

A STRATEGIC GUIDE TO CHURCH CAMPUS DEVELOPMENT

THE NEXT STEP

*How to Discover the Right Solutions
to Plan, Design, & Build Your Church*

BILL CHEGWIDDEN

BUILD UP, BUILD UP,
PREPARE THE ROAD!
REMOVE THE OBSTACLES
OUT OF THE WAY OF
MY PEOPLE.
— ISAIAH 57:14

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CONTENTS

	Preface – Nehemiah’s Journey	Page 7
	Introduction – Your Journey	Page 17
Step 1	Lay the Foundation	Page 29
	<i>Ensuring the proper support for the journey that lies ahead</i>	
Step 2	Assemble the Church’s Leadership Team	Page 43
	<i>Critical choices; organizational decisions; independent research, prayer, and preparation</i>	
Step 3	Select the Design Team	Page 59
	<i>Picking the right design team and the right design team leader</i>	
Step 4	Establish the Working Relationships and a Working Schedule	Page 81
	<i>Clear, open, honest, and regular communications; looking down the road; planning for the allocation of your resources</i>	
Step 5	Determine the Needs of Your Church	Page 91
	<i>Start early; keep focused on your mission; determine who you are and who you want to be; listen to the congregation; make this a time for the entire congregation to grow in knowledge and faith</i>	
Step 6	Analyze Your Membership, Your Facility, and Your Site	Page 107
	<i>Can the church use the facilities more efficiently? How can the church expand? Where do you put the children? Initial space allocation, how large can your church expand on your present site? Should you buy additional property? What will the neighbors think?</i>	
Step 7	Develop Your Strategic Master Plan	Page 135
	<i>Solving a complex equation with several unknowns; seeking a balanced solution; worship capacity, ministry needs, pedestrian circulation, vehicular circulation; phasing options, building for future growth</i>	
Step 8	Prepare a Financial Plan and Project Budget	Page 157
	<i>Where will you get the resources needed to build? When will you get them? When will you need to spend them? Count all the costs before you begin. Be sure to prepare for the expected but unknown costs.</i>	

Step 9	Establish the Architectural Program and Preliminary Design for Phase One	Page 173
	<i>What is your first priority? What is your biggest roadblock to growth? How should you plan to spend your resources? From vision to visualization; casting the vision; creating consensus</i>	
Step 10	Gather the Resources for the Journey	Page 185
	The Capital Fund Drive	
	<i>Information and inspiration meetings; communicating the need as well as the solution; communicating so that everyone can understand what your leadership team has learned and why you need to build</i>	
Step 11	Prepare the Final Program and Design Development Drawings	Page 195
	<i>Develop a detailed program—a project to match the budget supported by your capital fund drive; establish the capacity, the function, and the quality; decide on the details; establish the balance between wants, needs, and resources</i>	
Step 12	Determine the Method of Construction	Page 205
	Select the Construction Team and Verify the Construction Cost	
	<i>Traditional design-bid-build approach; negotiated contract, design-build; construction management; owners' representatives; choosing a contractor; working with the construction team to set the conceptual budget and schedule</i>	
Step 13	Complete the Construction Drawings and the Building Construction	Page 225
	<i>Working with the construction team; managing the construction budget; the final balancing act; managing expectations; coordinating the information and communications; preparing the punch list; training sessions; warranties; as-built drawings, the dedication</i>	
Step 14	Review and Prepare for the Next Journey	Page 241
	<i>After six months: How is your church doing? After twelve months: What do we need to revise? How do we keep up with growth and remove future roadblocks? Using the strategic master plan as a working tool to monitor your progress and to predict your church's future needs.</i>	
	Epilogue	Page 249
	Project Summary and Image Index	Page 251

NEHEMIAH'S JOURNEY



NEHEMIAH'S JOURNEY

The Old Testament book of Nehemiah provides an excellent model for the prayer, planning, preparation, and perseverance required for the journey that many of our churches are undertaking today. It is a *journey* of growth, development, and expansion, and while it can prove to be exciting and full of adventure, it also can be challenging and something that requires a strong, steady faith.

