest? What church-building policy changes does the table suggest? Note these ideas for later use during stewardship assessment.

Present Costs and Income for Your Church Building

The next pages follow Generally Accepted Accounting Procedures (GAAP) for determining real costs of owning and maintaining church facilities. We recognize this will be strange territory for most congregations.

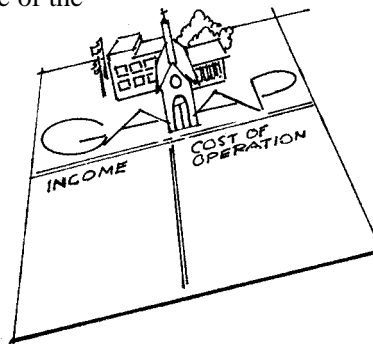
If you choose not to follow GAAP:

- We recommend establishing a special fund for replacing major building components (roof, heating system, etc.).
- We recommend a supplement to this fund on an annual basis with budgeted dollars.
- Proceed to the Stewardship Assessment of Your Church Building section beginning on page 11.
- Skip the GAAP-related Management Plan for your Church Building beginning on page 13.

Building-fund campaigns and roof-replacement fund campaigns make the congregation aware of costs associated with owning a building. Congregation leaders are probably unaware of the total investment. Church budgets usually do not assemble building costs in a single-dollar amount. Also, the budget amounts for the building fluctuate with major fund drives, leaving the real cost unknown. Congregation leaders also are unaware that the building often generates a small amount of income.

At this point, examine the costs for owning and operating the church building. Plan a meeting to determine the needs for information and assignments for gathering information. Plan a second meeting to assemble the information in two tables as illustrated on the next page. Strive for accuracy, but recognize that the table values will be approximate and generally do not include investment procedures for the time-value of money.

Bring to the meetings copies of the building's architectural plans and several past year's church budgets. Invite the pastor, the treasurer, the financial secretary and church officers who have direct interest and experience in financial aspects of the church building, as well as financial and insurance records to the meetings.



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Present costs for the church building						
Cost item						Annual cost
Building construction (replacement cost)	Age Yr	Area ¹ SF	Unit cost ² \$/SF	Total ³ \$	Total/50 \$	\$ ⁴
Loan payment	Years paid		Years remaining		\$	
Building components (replacement cost)		Roof		Total ⁵ \$	Total/20 \$	\$ ⁶
		Furnaces, boilers & air conditioners		Total ⁵ \$	Total/20 \$	
		Other components		Total ⁵ \$	Total/20 \$	
Building renovation (immediate needs only)	List:			Total ⁵ \$	Total/20 \$	\$ ⁷
Building contents (replacement cost)	List:			Total \$	Total/20 \$	
Building insurance	List:					\$
Utilities	Fuel				\$	\$
	Electricity				\$	
	Telephone and Internet				\$	
	Water and sewer				\$	
	Waste disposal and other				\$	
Housekeeping	Labor				\$	\$ ⁸
	Supplies				\$	
Scheduled maintenance	Heating, cooling & plumbing				\$	\$ ⁸
	Electricity and lighting				\$	
	Organ				\$	
	Other				\$	
	Parking and landscaping				\$	
	Total					

Table notes:

In general the concept for the table is that the church building will have a 50-year useful life and will require replacement of major components or renovation every 20 years. During the first 20 years, the congregation will be repaying a loan for construction of the building, and thus annual cost for the building will be higher than after the loan is repaid. During the first 20 years, however, there ought not be a need to replace components or renovate. Adjust the table as appropriate for different conditions; the 20-year periods will vary depending on component, quality of component, local conditions and other factors.

1. Accumulate the usable floor area at all levels, measuring from exterior surfaces of the building. Include basements and balconies; exclude attics, crawl spaces and pipe tunnels.
2. Costs, without regional adjustments, are approximately \$65 (low), \$80 (median) and \$105 (high). (R.S. Means 1999.) Most Lutheran church buildings are in the median to high range, say \$100/SF.
3. Multiply area by unit cost.

