

Local Church
Building Manual

North Indiana Conference
United Methodist Church

Provided by Construction Connection,
a ministry of the Church Development Ministry Team

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Step 1: Clarifying Your Mission

Introduction

A church's building is primarily a tool—a tool that a congregation uses as it fulfills God's mission to make disciples of Jesus Christ. A church should consider a building project, when the fulfillment of its mission is hindered by its present facilities.

The clearer a church understands its mission and the clearer it is able to envision what God is calling it to be and do, the easier it will be to determine whether a building project is needed, and if so, its scope.

Develop a Mission Statement

If your church doesn't have a mission statement, your study committee needs to create one. (See step 2 for more on establishing a study committee.) This statement should include the following:

- Your church's purpose, which should be based on scripture,
- A description of who it is presently serving (who's sitting in its pews),
- Its programs or ministries,
- Two to four priorities,
- And goals that it has set to move the church forward.

Setting Your Priorities and Goals

As your church determines its priorities and sets its goals, it should consider these questions:

1. Who is in our church's community? Are they similar to or different from our present church attenders? What are their unique needs? How is our community changing?
2. What is God doing in your church and community?
 - a. Who does God seem to be bringing to your church? What kind of people are visiting your worship services and small groups? Who is attending week-day activities (e.g. day care, kid's clubs, AA groups, VBS)?
 - b. Why might God have brought your pastor to you? What unique gifts for ministry do they offer the church and community?
 - c. What ministries in the church are flourishing and bearing fruit?
 - d. What does God seem to be doing in other churches? What is God doing ecumenically in your community?
3. In light of the answers to the above questions, what priorities and goals should we set in order to help facilitate what God seems to be already doing?
4. Given our church's history, personality, and values, do these priorities and goals fit us? Are they likely to be embraced by our congregation? Will we be willing to make the necessary changes for these to happen?

New Help?

For assistance contact the North Indiana Conference Service Center (phone 800 783-5138 or email cci@nicumc.org) for assistance. See appendix A for an additional decision-making guide.

Step 2: Deciding to Do it!

Making the Decision

In some cases, the need for a church building project will be so clear that the congregation will readily support it. However, in other instances the congregation may need a significant amount of time to determine whether or not it wishes to enter into such a project.

Typically, in making a major decision, it is common for members to experience excitement initially only to later experience uncertainty, a lack of clarity, nostalgia for the past, even turmoil and anger. These feelings are normal and should be expected. How a church responds in this situation, however, will have a tremendous impact on what happens next.

One response can be that the church is paralyzed and its project flounders. A second response is to have the study committee work through Step 1 again, making sure the project is driven by a vision that is owned and supported by the congregation. A third response is to work through the following process, making sure there is ongoing interaction with the broader congregation—identifying and addressing members' questions and concerns, seeking their input, and providing them the time needed to come to a consensus.

CAUTION: Expect this step of clarifying the project and gaining the congregation's support to take time. Rushing through it could jeopardize your project's success and create on-going dissension among your members. Tell those in your congregation who are anxious to break ground to wait patiently for the others to embrace the project.

The Process

If your church's building project will exceed 10% of its present facility's assessed value, it is required to adhere to the following process. If it isn't, it still will be necessary to get your church's approval and to establish a building committee (or task force, team, etc.) that will need head up the project.

If the purchase of land is involved (no matter how small a parcel), it will be necessary to get the approval of your church's District Board of Church Location and Building.

Creating a Study Committee

Your church's administrative board/council needs to create a study committee in order to study the facility needs of your church's ministry. This committee should include key leaders in your church, such as the following:

- Senior pastor,
- Trustee chair (or member),
- Administrative board/council chair (or member),
- Finance chair (or member),
- Other key persons depending on the project (e.g. Sunday school superintendent, UMW president, UMYF president, other church staff, etc.).

This committee is responsible to do the following:

- Analyze the needs of the church and community,
- Project the potential membership with average attendance,
- Write up the church's program of ministry (Use ¶201-204 in the *Book of Discipline* as a guide.), and
- Develop an accessibility plan.

The report of this committee will form the basis of your church's decision to proceed. It will be used by your church's building committee, which will need to be established, as well as be a part of your church's report to the District Board of Church Location and Building.

Approval Process

Once your study committee has finished its work and concludes the need for a building project, your church needs to get the written consent of the following supporting the project (in the order given below):

- Your pastor,
- District superintendent,
- District Board of Church Location and Building.

Church Approval

Once the necessary approval has been given, your church is ready to decide whether or not to approve the recommendations of the study committee. This is done at a Charge Conference of your church. Your pastor should contact your district superintendent to schedule such a conference.

Establishing a Building Committee

Once the Charge Conference votes to support the study committee's recommendation, it needs to elect a building committee. This committee must be made up of no fewer than three members of your congregation. Experience strongly suggests that no more than six people should serve on this committee.

Pastor's Role

The pastor's role needs to be clearly supportive and engaged; however, it is *not* recommended that the pastor serve as the building committee's chair. Although the pastor should neither lead the fund raising nor building phases, they must clearly be 100% behind the effort—casting the vision, reminding people why it's important, and being the cheerleader.

Responsibility of the Building Committee

The building committee is responsible to do the following:

1. Use the information and findings of the study committee and any other relevant information to estimate carefully the building facilities needed.
2. Develop preliminary architectural plans, including accessibility plans.
3. Secure an estimate of the cost of the proposed construction.
4. Develop a financial plan.

Future steps in this manual will provide this committee assistance.