This is one of the reasons why I believe the lessons we can glean from Nehemiah's life will keep us on the right path. Nehemiah understood how to plan for a project. Likewise, he knew what it was like to remain faithful during trying times. He realized that if he kept his heart and mind fixed on the goal set before him, the project would be successful and used by the people of God. Can you and your church have the same experience? I believe you can.

Several years ago, after completing a study of this favorite Old Testament book, I assembled the following thoughts—not as a theological interpretation, but as a compilation of the steps Nehemiah took on his journey. These steps have been assembled from years of experience and a desire to provide a systematic method of helping churches grow and fulfill their mission statements. If you are currently working on a church building project or plan to begin this process in the near future, then you may want to take the time to reread the book of Nehemiah with a set of fresh eyes and an open mind to strategic planning. My sincere desire is that this Old Testament book will come alive to you and help you and your church discover the right path to follow on your journey to a lifetime of growth and expansion.

Give Your Servant Success Today

Since I have used portions of Nehemiah to introduce the steps in this book, I thought that it would be helpful to explain why I chose his life and work as an example. In the first chapter, we find that Nehemiah is leading a rather comfortable lifestyle as a cupbearer to the king. However, this is about to change.

The Bible says that when Nehemiah had an opportunity to inquire about his former hometown of Jerusalem, he took it. The news, however, was not good. The walls surrounding the city had been broken down and lay in ruins, and Jerusalem was open to enemy attack. When he heard this, Nehemiah sat down and cried. He was so overwhelmed by the report that he prayed and did not eat for several days.

These steps have been gathered from years of experience and a desire to provide a systematic method of helping churches grow and fulfill their mission statements.



When Nehemiah heard the news, he realized that he had a great passion for God's people and their condition.

Truthfully, this same information was available to many other people. In fact, many knew the condition of Jerusalem, but had chosen to do nothing to remedy the problem. No one had stepped forward to take up the challenge of reconstruction.

However, when Nehemiah heard the news his heart was stirred, and he realized that he had a great passion for God's people and their condition. He mourned over the city's condition and spent time in prayer before the Lord. Then he responded in faith to the situation by asking the Lord to allow him to do something to help. Like Nehemiah, many today know about the plight of God's people. Some choose to leave the problems for others to solve. However, others discover they have a passion to be used by God and want to be equipped for His service. We may wonder, "How could a cupbearer be used to change a situation as great as this one?" God had a plan and Nehemiah had the passion to discover it and carry it out.

Over the years, I have observed that God often uses ordinary people to do extraordinary things. The only requirements are a willing heart and availability. If you feel as though you have little to offer in the area of design and construction, then you are in good company because Nehemiah probably felt the same way.

Whenever we ask God for an opportunity to serve Him, we had better be prepared to begin a great journey. Nehemiah could have stayed where he was and remained the cupbearer to the king. Instead he committed himself to helping God's people.

He chose to leave the court of the king and to go to Jerusalem. After he made this decision he prayed again, "Oh Lord, let your ear be attentive to the prayer of this your servant and to the prayer of your servants who delight in revering your name. Give your servant success today by granting him favor in the presence of [the king]" (Nehemiah 1:11).

In the second chapter of Nehemiah, we find that four months had passed, but the time had not been wasted. Nehemiah was planning how he would approach the project. His concern for the city of Jerusalem grew to be so great that soon King Artaxerxes noticed a change in his demeanor and asked what was wrong.

Nehemiah had anticipated this day and answered with honesty and conviction. He also did not hesitate to ask the king for help. He wanted to return to Jerusalem

so that he could help in the reconstruction of the city's walls. He had taken time to think through every aspect of the project and knew how long it would take and how much help he would need.

Those months of waiting had been spent in sincere preparation. Now, Nehemiah was ready to ask for permission to move ahead with the project. He also requested the resources that would be needed for the journey. The journey that you are considering may not be to a far away place, though in this case Nehemiah had to travel some distance to reach his hometown. For Nehemiah, it was a journey back to Jerusalem and working through the process of redesigning and rebuilding the walls of the city of Jerusalem. This was his journey and although your journey is not the same it is mirrored in his prayer and faith. Your journey also is one that will lead you through the necessary stages of planning, designing, and building in order to address the needs of your church.