4. Use larger of building construction or loan payment.
5. Estimate replacement cost (R.S. Means 1999).
6. During the first 20 years of building life, omit this annual cost.
If building is more than 20 years old, use total of dollar amounts to the left.
7. Use judgment in deciding whether or not to include this item in the annual cost.
8. Use total of dollar amounts to the left.

Present income for the church building		
Income activity	List	Annual income
Weddings		\$
Special events ¹		\$
Leases ¹		\$
	Total	\$

Table note:

1. Use extra lines for specific items as needed.

Do the cost and income tables suggest opportunities for better management? Note those opportunities for the next step, stewardship assessment.

Stewardship Assessment of Your Church Building

At this point you should have four tables of information: (1) Goals for owning and operating the church building, (2) Present operation of the church building, (3) Present costs for the church building, and (4) Present income for the church building. Now compare those tables and begin asking questions! How does the present operation complement the goals? How does the present operation clash with the goals? How could costs be reduced and/or income raised? Plan a meeting, and complete the table below. Invite the pastor and any officers or committee chairs who should be involved in your stewardship assessments.

Stewardship assessment of your church building	
Question	Answers
How does the present operation complement the goals?	
How does the present operation clash with the goals?	
How could costs be reduced and/or income raised?	
How can management of the building be improved?	

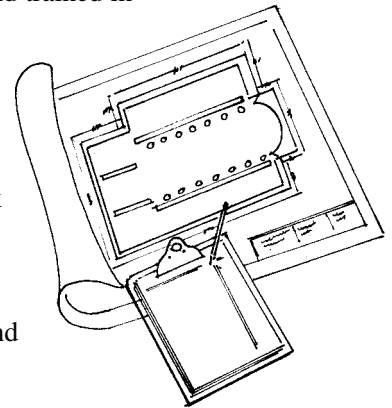
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Here are some specific questions to stimulate the assessment:

- Is the building accessible for seniors and the disabled? What is needed for better accessibility?
- Can counseling be conducted in privacy? Are conversations transmitted through ducts or openings in office walls, floors or ceilings?
- Are wedding and special event rental fees set high enough to cover utility and housekeeping costs?
- Could housekeeping be improved? Would a written policy help?
- Is the custodial staff properly informed and trained in job safety according to OSHA standards?
- When should the building be unlocked or locked?
- When the building is not occupied or in regular use, could thermostats be set back to reduce utility costs? Are there more advantageous utility rate options? Are trustees regularly informed of utility consumption and costs so they can respond to unusual patterns?
- Has the congregation appointed an energy manager?
- Are there obvious and unattractive building deficiencies? Should part of the building be renovated?
- Has the building been inspected for general condition and adequate exterior drainage?
- Has the building been inspected for hazardous materials like asbestos or hazardous electrical wiring and equipment?
- Does the building have working safety systems like lightning protection, fire extinguishers and unrestricted fire exits?
- Is indoor air quality adequate?
- Are there gaps in scheduled equipment and building maintenance? Does the congregation have a building maintenance plan?
- Which major building components or equipment need to be replaced soon? Do those replacements create opportunities for upgrading building construction to add insulation or to remove asbestos?
- Is the building worthy of historical preservation? Should building modifications meet preservation standards?
- Is the congregation annually budgeting 2 to 4 percent of the building cost for major component repair and replacement?



- Is insurance coverage adequate for the church building and its contents?
- What is the proper role of the church building in community service?
Are there activities that should be included or excluded?
- Is the congregation considering renting space to community organizations? Do any of the rentals require state licensing, compliance with Americans with Disabilities Act, or building modifications?

Management Plan for Your Church Building

Now is the time to plan for better stewardship of the building in the future!

Meet one last time to prepare a church-building management plan. Bring all the existing policies for the church building, the notes and tables from previous meetings, and a three-ring binder with dividers. Assemble the available information, and delegate assignments for needed policies and projects as suggested by the table below. Modify the table suggestions to fit your church operation, and be reasonable about the amount of detail and record-keeping. Keep the plan in the church office for pastor, secretary and church officers to use. Keep at least one backup copy.