Approval of Project

If the project exceeds 10% of its present facility's assessed value, the building committee needs to present a report to the district Board of Church Location and Building. This report should include the following:

- A statement of the need for the proposed building project,
- The preliminary design/architectural plans (that are handicap accessible),
- The preliminary cost estimate, and
- The preliminary financial plan to pay for the cost of the project.

Once the district board gives its approval, the building committee needs to present its report to the congregation at another Charge Conference. If the majority of the members present support the project, the church can proceed; however, it is wise to proceed only if there is widespread support.

Your church shouldn't schedule a vote on the issue until it's reasonably sure that nearly all its influential members and most of its other members will vote in favor. If your church doesn't have 85% of the congregation in favor of its project, its leaders should help the congregation better understand its vision and, thus, reason why the project is needed, as well as answer any remaining questions.

Ultimately, a congregation's decision to do its building project is determined more by the results of its fund raising effort, than any official vote it takes.

Step 3: Road Map

Local Church Building Process

Once your church decides to enter into a building project it is important to review the steps required by the *Book of Discipline*. These steps will serve as a helpful road map.

As you'll see, although getting the conference's approval is not required, a church is required to contact its District Board of Church Location and Building several times through the planning and pre-construction phase. The purpose of this is to protect the church from making costly mistakes.

Road Map Checklist

Use the following as a checklist for completing the steps explained in Step 2 of this manual...

- 1. Administrative board/council establishes a study committee.
- 2. Study committee conducts research and develops recommendations.
- 3. Study committee's report receives approval by:
 - Church pastor,
 - District superintendent,
 - District Board of Church Location and Building.
- 4. The report is presented and voted on at a Charge Conference of the church.
- 5. The Charge Conference elects a building committee.
- 6. The building committee develops a design and funding plan.
- 7. The plan is presented to the District Board of Church Location and Building.
- 8. The plan is presented to the congregation at a Church or Charge Conference.
- 9. The plan can be implemented once it receives a majority vote of the Church or Charge Conference members.

Step 4: Developing a Plan

Feasibility Study

Some churches will hire a professional, such as an architectural firm, to conduct a feasibility study in order to help a church project its potential growth and identify its future needs. Obviously, the larger the project, the more sense it makes to have such a study conducted.

Assess Your Facilities

Use appendix B to do a quick assessment of your church's present facilities. How does your church's present facilities facilitate its mission, ministries, priorities, and goals? How is it a hindrance? How will it become more and more of a hindrance? Identify the specific areas that need to be addressed and prioritize them.

Should We Consider a Design-Build Approach?

Depending on the size and scope of your project, you may now need to hire an architect to begin developing plans. Another alternative is using a design-build approach. If your church decides to use an independent architect, the design-build concept is not applicable.

The design-build approach is one way to control costs. However, often times the client does not receive the quality expected. The reason for this is that the contractor holds the designer (architect or engineer) captive to the cost constraints, and the documents prepared and submitted to the church are biased toward the design-build firm. Therefore, if your church is thinking of this approach to building, it is well advised to have a highly qualified person to review all documents prior to acceptance.

Should We Use an Architect?

If your church chooses to hire an architect, they will help lead you through the design phase of construction. When considering any building project, a church must be mindful of local zoning laws and codes, including set-back requirements, as well as land issues, such as the need to vacate public right-of-ways (such as an alley), variances, and property title issues. An architect usually will be responsible for dealing with such issues. If a church decides not to use an architect, these issues typically are the responsibility of the church's chair of trustees.

If You Don't Use an Architect...

If your church decides not to use an architect, it will need to appoint a person—again, usually its trustee chair—to do the following:

1. Find and have available the following:
 - a. Zoning restrictions,
 - b. Building codes,
 - c. Special set-backs or restrictions,
 - d. Deeds and titles.
2. Check filing records for alleys, streets, etc., on record that have been closed or vacated. Verify their accuracy.

3. Understand the type of soil and fill, and drainage and run-off conditions of the site.
4. Know the local ordinances concerning parking-space compliance.
5. Get the following as necessary:
 - a. Approval of plans by the district Board of Church Location and Building,
 - b. Approval of plans by the State of Indiana,
 - c. Local and county permits,
 - d. Forms to be used during and after construction, and
 - e. Compatibility of building plans with existing structures.

Have a person use the above as a check list, checking off each as it's completed.

If You Do Use an Architect, Here Are Tips on How to Select One...

There is only one safe generalization about finding the right architect if you are going to build: **the selection of the architect is likely the most important step the building committee will take.** The appearance, the efficiency, and the cost of the building depend on the architect's work, and the church's program.

It therefore pays to give time, earnest study, and sober judgment to the task of selecting the most suitable professional – the man or woman who will provide professional service, talent and judgment and who assumes the responsibility of protecting the church's interest – as do doctors, lawyers, and other professionals. They cannot be selected on the basis of lump-sum competitive bids like a contractor performing a clearly specified job. They must be chosen, rather on the basis of their talent, professional experience, interest in your project, and scheduling compatibility and taste, which you must evaluate in terms of your own needs and inclinations.

Often the architect is selected due to personal acquaintance, or on the recommendation of friends and satisfied clients. The building committee is charged with the responsibility of finding the architect and seeing the building program through with them. Therefore, the committee may select the architect on the basis of personal recommendation, or they may feel an obligation to interview several architects.

Whether the selection is made by an individual or a group of people, it should be done in three basic steps:

- 1) Review of a resume of qualifications and experience together with photographs of past work. The work does not all have to be church projects to determine a firm's ability to design good buildings.
- 2) A personal interview, which allows ample time to find out whether architect and building committee are compatible. They will be working closely together, so it is vital that they get along and have confidence in each other.
- 3) An investigation of the architect's work to determine his versatility and ingenuity to solve particular problems. The best way to find out is to visit one or more of the architect's building in his company and to talk to their owners and, perhaps, the contractor who worked on them.