Speaking of faith—Nehemiah's faithfulness paid off. God answered his prayers by prompting the king to respond with support—more than Nehemiah had requested. Chances are, it did not take long for Nehemiah to pack his bags and head out on the road to Jerusalem.

Momentum was on his side. However, as soon as he arrived in the city, he met his first detractors. Even before he surveyed the problem and could organize the people for the work, he found that there were others whose main goals were to stop him from completing his mission. More than likely, the same will hold true for you as you begin your project. God never told us that the road laid out before us would be easy to travel. However, He has promised that He will walk each step with us and ultimately grant us the victory. This promise was the foundation of Nehemiah's faith and courage, and it should be ours, too.

As soon as possible, Nehemiah selected a few men to ride with him as he surveyed the broken-down walls. Yet, he kept the plans that God had placed in his heart to himself. At this point, he did not share what he believed the Lord wanted him to do. Instead, he personally reviewed the situation. He didn't just take a quick glance or a short overview. That was not his style. Instead, he viewed the project from many different vantage points, while taking time to consider its depth and scope. How many others had seen the same view of the city? Perhaps in their mind's eye, they saw only piles of rubble and destruction. However, Nehemiah saw the potential for hope, a possibility for growth and development, and an opportunity to help prepare a place for God's people to live again.

Nehemiah saw the potential for hope, a possibility for growth and development, and an opportunity to help.



The Sharing of a Vision

After Nehemiah had personally reviewed, analyzed, and decided how to solve the problem, he began to share the plan that God had given him. He told the people about his passion and desire to see the city's walls reconstructed. He also laid out the evidence of God's involvement through the provision of the resources that would be used to complete the work. When the people heard his plan, they began to catch his vision and agreed to work alongside him.

Nehemiah organized this huge project by dividing it into small, manageable steps. Looking at a plan of this magnitude can be overwhelming. However, when it is broken down into achievable goals, it is easier to stay on task. This also helps the people to remain encouraged as they reach smaller goals on a consistent basis.

Different groups took the responsibility of completing each one of the smaller goals. The reconstruction of the walls became a team effort that was completely successful. Good planning and progress, however, do not prevent our enemies from causing conflict. Nehemiah had plenty of conflict—a group of people were committed to stopping the work. His detractors told the workers that the task was too great for them. They stressed that the resources were far too limited and that the reconstructed walls would not stand the test of time. With the hope of dealing a final discouraging blow, the cynics charged that the work being done would not make a difference and that any effort spent on Jerusalem's walls would not change the city's condition.

From a human perspective, the situation may have seemed hopeless, but from God's vantage point, it was a formula for success. How many times do we hear the same type of statements coming from our detractors? They are not necessarily against us, but they are against the work we feel called to do.

Nehemiah did not yield to their negative comments. Instead, he turned to prayer, sought God's strength and encouragement, and kept his eyes set on the goal—which was to finish the work God had given him to do. He refused to believe these men's lies or to become discouraged. Instead, he continued to lead the effort until the walls were halfway completed.

Reaching this milestone gave the workers a renewed sense of hope, but it also brought even more disdain from detractors. As the project continued, the leaders and the workers began to grow weary. The journey they began with great excitement now seemed formidable. It was here that Nehemiah realized the workers needed a



From their viewpoint, the situation seemed hopeless, but from God's vantage point, it was a formula for success.

time of rest. However, before they left, he made sure that they were guarded from the enemy's tactics and that all the completed work was securely protected.

Review and Renewal

Nehemiah reviewed his plans along with the progress that had been made. After his assessment, he did something that made a difference in the outcome of the project. He reassured the people that God was fighting for them and that they should not be afraid. Nehemiah admonished his leaders and workers to remember the Lord their God, their friends, their family members, and their homes. (Nehemiah 4:14-20)

He also asked them to remember why they agreed to begin the project, and to recall how they felt when the work first began. There is a tremendous excitement that goes along with the beginning of any project. Recalling this moment can bring fresh strength and encouragement. The leaders and workers listened to Nehemiah's words and responded by returning to their work.