Management Plan for the Church Building						
Cost item						Annual cost
Building construction (replacement cost)	Age Yr	Area ¹ SF	Unit cost ² \$/SF	Total ³ \$	Total/50 \$	\$ ⁴
Loan payment	Years paid		Years remaining		\$	
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	Waste disposal and other				\$	
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	Supplies				\$	
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	Electricity and lighting				\$	
	Organ				\$	
	Other				\$	
	Parking and landscaping				\$	
Total						

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3. Multiply area by unit cost.
4. Use larger amount of building construction or loan payment.
5. Estimate replacement cost (R.S. Means 1999).
6. During the first 20 years of building life, omit this annual cost. If building is more than 20 years old, use total of dollar amounts to the left.
7. Use judgment in deciding whether or not to include this item in the annual cost.
8. Use total of dollar amounts to the left.

Given the state of the art in computer software, much of the management plan could be stored in electronic files. It also would be relatively easy to generate monthly utility consumption and cost reports and scheduled maintenance reports for the trustees. Consider other ways that computer software could improve record-keeping, sharing information and building management.

If you have worked through the process suggested in this workbook section, you should have a much better concept of the present management of the church building, as well as opportunities for improving the congregation's ministries and reducing costs. Reexamine and maintain the plan regularly. Manage the building to serve your congregation's ministry!

Management Resources for Your Church Building

Resources for churches (order publications and services to meet your congregation's needs):

Inspired Partnerships Inc., 53 W. Jackson, Suite 852, Chicago, IL 60604-3611; (1-312-294-0077). Inspired Partnerships provides publications on heating systems, roofing, shared space, stained glass and other church building-related topics. In the Chicago, Ill., area, Inspired Partnerships provides

technical services including inspections, building-condition reports, energy audits and maintenance plans. For local members, Inspired Partnerships provides contractor referrals.

Heating and Other Systems: Cruz, Michael and Neal A. Vogel. *Systems in Houses of Worship: A Guide to Heating, Cooling, Ventilation, Electrical and Lightning Protection Systems*. Washington: National Trust for Historic Preservation and Chicago: Inspired Partnerships Inc., 1992.

Roofing: Vogel, Neal A., *Roofing Houses of Worship: Roofing Guidance for Church and Temple Administrators*. Washington: National Trust for Historic Preservation and Chicago: Inspired Partnerships Inc., 1992.

Shared Space: McLenighan, Valjean. *Amazing Space: Opening Doors to Community Ministry*. Chicago: Inspired Partnerships Inc., 1994 and Mosher, Michael P. *Space-sharing Arrangements in Houses of Worship: Federal and Illinois Tax and Legal Implications*. Chicago: Inspired Partnerships Inc., 1994.

Stained Glass: Achilles, Rolf and Neal A. Vogel. *Stained Glass in Houses of Worship*. Washington: National Trust for Historic Preservation, and Chicago: Inspired Partnerships Inc., 1993.

Interfaith Coalition on Energy (ICE), 7217 Oak Ave. Melrose Park, PA 19027; (215-635-1122). ICE provides simple, basic publications on energy management, facility management, lightning protection, renting space and other church, parsonage and school building topics. ICE publishes a newsletter, *Comfort and Light*. In the Philadelphia, Pa., area, ICE provides inspection, energy audit and related building services.

Energy Management: Interfaith Coalition on Energy. *Reducing Energy Costs in Religious Buildings* or *Reducing Energy Costs in Religious Buildings in Cooling-Intensive Climates*. Melrose Park: Interfaith Coalition on Energy, 1996/1994.

Interfaith Coalition on Energy of Western New York Inc. (ICE of WNY), 795 Main St., Buffalo, NY 14203; (716-847-8389). ICE of WNY has published the handbook listed below and provides local energy-related services.

Energy Management: Interfaith Coalition on Energy of WNY. *The Energy Manager's Handbook*. Buffalo: Interfaith Coalition on Energy of WNY, 1997.