But however you make your selection, remember that an architect or a firm in private practice will provide you the personal, professional service you desire free from conflicts of interest. The architect's allegiance must be first to you, their client. And the architect you select should have demonstrated his professional competence and ethical responsibility in practice. The architect does not have to specialize in churches to provide a high quality service and excellent church facility.

Building Codes

If your church decides not to use an architect, it will need to make sure its plans meet the county, state, and federal building codes that are applicable. In most cases, churches are exempt from state and federal handicap accessibility requirements; however, they still will need to try to meet them.

The United Methodist Church states in its *Book of Discipline* (§ 2543.5): “The design for renovation shall provide for equal access to people with disabilities where readily achievable and financially feasible.” This applies both to parsonages and church buildings. Your church's district Board of Church Location and Building will be the group that determines to what degree your church must meet this objective. Check with your board's chair for this and any other special requirements.

To learn what the local codes are, contact your city or county building departments.

For special ministries, such as a day care, state fire codes may apply. It is wise for a church to check with the state fire marshal in such situations.

Step 5: Developing a Funding Plan

Before Drawing up a Design

There are three primary variables to any building project—size, cost, and quality. Tim Stevens in his book entitled, *Simply Strategic Stuff!* points out that a church can choose two of these variables, but not all three. The third will always be determined by the architect or builder. If a church decides it wants its project to be a certain size and at a certain cost, the architect or builder will determine the quality of the project. If a church decides on the project's cost and level of quality, the architect or builder will determine how large the project can be.

Determining the Size

Your church can use the guide in Appendix B to help determine how much space it needs for its project. Keep in mind that borrowing space (e.g. using adjacent parking lots, renting a high-school gym when such a space is needed, having classes meet in homes) may be necessary in order to be a good steward of the church's resources.

Determining the Quality Level

The level of quality will vary from church to church. Typically people are attracted to buildings that are at or slightly above the quality-level of their own home. To determine the level of quality, your church needs to study who it is serving and who it hopes to serve and then examine what level of quality these people will find most comfortable. One caveat: If a low level of quality is appropriate, a church should still avoid using cheap materials that will wear out quickly and need to be replaced.

Determining How Much a Church Can Spend

Not only does your church need to ask how much it can afford to spend, it also needs to ask how much it can afford *not* to spend. That is, spending less now may actually cost your church more in the future.

To determine how much your church can spend, it may want to employ a professional fund raiser. The following guidelines are from such professionals; however, a church's actual experience may vary.

- a) Churches should have at least 1/3 of its project's cost (building and/or land) in cash, 1/3 in pledges payable by the project's completion, and no more than 1/3 borrowed.
- b) Raising a large amount of money without a knowledgeable, competent consultant will generally reduce the amount raised by half--or worse. See appendix C for a list of professional fund raisers that some churches have used.
- c) Using a professional fund raiser, a church typically will raise one to three times its annual operating budget.
- d) No more than 1/3 of a church's income should pay for all debt service. No more than 20-25% of a church's annual budget is ideal.

Quick Financial Estimate

If a church wants to get a quick idea of how much it can afford to spend on its project, it can do the following simple calculation:

- Step 1 _____ Amount in hand (building fund)
- Step 2 _____ Church's annual operating budget
- Step 3 _____ Step 2 figure times 1.5 – 3.0 (Choose a number between 1.5 and 3.0 depending on how successful you believe your fund-raising campaign will be.)
- Step 4 _____ Step 3 figure times 2 (This is the amount to be financed.)
- Step 5 _____ Amount expected from sale of property (if applicable)
- Step 6 _____ Total figures in Step 1, 3, 4, and 5 = Amount Available
- Step 7 _____ Step 6 figure times .15 = Project Contingency
- Step 8 _____ Step 6 figure minus Step 7 figure = Guaranteed Maximum Price

The Guaranteed Maximum Price is the figure that your architect/builder's must not go above when pricing the project. The amount set aside for project contingencies will cover unanticipated expenses (e.g. change orders, increased cost of materials, etc.).

Please note: Once the church has completed its fund raising campaign, has sold its property (if applicable), has a cost estimate for its preliminary plans, and has explored financing options, it will be able to develop firmer figures. The above should only serve as an initial estimate.

Funding Sources

If your church will need to finance part of its project, appendix D lists some United Methodist lending sources. Other options, of course, are to use a conventional bank loan or by selling church bonds.

Once your church has determined two of the three primary variables—size, cost, and quality—it is ready for preliminary plans to be drawn. Typically a schematic design is prepared prior to the start of the fund drive for bigger scope projects. The schematic design is an important tool to show the proposed project and answer many questions that arise.

Reflection: Steps 1-5

Discussion Questions:

1. How will your church's building project facilitate its mission?
2. Referring to Step 2, is your congregation supportive of your project? If not, which of the three responses in the third paragraph, will you take?
3. Complete a facility assessment using the form in appendix B. What are your facility's present weaknesses. Which of these should your building project address?
4. Will your project's cost exceed 10% of your present facility's assessed value? If so, it will be required to follow the *Disciplinary* process outlined in Step 2. Is that process clear?
5. Should your church use an architect? What would be the pro's and con's? Should it use a design/build approach? Why or why not?
6. How much money do you believe your church can afford to spend on its project? How much can it afford not to spend? Does it need to hire a professional fund raiser. What would be the pro's and con's? Develop a funding plan.
7. Using the Road Map Checklist in Step 3, check off where you are at in the process.