Worthwhile goals are not reached without effort. Every journey requires enough commitment and dedication to last through many different seasons. As the work continued, Nehemiah noticed that the leaders and workers had become spread out along the walls. He knew this could pose a threat and provide an opportunity for enemy attack. The successful completion of the project depended on keeping the team together. This also meant keeping the lines of communication open and everyone informed.

Following Nehemiah's example, the workers continued at a steady pace. They knew that what they were doing would truly make a difference. In fact, they were so energized that they worked from sunrise to sunset, trusting in God for the outcome of the project, while keeping their swords at their side. (Nehemiah 4:18) They believed that they would succeed. However, they also were fully prepared to fight the enemy if necessary.

Nehemiah also had to deal with some of his own leaders—men who were taking advantage of their workers. They were profiteering from their own people and *not* doing all that they were capable of doing. Once again, he prayed, reviewed the situation, decided what needed to be done, and then spoke honestly and courageously. He told them that they were not doing their share and that they were being unfair to their workers. Then he asked them to sign an agreement stating that what they had done was wrong and that they were committed to



Following Nehemiah's example, the workers continued at a steady pace.



Nehemiah was setting an example by his leadership. He did not take advantage of his calling or his position.

changing their ways. This was done in public so that everyone would be aware of the promised changes.

Nehemiah was setting an example by his leadership. He did not take advantage of his calling or his position. Instead, he remained a servant throughout the entire project—obeying God, continuing to work right beside his men, and requiring his officials to do the same. In doing this, he was demonstrating what many call today *leadership by example*.

He also understood the intent of his enemies. He knew their goal, which was to stop the work at any cost. Therefore, he was under no illusion of their intent and knew that they were against the plans of God. When challenged by one of his enemies, he remained faithful and steady and refused to be distracted. He said, “I am doing a great work and I cannot come. Why should the work stop while I leave it and come down to you?” (Nehemiah 6:3 NASB). He understood his position, his priorities, and his potential to help God’s people.

We also learn that Nehemiah understood the importance of wise counsel and was quick to discern the ploys of his enemy. Even though there were dangers on all sides as men tried to persuade him to leave the work and to compromise his beliefs, he refused to waver.

As news about the work that was being accomplished spread, many local leaders continued to support this project. In fact, even before Nehemiah fully understood God’s plan and purpose, the king had been moved to provide the resources to underwrite the effort. His provision set an example for others. This project could not have been completed without the help of many people—all doing what they could. Some gave financial resources, some gave physical resources, and some gave both.

Joy in the Journey

At the completion of the project, a time was set for great celebration. However, in the light of God’s faithfulness and provision, the people became aware of their sin and began to weep. A project like this often draws people closer to the Lord where they experience the reality of His love and grace. Journeys like this often lead to spiritual rededication and recommitment, and this is what God’s people experienced. But Nehemiah instructed them not to cry on “such a day as this.” It was a time to celebrate—a day of holy joy and *not* sadness. He explained that it was a time of celebration because the people of God would now be able to hear God’s Word.

Nehemiah understood the importance of wise counsel.



The journey was so great that at its completion everyone, including the enemy, realized that God had been involved. He was the only One who could make this dream a reality, and the same is true of your project. Only God can lead you to a point of completion and success. When the work was completed in Jerusalem, the people signed a covenant stating that they would serve the Lord and no longer neglect the house of God.

As we look back over the work, we can see that Nehemiah truly understood the people of Jerusalem—their needs, their desires, and their failures. He remained patient in his commitment to the work, and the outcome of his faith brought glory to God.

As he promised, he returned to King Artaxerxes. However, at a later date, he returned to Jerusalem to review the completed project and to see how the city was doing. Nehemiah understood that there would be new problems that needed to be addressed. Once again, he reviewed the situation, prayed to understand the need, prepared a plan of action, assigned specific tasks to remedy the problem, and made sure that everyone understood the work he had assigned.

It is the same for us as it was for Nehemiah. The journey is never really over. Our world changes daily. New needs arise, and we, too, must be ready and willing to respond to God's call and to undertake the tasks given us at every turn in this life. I believe that it is possible to use Nehemiah as a guide and that God will reward our faith and efforts with success and victory.