Lutheran Church Extension Fund (LCEF), 1333 S. Kirkwood Road, St. Louis, MO 63122-7295; (1-800-843-5233); <http://www.lcef.org>. Part of the mission of LCEF is to provide loans for church buildings and property and, in keeping with that mission, LCEF provides advice on new construction. Although the *Architectural Handbook* is primarily for the design and construction of new church buildings, it does contain advice on maintenance issues.

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Architectural Handbook: Standing Committee—Architecture, Lutheran Church Extension Fund. *Architectural Handbook*. St. Louis: LCEF, The Lutheran Church—Missouri Synod, 1999.

National Association of Church Business Administration (NACBA), 100 N. Central Expressway, Suite 914, Richardson, TX 75080-5326; (1-800-898-8085); <http://www.nacba.net>. NACBA promotes professional competence in church administration and thus most of the organization's publications are related to budget, employment and staff issues. However, NACBA also provides church building-related publications on maintenance, remodeling and new construction.

Housekeeping and Basic Maintenance: Chandler, Ron M. and G.L. Lashley. *Thy Kingdom Clean: The Care and Maintenance of Houses of Worship*. Fort Worth: National Association of Church Business Administration, 1999.

New York Landmarks Conservancy, 141 Fifth Ave., Third Floor, New York, NY 10010; (1-212-995-5260); <http://www.nylandmarks.org>. The conservancy's Sacred Sites Program issues a technical journal for architectural, historical and maintenance issues—Common Bond. On the web site the conservancy lists many preservation—and maintenance-related publications for buildings in general, as well as for religious buildings.

Fire Prevention: New York Landmarks Conservancy. *Common Bond: Fire Prevention for Religious Properties*. (Volume 14, No. 2) New York: New York Landmarks Conservancy, 1998.

Inspection and Maintenance: Haynes, W., A. Rudin and J.T. Ryan, P.E. *Inspecting and Maintaining Religious Properties*, Revised Edition. New York: New York Landmarks Conservancy, 1991.

Partners for Sacred Places, 1616 Walnut St., Suite 2310, Philadelphia, PA 19103; (1-215-546-1288); <http://www.sacredplaces.org>. The publications and resources section of the Partners for Sacred Places website lists publications for fund raising, property care, accessibility, sharing space and stained glass. Also listed on the web site are religious property assistance programs throughout the United States.

Accessibility: National Organization on Disability. 1994. *That All May Worship, An Interfaith Welcome to People with Disabilities*. Washington: National Organization on Disability.

Maintenance Manual: Architecture and Building Commission, Diocese of Albany. 1985. *Maintenance Manual*. Albany: The Diocese of Albany, NY.

Resources for professional facility management (Use publications in your local public library, or order publications to meet your congregation's needs.):

J.J. Keller & Associates, 3003 W. Breezewood Lane, PO Box 368, Neenah, WI 54957-0368, 1-800-327-6868, <http://www.jjkeller.com>. J.J. Keller provides an extensive line of safety management publications, products, and training. The employee-training handbook listed below is inexpensive and easy to read.

Safety: J.J. Keller & Associates. 1997. Keller's Official OSHA Safety Handbook, 3rd Edition. Neenah: J.J. Keller & Associates.

R.S. Means Company, Inc., 100 Construction Plaza, PO Box 800, Kingston, MA 02364; 1-800-334-3509; <http://www.rsmeans.com>. For many years R.S. Means has accumulated an extensive database on building costs, and the company provides a wide range of construction and maintenance cost publications and services. The company also provides references and guides on maintenance that are keyed to the cost database.

Building Costs: R.S. Means Company, Inc. 1999. Means Building Construction Cost Data 1999. Kingston: R.S. Means Company, Inc.

Building Maintenance: Liska, Roger W. 1988. Means Facilities Maintenance Standards. Kingston: R.S. Means Company, Inc.

Other commercial publishers: Building Maintenance: Piper, James E. 1995. Handbook of Facilities Management. Englewood Cliffs: Prentice Hall.

Author (Ask for advice.): Kenneth F. Dunker, 4309 Ross Road, Ames, IA 50014-3836; 515-292-6040; E-mail: kfdunker@netins.net.

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