Step 6: Developing a Design

Architectural Services

To create the church structure, the architect generally renders the following services, some of which may be combined, especially in small projects:

Stage 1: Schematic Design

- Confers with the building committee and others to determine the scope of the project; discusses purposes, general plan and design, feasibility, location, general type of construction, mechanical equipment; discusses the probable time to build, the approximate budget, and means of financing.
- Visits the site and studies project placement.
- Examines zoning ordinances, building codes, standards, rules and regulations of controlling governmental agencies.
- Prepares schematic design studies of the building and its relation to the site.
- States the probable cost and construction time required.
- This phase is usually completed prior to the start of the major fund drive. It is one of the tools of marketing support.

Stage 2: Design Development

The architect generally renders the following services upon building committees approval of the schematic design data:

- Continues to refine the design, and prepares drawings further illustrating the plan and the site development, and makes recommendations as to type of construction, materials, and mechanical, electrical, and other sound equipment.
- Prepares outline specifications and makes a revised statement of probable construction cost.

Stage 3: Construction Documents

When the design development drawings have been approved by the church, the architect generally renders the following services:

- Develops the preliminary drawings into working drawings to include all technical information required for accurate bidding and construction.
- Includes all essential architectural, structural, plumbing, heating, electrical, other mechanical, and site improvement drawings.
- Coordinates drawings and specifications for all trades to avoid conflicts and to facilitate proper installations.
- Prepares general and technical specifications i.e., the general conditions of the contract, stating the conditions under which the construction will be carried out, including insurance requirements, bonds, methods of payment, related non technical matters, and describes the type and quality of materials, their finish and the manner and places in which they are used by each trade.
- Confers with the building committee as to colors, finishes, and the like items to be required.

(Stage 3, continued)

- Prepares bidding forms and general conditions and assists in drafting of forms of agreements with contractors.
- Assists in construction release approval from the Indiana Department of Fire and Building Services.
- Furnishes the necessary or agreed number of sets of drawings and specifications for bidding and construction.

Stage 4: Construction Phase

During construction phase, the architect generally renders the following specific services and gives general admission to the work of contractors:

- Advises on the qualifications of perspective bidders.
- Assists in obtaining proposals from contractors and in awarding and preparing construction contracts.
- Checks shop drawings and samples submitted by the contractor.
- Prepares any supplemental drawings or large-scale details needed to clarify the contract drawings.
- Makes periodic inspection of the construction at intervals deemed necessary by him to ascertain whether the work is being executed in compliance with contract requirements.
- Directs and appraises all required tests of materials.
- Advises the client as to progress and quality of construction.
- Checks proposed costs and issues written change orders for the client's signature covering any modifications of the contract.
- Checks the contractor's applications for payment; issues certificates authorizing such payments.
- Collects all required written guarantees and delivers to the client.
- When satisfied that all terms of construction contracts have been fulfilled, issues certification to that effect to the client and contractor and, when required, to surety and insurance carriers.
- Upon certification by the architect that all contracts under their supervision have been fulfilled, the architect's normal services are completed. It is proper for the client to retain reproduced sets of drawings and specifications for use in servicing and maintaining the building. However, all drawings and specifications are instruments of service and the property of the architect and may not be used in other work except by agreement with the architect.

Step 7: Choosing a Builder

Choosing a Builder/Contractor

The nature of the church's project—its scope and work to be constructed—will influence the selection of a builder/contractor. These factors will also influence the feasibility of the church contracting the work itself or using volunteers to complete the project, or a combination of both. The church's architect (if one is being used) will assist the church in making this determination.

If a builder/contractor will be used, they should be a commercial builder/contractor as opposed to a residential builder/contractor because of their need to be familiar with building codes and the materials that are typically used in commercial projects.

Selection Checklist

The Associated General Contractors of America recommends that a church do the following when selecting a builder/contractor:

- ✓ Verify their licenses.
- ✓ Make sure they have at least five years' experience.
- ✓ Contact the Better Business Bureau to see if they have any information about them.
- ✓ Ask how many similar projects they have completed and seek examples of work they have done on other projects.
- ✓ Randomly call at least three previous clients and ask them questions including: Was the project completed on schedule? Was it completed within budget? Were there problems along the way? Were you pleased with the overall results?
- ✓ Require the general contractor that's used and all subcontractors to furnish a certificate of insurance verifying that all workers are properly insured.

Contracts

Preparation of the owner/contractor agreement form is one of the last items of business required prior to physically breaking ground for construction. Like many other steps, it is very important to prepare an agreement that is representative of the work to be performed, including quality and time for completion. The agreement needs to be reasonable to all parties. The project's drawings and specifications are a part of the agreement. These represent the contract documents.

The American Institute of Architects (AIA) has prepared standard owner/contractor agreement forms for several of the various needs based upon scope, a fixed fee, cost plus fee, construction management, etc. These forms have been court tested, are easy to prepare (includes instruction sheet for filling in blanks) and are economical. Therefore, it is recommended that churches use one of these documents for their project.

Contract Checklist

- Those items which should be included in a contract should include the following:
- ✓ A copy of the drawings or architectural plans
 - ✓ A complete list of building specifications, including the products and materials to be used
 - ✓ A description of the work to be performed
 - ✓ A work schedule/timeline
 - ✓ A payment schedule
 - ✓ Warrantee information
 - ✓ Statement of permits
 - ✓ Certificate of insurance and bonds
 - ✓ An arbitration or mediation clause
 - ✓ Statement that all change orders must be submitted in writing in a timely fashion
 - ✓ A Guaranteed Maximum Price.

Examine Your Contract Carefully

If you are using a contract provided by your builder/contractor, you may want to have an attorney study the contract before signing it. According to the Brotherhood Mutual Insurance Company, phrases to watch out for in a contract include: “waiver of subrogation,” “indemnify,” “defend,” and “hold harmless.”