*God needs more people like Nehemiah,
His Kingdom needs more people like Nehemiah,
And God's people need more people like Nehemiah—
Someone who sees potential where others see problems,
Someone who has a passion to help God's people,
Someone who will pray before deciding,
Someone who will plan before acting,
Someone who will set the example,
Someone who will celebrate,
Someone who will inspire,
Someone who will work,
And someone who will return.*

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NEHEMIAH'S JOURNEY *and* A GUIDE FOR YOURS



YOUR JOURNEY





YOUR JOURNEY

THOSE WHO USE THIS GUIDEBOOK

Over the years, I have come to view the process of planning, designing, and constructing a new facility as a *journey*. It involves much more than moving from point A to point B. It is a journey whereby you and the members of your leadership team get to see your church project become a reality. As with all journeys, it will be made up of a series of complex, yet interrelated, steps and processes. You will find that gaining a firm understanding of where your church is in the process, and learning what decisions are required before proceeding on to the next step, are both essential to a successful journey.

The material in this book has been assembled to be used by members and potential members of church planning or building teams—those who are looking for a resource to help guide them through all of the actions and decisions that will be required to successfully complete their journey. It was compiled with the intent of helping people on these committees to avoid taking the wrong turns that other churches have taken.

Your church is about to launch one of the most exciting and rewarding efforts in its existence—truly, it is an opportunity of a lifetime. In order for you to make the most of this opportunity, this material has been designed to help you plan for the *entire* journey. It will provide the information your team needs in order to understand each step in the planning, designing, and building process. Long before any expectations are set within your congregation, you will discover that knowledge and understanding are essential to reaching the final destination.

Every effort has been made to keep you from getting bogged down or lost along the way. The goal of this book is to present material that provides clear, valuable insight into the process of designing and building a new church facility. It is written in such a way as to help you maintain a proper focus concerning the project that you are considering.

I'm sure you have heard stories about the terrible problems other church building teams have encountered, but your journey does not have to be like theirs. The following steps will help you avoid the detours and pitfalls that many

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before you have experienced. The insights in this book have been gathered as helpful milestones for you to use in developing a critical path for a more successful journey.

With the right preparation and planning, this journey should be one of the greatest experiences in the life of your church. It will *not* be free of problems or difficult choices along the way. However, at the end, when the project is complete, and your new facility is full of people using it for its intended purpose, all that you have gone through will be worth the effort that has been invested.

No matter how well you plan and prepare, there will be times in the journey when you will need to keep your final destination firmly in mind. I have found that few other journeys in life help your prayer life more than being involved in building a portion of God's Kingdom here on earth.

There are several key questions that I always like to ask those who come seeking our assistance with the planning and construction of their new church facility. I begin by asking: "Is your church reactive or a proactive? Is there a plan in place for your future growth, or have you adopted a 'wait and react' position?" A church that waits and then reacts to growth usually finds that it has run out of space and can no longer effectively minister to the needs of its congregation.

I also ask if there is a methodical process in place for responding to ministry needs, or if the church allows the loudest voices to determine how it will respond to its current situation.

Many times, we become shortsighted in our view of the future. We can develop attitudes that hold us back and prevent us from becoming all that God has designed us to be. This can lead to stagnation and eventually hamper every ministry in the church.

Finally, I ask: "Do you believe that there is a better way for your church to grow and develop? Are your members content to provide for their current congregation only, or do they want to expand so that the 'unchurched' in your community can be reached?"

I admit that these are tough questions; it is necessary to ask and to answer them honestly. Each answer that is given determines how your church will prepare to face the future. Most importantly, the answers reveal whether or not the process explained in this book is right for you. I want to make it clear: this

You will find that gaining a firm understanding of where your church is in the process, and learning what decisions are required before proceeding on to the next step are both essential to every successful journey.

book was written for churches that want to be proactive—those that want to prepare for future growth and want to follow a methodical process that looks for and leads to the best solutions in the long-range planning for your church.

THE HELP YOU NEED

This material also was written for those who are *not* satisfied with their current status and for those who want to improve so that they can impact their community by providing room for the unchurched. If this describes your church, then this book could be the very tool you need to help your church set an itinerary along the right pathway of growth and expansion. During long months of planning and construction, it also will provide the information you need to stay the course, especially whenever difficulties arise. My personal goal is to help you finish the journey laid out before you.

I do want to say from the beginning that the material within this book was not written to establish a *set formula*. Instead, it is given to establish a process that your team will be able to follow and apply to the project you are considering. This process integrates all of the plans you will use on your journey. This is a “what to do” book more than a “how to do it” book.

There are entire books written on some of the steps in this book. My recommendation to you is to utilize the design team, construction team, and the consultants you hire to gather the detailed information required for your journey. I believe the topics addressed in this book can help clarify what detailed information you should request from these teams so you make informed decisions as you move from your dream to dedication.

As you read through the following chapters, I hope that you will also discover the best route for your church to take. Hopefully, it will be one that will prevent you from taking unnecessary detours and side trips as you move toward your final destination. However, there will be times when small exploratory searches should be encouraged, even if they appear to be detours. In the end, these too will be used to help you make informed decisions, while providing additional insight as you move forward to achieve your goals.

Many current planning guides provide a skeletal framework to keep the process on track and are just formulas that are very structured and inflexible. Others are more unstructured, and although very flexible, may not provide enough direction and guidance to keep your church focused or to give the help that is needed,

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especially when you get off track. Therefore, it is the intent of this book to provide a methodical approach that is comprehensive, and while offering some structure, still allows for the inevitable and unplanned events that occur within the overall process. This flexible process will prove extremely valuable in solving the unique problems and difficulties that come with the development of any church project.

While this book *does not* offer a rigid formula to follow or the answers to *all* your questions, it will provide an overview and a methodical process that will lead you safely on a journey to discover a unique, strategic master plan for your church. After this plan begins to take shape, the material presented here will provide the resources that are needed for you to follow through. It also will give you the tools you need to ensure that your new church facility can be used to minister to your community and become all that God has called it to be.

FOLLOWING A CRITICAL PATH

The term *critical path* is a planning and construction term that is used to describe the logical sequence of critical decisions and actions required to keep a project on schedule and within budget. It describes the most direct and trouble free path on the journey—from the moment that your dream begins to take shape until its dedication. Without a clearly defined critical path, you may still get to your destination, but “wrong turns” and “miss-steps” often take the enjoyment out of the journey, turning your dream into a nightmare!

Most construction projects have a critical path schedule which is used to coordinate the entire construction process. This schedule is reviewed regularly, updated as needed, and used to make the decisions required by the construction team to keep the project on track. It is a tool used to put all of the critical decisions and actions in the proper sequence and in a format that allows the entire team to see clearly when something is out of order—so they can make the adjustments necessary to get the project back on schedule.

Every successful journey requires four things: prayer, planning, preparation, and resources. Traveling into unfamiliar or uncharted territory requires even more planning and preparation. However, the right partnership will make the journey more enjoyable and reduce the risks associated with traveling in unfamiliar territory. The correct partners for such a journey are ones that have the necessary experience for a project like the one you are considering.

I also have found that the right preparation determines the right path for a

church to take. Correct guidance can help you scout ahead and uncover any roadblocks that will be encountered on the pathway.

Over the last 25 years, most of my professional life has been spent working with churches. I absolutely love what I have been called to do, and I could talk for hours about the planning, the design, and the construction of churches. However, I find most people just want the highlights, the executive summary, or the answer to a specific question, and that is the intent of this guidebook.

It was *not* written to be an encyclopedia or a detailed planning guide, but rather a tool to help your team find the correct path and then to give you insight into what may be lying ahead for you as you seek to help your church grow and make a difference in the lives it touches. I also have found over the years that there are no shortcuts to this process, and that what often seems like a shortcut usually turns out to be just another detour.

RIGHT PLANNING IS ESSENTIAL TO SUCCESS

I want to encourage you to take the time to plan ahead, get the correct team members in place, and gather and analyze the information that you will need to make informed decisions. When you do this, the process will be much more enjoyable for everyone. In order to complete this journey, you must be willing to travel the distance from the conception of your church's dream to its dedication.