Should We Bond Our Builder/Contractor? Do they need a Certificate of Insurance?

A church should bond its contractor even though it may cost extra. If the project is small or the church can afford to absorb any financial loss (e.g. from fraud or the contractor going bankrupt), it may not need to bond its contractor.

Any contractor completing work in a North Indiana Conference church facility must supply a certificate of insurance. (Contact the Conference Service Center for a form.) Without such a certificate, the contractor will look to the church to provide coverage for injury if they aren’t insured.

Bidding the Project

Once your project’s construction drawings are completed, you are ready to accept bids. It is always wise to get at least three bids on major projects. A guide giving instructions to bidders is available from the AIA. Require those bidding to provide a bid bond. (Check with the AIA for a bid bond form.) Make sure to let the bidders know the length of time their bids will be good (e.g. 45-60 days after the bid is accepted). Also give them a specific deadline—for example, a specific date at 4pm EST—after which no other bids will be accepted. Generally, depending on the size of a project, the deadline should allow them two to four weeks to prepare and submit their bids.

Once the deadline arrives, you can open the bids at a building committee meeting. The bids do not have to be shared with those who bid. The church then needs to select one of the bids. It doesn’t have to be the lowest bid. In many cases, the church’s administrative board/council will authorize the building committee to make the selection without further approval.

Step 8: Using Volunteers

Use of Volunteer Labor

Some churches have substantially reduced the cost of their building projects by using volunteer labor. In order for your church to determine whether or not this would be viable, it should do the following:

- Talk to its builder or contractor about where volunteers could be used.
- Assess whether or not it could recruit needed volunteers.
- Determine which phases of construction volunteers will be used and sign a letter of understanding with the builder or contractor agreeing to their use for those phases.

Recruiting Volunteers

Create a team to recruit and coordinate volunteers. This team can recruit potential volunteers from his/her church in many different ways. The more creative the better! Here are some ideas:

- Make sure the congregation understands the value in doing the project using volunteers (the potential financial savings, the involvement of people in ministry, the fact it's good stewardship, etc.).
- Develop a theme for your project, possibly using a scripture as a focus and a logo or image.
- Place displays, posters, a model of the project, etc., in visible places in your church.
- Ask key people ahead of time if they would be willing to serve as construction volunteers.
- Go to your congregation through its worship services, Sunday school classes, and small groups (UMYF, UMW, choirs, etc.) and share the need for volunteers. Let them know of those who have already made commitments and ask them to sign up too.
- Place a sign up sheet, explaining the dream and the need, in your church's newsletter, worship bulletin, and/or mailing directly to members' homes.
- In your recruitment, make sure to share that volunteers need not have construction skills to help; there will be a need for people to sweep floors, prepare refreshments, etc. If there is an age restriction—such as construction volunteers must be at least 14 years old—make sure to mention it.

- Make sure you have the full support of your pastor and other key leaders. Lean on them to assist you.
- Last, but certainly not least, encourage the church to pray!

Recruiting Additional Volunteers

Experience has shown that typically 95% of a church's volunteers will need to come from its own constituency; however, some volunteers still may come from beyond. Here are some ideas for recruiting them:

- When recruiting volunteers within the church, ask members who they know in other churches that also might be willing to serve as a volunteer. Encourage them to sign them up.
- Get the word out through your district's newsletter. Make announcements at district meetings. (Make sure you run this by your district superintendent.)
- Send a news release to your local media. (Take advantage of free publicity!)
- Write letters to your area's pastors (including those who aren't United Methodist). Let them know of your plans; ask them if they'd allow you to share your need with their congregations (via their worship services, newsletters, etc.).
- See if your community's civic organizations (Boy Scouts, etc.) might be willing to help.

Volunteer Expectations and Requirements

If your church decides to use volunteers, it may be wise to list what the expectations and requirements are for those working on your construction project. See appendix E for an example. **You are strongly encouraged to have volunteers complete liability release forms and medical information forms.** See appendix F and G for sample forms.

Reflection: Steps 6-8

Discussion Questions:

1. Is the design process clear? If you aren't using an architect, do you have someone taking care of the design? Will it need to be approved by the State of Indiana before construction begins?
2. Do you have a contractual agreement form that you're planning to use? Have you selected a builder/contractor? Are they commercial or residential?
3. Are you going to bond your builder/contractor? What are the pro's and con's? Who will make sure the "Selection Checklist" in Step 7 is followed? If you're using a contractor, do you have a Certificate of Insurance?
4. Does your project lend itself to using volunteers? If so, how? Will your builder/contractor allow their use?
5. In reviewing our builder/contractor's contract, does it contain those items in the "Contract Checklist" in Step 7?
6. Using the Road Map Checklist in Step 3, check off where you are at in the process.

Step 9: Breaking Ground

Final Check

Extra costs, time delays, and construction workmanship are the "nightmares" of all construction projects. To minimize these disappointments, your church must have a very high quality set of drawings and specifications that have received approval by the State of Indiana. Your church also must use an appropriate professional contractual agreement form. Furthermore, it must solicit and award the contract to a reputable builder or contractor capable of building a quality project within a reasonable time frame. Once these are all in place, you're ready to begin construction.

Builder's Risk Insurance Rider

It is necessary for all United Methodist churches to carry a builder's risk insurance rider during construction. Call the Conference Service Center for instructions as to how to arrange such a rider.

Liability Insurance Coverage for Volunteers

A local United Methodist church's insurance policy probably will not cover volunteers involved in risky construction jobs. A church may need to seek additional insurance. Contact the Conference Service Center to find out if additional coverage is necessary.