There will be a time of strategic planning and a time of tactical planning to every step you take in this process. (Strategic planning seeks to answer the “what” questions. Tactical planning seeks to answer the “how” questions.) These are not isolated, independent steps that your church will be taking; you will need input from the entire partnership throughout this process. Select your partners well and they will serve you well. Because each of these steps is interrelated and complex, changing some of the variables or assumptions in one step will change the outcome of all of the succeeding steps.

Organizing a very complex set of often-independent decisions into a clearly marked set of steps, without having them become a simplistic set of formulas, is a very difficult task. Decisions that are made in one step of the process will affect the outcome of the following steps. However, at the time a decision is made, these outcomes are not always predictable or understandable, especially when your team is being asked to make decisions early in the process without the benefit of a clear path set before you.

The right preparation determines the right path for a church to take.



The more clearly you are able to see your destination and understand the resources required to reach it, the better your decision making will be.

I have found that planning for this type of journey is very much like solving a complex mathematical formula where there are many unknowns. If you change one of the variables, you end up changing the outcome. However, if you fix several of the unknowns by making smart, well-informed assumptions, you can solve the other unknowns. And if the answer does not end up matching your resources, you always can go back and change a few of the assumptions until you get a solution that matches the journey your church has chosen. It is very easy to underestimate the future impact of changing what may seem like a small decision by your team. It takes experience to realize when a decision will steer your team off course, and it will take courage to speak up and ask for the team to reconsider their decisions when it appears that this has happened.

The steps outlined in this book will help you to look ahead, understand the processes involved in project, and see the impact every decision has on the journey you are undertaking. The more clearly you are able to see your destination and understand the resources required to reach it, the better your decision making will be, and the better the decision making process is, the more enjoyable the journey becomes.

In order to complete your journey, sooner or later you will complete each of the steps discussed in this guidebook. However, you may not need to complete them in the order that they are presented. Use these steps as a checklist to establish milestones to see where you are in the process, to confirm where you are going, and to determine what resources will be needed.

Sometimes, your team will get to a point where it becomes clear that you need to go back a few steps and “rethink” some of your earlier decisions before you can move forward. This is not necessarily bad, or a sign that your leadership team has made a mistake. This is a natural part of the process. Remember, it is best to remain flexible and open to change. When you make a decision, it is not always possible to know the outcome. Realize that the earlier you discover the need to rethink some of your decisions, the more resources you will be able to conserve and use for other steps.

ESSENTIAL STEPS IN THE PROCESS

Faulty or poor decision making early in the process is the surest way to find yourself being detoured and heading for a dead end. An important thing to remember is that if you take a wrong turn, there will be an opportunity for you to undo your decisions and redirect your project. However, this can be expensive and frustrating, and will ultimately delay the completion of your journey.

STEPS IN YOUR JOURNEY



I believe that these steps and the process they outline will provide the opportunity for your team to see where you are in the journey and allow you to make sure all of the required decisions are in place before you get too far down your path. Informed decision making, early in the planning process, is your team's best insurance for controlling the process, the budget, and the outcome. The further you travel down the path, the less opportunity you have to make changes in the outcome of your journey.

THE SEVEN PROCESSES FOR YOUR JOURNEY

Process 1	Process 2	Process 3	Process 4	Process 5	Process 6	Process 7
Selection	Communication	Strategic Master Planning	Design	Funding	Construction	Review
1.1 Leadership Team	2.1 Information Inspiration	3.1 God's Call	4.1 Pre-design	5.1 Analyze Potential	6.1 Project Pricing	7.1 Record Results
1.2 Design Team	2.2 Team Communications	3.2 Church History	4.2 Schematic Design	5.2 Communicate Vision	6.2 Construction Schedule	7.2 Lessons Learned
1.3 Construction Team	2.3 Partnership Communications	3.3 Community Demographics	4.3 Initial Design Development	5.3 Capital Campaign	6.3 Project Permitting	7.3 Monitor Growth
	2.4 Congregation Communications	3.4 Site Capacity	4.4 Design Communication	5.4 Banking Relationships	6.4 Ground Breaking	7.4 Plan for Future Phases
		3.5 Worship Balance	4.5 Final Design Development	5.5 Construction Payments	6.5 Project Communications	
		3.6 Weekday Programs	4.6 Construction Documents	5.6 Final Payments	6.6 Construction Inspections	
		3.7 Resource Potential	4.7 Project Pricing	5.7 Campaign Follow-up	6.7 Building Dedication	
			4.8 Contract Administration			
			4.9 Project Closeout			

This is why a primary goal of this guide is to help you successfully reach your destination without having a major detour that stops you and delays the opportunity for growth of your church. As you begin to determine the destination, always keep in mind that this is a complex process. Plan ahead, gather the information you need, review the options, refine the assumptions, and make an informed decision before you move forward.

Success requires the coordination and management of a series of processes:

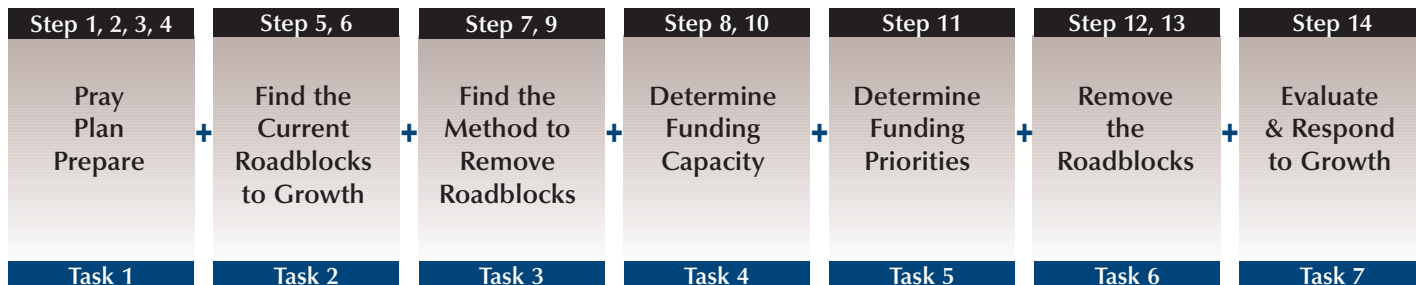
- Team selection
- Communication
- Strategic master planning
- Design
- Financing
- Construction
- Review

And it also requires the completion of several tasks:

- Pray, plan, prepare
- Find the current roadblocks to growth
- Find the method to remove roadblocks
- Determine funding capacity
- Determine funding priorities
- Complete the removal of roadblocks
- Evaluate and respond to growth



TASKS IN YOUR JOURNEY



The challenge that faces many leadership teams is the proper integration of these various processes into one solid working plan—a strategic master plan with the common goal of leading your church from the initial dream to the dedication of your project.

God gave Noah the plan for the ark. He gave Moses a plan for the tabernacle, and to David, He gave the plan for the temple, which Solomon built. I strongly believe that He has a plan in mind for your church, too. To Nehemiah, He gave a vision of what the future could hold. But it was up to Nehemiah, just as it is for others who are called, to step forward and make a commitment to accept the challenge that was set before him. Nehemiah saw a need that was God-given. He was able to envision the walls around Jerusalem reconstructed and the city in a position for growth and development. However, he did not rush out, grab a few dozen workers, and begin to rebuild. Instead, he took time to pray for guidance, wisdom, courage, resources, and permission for the help that would be needed.

Only then did he review the situation and the problem at hand. He made plans to use the resources he had been given, enlisted help from fellow believers, ignored the taunts and challenges of those who wanted to stop him, and celebrated with everyone when the work was complete. I also want you to take note of the fact that after the walls of Jerusalem were rebuilt, Nehemiah returned to the project to review the finished work and to make any necessary changes. These are the same steps that you and your church will go through as you seek to be used by God to make a difference in the lives of the members of your congregation and in your community.

It is my sincere intention that this guide proves to be a useful tool to help you in this process. If you have any questions, please contact me at thenextstep@cdhpartners.com.