As an added precaution, if your church uses volunteers on its project, it would be wise for its volunteers to complete a liability release form. See appendix F for a sample form. This is to protect your church in case of an accident. Keep these forms for at least two years.

Construction Loan

During construction, your church's project can be financed by a construction loan, which only requires interest payments. Once the construction is finished the loan can be converted into a mortgage. This can allow additional time to raise money, thus potentially lowering the amount of money that is ultimately borrowed.

Ground Breaking Service

For many churches, a ground breaking is a significant milestone in the life of a church. To celebrate the physical starting of your project, your church will want to conduct a groundbreaking service. Examples of such services can be found in the United Methodist Church's *Book of Worship*.

Checklist:

- Plans approved by the State of Indiana
- Plans have been approved by the District Board of Church Location and Building
- Title issues and zoning variances have been resolved (if applicable)
- Necessary local and county building permits have been gotten
- Procured a builder's risk insurance rider
- Purchased a performance bond (for large projects)
- Purchased additional insurance to cover volunteers involved in construction

(Checklist, continued)

- ❑ Contracts signed and approved
- ❑ Conducted a ground-breaking service
- ❑ Copies of liability release and medical information forms are prepared for use with construction volunteers (if applicable)

Step 10: During Construction

Architect's Supervision During Construction

If your church is using the services of an architect, the architect should be responsible for periodic visits to the construction site to review the progress, answer contractor's questions, and to generally review that the contractor is performing the work in accordance to the drawings and specifications. Where Indiana law requires the use of an architect or engineer, the architect is required by law to make these visits (inspections), or have another licensed architect or engineer make them.

Your building committee should have regular (monthly recommended) meetings where the architect makes a status report. The architect should also have monthly meetings with all the contractors (including sub-contractors) to discuss scheduling, answer questions, and give each contractor a forum to discuss their needs. These same procedures should be followed if the project is led by a construction manager, design/builder, or by the church. The meetings help to avoid some pitfalls in the construction process and to maintain the time schedule.

Paying Bills

Be certain your architect—or church building committee—reviews all requests for payment and requires release of liens in conjunction with the request. Use AIA forms for each. Normally a retainage of 5-10% of each payment request is held by the church until substantial completion. Upon approval of substantial completion, the percent of retainage can be reduced. Usually if 10% is held, it is reduced to 5%. Never pay the full amount of the contract until all work is completed to the satisfaction of the church's building committee and architect.

Making Changes

During construction, design/spec changes may need to be made. Be certain that all changes in the work are documented by a change order form that defines the work to be changed (added or deleted) and the resulting monetary change. These forms must be signed by all parties. Usually this is prepared prior to any changes being made. Occasionally, it is necessary to make changes, in good faith, to keep the project moving, prior to completion of the form. Be careful in these circumstances. Remember, contractors like change orders because they usually add to the project's cost and their income.

Volunteers

Recruit volunteers for those parts of the construction that have been agreed upon by the builder/contractor. Have volunteers complete a medical information form in case of an emergency. Keep these forms at the site. See appendix G for a sample form.

Reflection: Steps 9-10

Discussion Questions:

1. Have you completed the checklist in Step 9? Which steps do you feel don't apply to your project? Why?
2. How are you going to handle the billing process? Who will okay payment? How much of the bill will you not pay in order to have leverage at the end of the project to make sure it's completed to your satisfaction?
3. Do you understand how to make change orders? Do you have a form?
4. If you're planning to use volunteers, who will be responsible for their recruitment? Coordination and supervision? Who will be in charge of the medical information forms and liability release waivers?
5. Using the Checklist in Step 9, check off where you are at in the process.

Step 11: After Construction

Paying Final Bills

Before paying the final bills, make sure all the work has been completed according to the plans. Examine the project and develop a list of items yet to be completed and give this list to your builder/contractor. Although they are responsible for preparing a "punch list" of work to be completed, do not rely on this list. Make your own punch list. No one can see all the little things that need to be done, such as paint touch-ups, carpet seams, plumbing, mechanical and electrical items. Keep enough retainage to motivate the contractors to complete all work. Do not make the final payment until all punch list work items are complete.

Insurance Update

For property insurance reasons, a church needs to complete a "Change of Property" form. Contact the Conference Service Center for the proper form. Also the church should ask the Service Center who to contact in order to let the property insurance company know that the project has been completed and to verify its cost so that the builder's risk insurance rider can be accurate.

Volunteers

If used, volunteer liability release forms should be collected and filed for two years.

Notify the District

As a courtesy, your church should notify its District Board of Church Location and Building to let it know that your project has been completed and to give a brief summary as to how the project went.

Dedication Celebration!

Hold a celebration once the building has been completed. Recognize the building committee and all the volunteers who helped. Dedicate the project to God. Refer to the United Methodist *Book of Worship* for a sample service.

Checklist:

- Examined completion of project and make a "punch list" of work yet to be done
- Completed "Change of Property" form
- Contacted the property insurance company
- Filed volunteer liability release forms
- Notified the District Board of Church Location and Building
- Paid final bills
- Held a dedication celebration

Reflection: Step 11

Discussion Questions:

1. Have you completed the checklist on Step 11? Which of them don't apply? Why?
2. Using the checklist in Step 11, check off where you are at in the process.

APPENDIX A.

Decision-making Guide

Step One

The church's Administrative Board/Council forms a study committee or task force which brings to the Board/Council one, two, or three possible directions the church could go. For example, remodel/add on to the present facility or build a new facility in a new location.

Step Two

The Board/Council then forms a study committee or task force to evaluate in detail the pro's and con's of the options. Note: It could be the same group as in Step One. It also could be more than one group, each assigned one of the options. It would be wise to have persons with special knowledge and experience to be a part of the group/s.

Step Three

The group/s research the option/s, such as by doing the following:

- Talking to other churches that have been in a similar position and have tried the option/s.
- Gathering community demographic information and conducting a congregational assessment. (You can contact Ed Fenstermacher at the Conference Service Center for either of these.)
- Gathering input from the congregation, for example through surveys and/or small-group meetings.
- Meeting with key influencers and leaders in the congregation for their input.
- Hiring, if the Board/Council approves it, a company (such as an architect) to conduct a feasibility study.
- Creating a presentation to make to the congregation showing the pro's and con's of each option.

Step Four

A presentation is made to the appropriate group/s—Board/Council, Sunday school classes, small-group “cottage” meetings in homes, etc. A list of questions and concerns is compiled. The study committee/task force then takes the information and researches the answers to the questions and addresses each concern. It then goes back for a second presentation. If need be, this is repeated again.

Step Five

Once the questions seem to have been answered and the concerns addressed, assess whether or not the church is ready to vote on pursuing one of the options. The vote could be to a) pay for an architect to develop floor plans, or b) hire a professional fund raising company to conduct a financial campaign, or c) to form a building committee authorized to move ahead, or d) all of the above.

Note: Make sure to follow the Disciplinary guidelines as shown in Step Three.

APPENDIX B.

QUICK FACILITY ASSESSMENT

Rank the following on a scale of 1 to 5; one being poor, five being excellent.

1. Does it have an adequate number of parking spaces? _____

Formula: Number of parking spaces _____ times 2 (or the average number of people per car) times .80 (to account for fluctuations in attendance from week to week) = _____ MAXIMUM AVERAGE CAPACITY at any given time.

2. Does it have adequate sanctuary seating? _____

Formula: Multiply the number of seats _____ (figuring 24 inches per person) times .80 (to account for fluctuations in attendance from week to week) = _____ MAXIMUM AVERAGE CAPACITY at any given time. Also, the seating capacity shouldn't be greater than twice the worship service's average attendance.

3. Does its site have adequate land for future expansion? _____

Formula: Multiply the number of acres _____ times 100 = _____ MAXIMUM SITE CAPACITY.

4. Is its narthex/gathering area large enough? _____

Formula: Multiply the sanctuary's square footage _____ times .25 = _____ MINIMUM SIZE NEEDED.

5. Is your fellowship hall's seating capacity adequate? _____

Formula: Multiply worship attendance average time .50 = _____ MINIMUM SIZE NEEDED.

6. Is the facilities' classroom spaces adequate? _____

Formula: Multiply the number of children to be served _____ times 35 square feet for first grade and younger classrooms (20 square feet for classrooms of older ages) = _____ MINIMUM SIZE NEEDED.

7. Are its restrooms large enough (ask the women), clean, and accessible? _____

8. Is the facilities fully handicapped accessible? _____

9. Is it air-conditioned? _____

10. Is its nursery large enough, clean, and near the sanctuary? _____

Does it have a bathroom? _____

11. Will it meet state requirements for a day care or pre-school? _____ (optional)

12. Is it energy efficient and easy to maintain? _____

13. Does it have adequate large hall or large-group meeting/recreational space? _____

14. Does it have an adequate kitchen facilities? _____ Does it meet health codes? _____

15. Is there adequate land available for recreational space? _____ (optional)

16. Does it have a prayer room with outside access? _____ (optional)

Prioritize which of the above needs to be included in a building project.

APPENDIX C.

Church Fund Raising Companies

The following is a list of professional fund-raising companies that have been used by churches in the North Indiana Area. Construction Connection gives these for information only, not as a recommendation.

Church Growth Services

P.O. 2409

South Bend, IN 46680

Phone: 800 234-9853

Website: www.churchgrowthservices.com

References: Wabash First, Warsaw Celebration, Leo, South Whitley, Mishawaka Coalbush UMC's.

Injoy Stewardship Services (John Maxwell)

1530 Famacha Rd., Suite D, El Cajon, CA

92019-9959

Phone: 800 333-6509

Website: www.injoystewardshippervices.com

References: Granger Community, Columbia City First, Kokomo Zion, South Bend Clay and Zanesville UMC's.

Resource Services, Inc.

5151 Beltline Rd., Suite 900

Dallas, Texas 75254

Phone: 800-527-6824

Website: www.rsi.viscarn.com

E-mail: info@Viscarn.com

Anderson New Horizon, Fort Wayne Covenant, FW Saint Joseph, FW Sonrise, FW Simpson, North Webster, and South Bend Clay UMC's.

The James Company

1541 Comanche Glen, Madison, WI 53704,

Phone: 800 547-3379

References: FW Covenant and Valparaiso First UMC's.

The Rogers Company

10713 Plano Rd., Dallas, TX 75238-9990

Phone: 800 527-1354

Website: www.stewardshipenrichment.com

References: Hanfield, Monticello, and Pendleton First UMC's.

TLC Ministries (Robert Hallett)

1189 West Rivercrest Drive

New Castle, Indiana 47362

Phone: 800-473-5352

Website: www.tlcministries.com

Email: rsh.tlc@home.com

References: Elkhart New Hope, Fort Wayne Crescent Ave., Dayton, Lafayette Christ, and Ligonier UMC's.

Appendix D.

Conference Grants and Loans

Grants

Handicap accessibility grants (up to \$500 per church)

Granting Agency: NIC Board of Global Ministries
Criteria: Must be a NIC United Methodist church
Contact: Ms. Pat Lancet, 574 551-1711

Church Development grants (up to around \$100,000 possible)

Granting Agency: NIC Committee on Church Development
Criteria: Must be a NIC United Methodist church that is establishing a new church or off-site congregation, or is relocating.
Contact: Ed Fenstermacher, Conference Service Center, 800 783-5138

Loans

Church Development loans (up to \$200,000 possible)

Granting Agency: NIC Committee on Church Development
Criteria: Must be a NIC United Methodist church that needs an additional source of borrowed money in order to complete facility repairs, expansion, renovation, or new construction.
Terms: Ten years maximum at an interest rate generally one point above the prime rate as printed in the *Wall Street Journal*.
Contact: Ed Fenstermacher, Conference Service Center, 800 783-5138

NIC Foundation loans

Granting Agency: NIC UM Loan Fund, Inc., a subsidiary of the NIC Foundation.
Criteria: For capital improvements. Loans available for up to 80% of the total construction costs or the project's appraised value.
Terms: Similar to banks; however, very little closing costs.
Contact: Call: 765 664-2327 or e-mail loanfund@niumf.org.

General Church loans (up to \$1,750,000 possible)

Granting Agency: General Board of Global Ministries (UM Development Fund)
Criteria: Must be a United Methodist church that needs a loan to complete facility major improvements, replacement, expansion or new construction.
Terms: Twenty years maximum.
Contact: Office and Loan Administration (GBGM), 212 870-3865, website: www.umdevelopmentfund.org.

Appendix E.

GUIDELINES AND PROCEDURES FOR VOLUNTEERS

1. Volunteers shall be willing to conduct themselves in a manner which represents and honors Christ, the Gospel, and The United Methodist Church at all times and in all situations.
2. Volunteers, involved in construction, must be at least 14 years old.
3. Volunteers shall be willing to work under the supervision of the builder/contractor.
4. Volunteers are not limited to a minimum amount of time that they may work.
5. Volunteers shall complete the CCI Waiver and Release of Liability and Indemnity Agreement and be encouraged to complete the Medical Information form no later than upon arrival at the work site. They should be given to the local church's Volunteer Recruitment Coordinator. Additional forms are required for work at other sites. For volunteers under 18 years old, a parent/guardian's signature must also appear on the waiver.
6. Volunteers shall report any instances of sexual misconduct to the church pastor.
7. Volunteers may provide basic hand tools, following consultation with the building/contractor.
8. Only volunteers (over 18 years old) deemed skilled enough by the builder/contractor can operate power tools.
9. Volunteers shall wear appropriate clothing and shoes to reduce injuries. Loose clothing and soft shoes are hazardous on a construction site.

Appendix F.

WAIVER AND RELEASE OF LIABILITY AND INDEMNITY AGREEMENT

The undersigned participant (and his or her parent or legal guardian, if the participant is under 18) (“Volunteer”), does hereby agree and represent as follows:

1. Volunteer hereby releases, discharges and agrees to hold harmless and indemnify this church and the North Indiana Conference of the United Methodist Church and their respective successors, agents, employees, officers, directors, and all other organizations affiliated with this project (jointly, or severally, the “Church”) from any and all liability, loss, damage, costs, claims, and/or causes of action, including, but not limited to, any and all bodily injuries, wrongful death and property damage arising out of participation in this project; it being specifically understood that this project may include the transportation of Volunteer as well as activities involved in the construction industry. Volunteer covenants not to cause any action be brought, or permit such to be brought on the Volunteer’s behalf, on account of the occurrence of any bodily injury or property damage, including, without limitation, the failure of anyone to enforce rules and regulations or the negligence of other persons. The Volunteer further agrees to indemnify the church and hold it harmless for any liability, costs, claims, judgments or settlements that may be brought or entered as a result of the Volunteer’s participation in this project.
2. Volunteer further states:
 - a. Volunteer is aware of the fact that the aforesaid activities may be inherently dangerous,
 - b. Volunteer assumes the risk of injury while participating in such activities,
 - c. Volunteer is at least 14 years old. If the Volunteer is under the age of 18, Volunteer’s parent or legal guardian has signed along with Volunteer; and
 - d. Volunteer has read and understands all the provisions contained herein.
3. I HAVE READ AND FULLY UNDERSTAND THIS WAIVER AND RELEASE OF LIABILITY AND INDEMNITY AGREEMENT, AND I FREELY, KNOWINGLY, AND WILLINGLY ENTER INTO THIS WAIVER AND RELEASE OF LIABILITY AND INDEMNITY AGREEMENT.

Church: _____ District: _____

Date: _____ Signature: _____
Participant

Date: _____ Signature: _____
Participant’s Parent or Legal Guardian

Appendix G.

MEDICAL INFORMATION

This information - which will be held in confidence - would be helpful, but is not required

Last Name: _____ First Name: _____ M.I. _____ Birth Date: _____

Address: _____ City: _____ State: _____ Zip: _____

Home Phone: _____ Office Phone: _____ Male _____ Female _____

E-Mail Address: _____ Occupation: _____ Retired? _____

Local Church: _____ District: _____ Conference: _____

Your Blood Type: _____ Spouse's Name (if married): _____

Name of Contact Person: _____

Address: _____ City: _____ State: _____ Zip: _____

Home Phone: _____ Office Phone: _____ Relationship _____

My Health Insurance Company: _____ Policy #: _____

Insurance Company Contact Person: _____ Phone: _____

Your Physician: _____ Phone: _____

Medications I use Regularly (include strength and dose): _____

Allergies to any Medications, Food, or Other: _____

Any Dietary Needs and/or Restrictions: _____

Any Physical Limitations and/or Concerns: _____

I am Diabetic: Yes _____, No _____ I have a History of Seizures: Yes _____, No _____