

Facilities/Campus Development Breakout
Breakout Session
UNLEASH 2008
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-We are moving forward with the bi-lo building in Greenville-it has 60,000 square feet-we are up-fitting it; we are in this great building even after being told we would not get it

-This building is 103,000 square feet and is honestly used 100% for ministry-whatever brings people to Christ-we are going to do in this building

-We are constantly dealing with things to fix (wax dripping in atrium, stickers pulling off the stain from the floor, nails where they shouldn't be, holes being knocked into walls)-we have two maintenance guys-one deals with general maintenance and the other has more experience in commercial building maintenance

-With all the constant "fixes" we have going on it is best to spend a little more money and get the volunteers plugged into this area of ministry-there are people out there who are skilled in carpentry, painting, landscaping and small projects

-It is important to have good relationships with the people you are working with; the break down will happen with you and that person not the architect and contractor

-We use a scheduling software (Event U) to manage the flow of the use of facilities on a weekly basis

-For 5 years, we were load in and load out-as we start more campuses we will do that same set up

-The children's building will join the building; there will be a lobby area in-between the new joining area-we intentionally placed our dollars here. We will have an edgier vibe for the youth building; it will be unique for them

-We learn that when you have no seats you have a stop in ministry. The maintenance guys must be a representative for the church and must be sold out to the vision, they must also be a multi-tasker, and again use volunteers as much as possible. Facilities is all about first impressions-the facilities crew must be sowing vision into first experience

-As you grow, there are some things you can do to staff it from a facilities stand point. You take on things yourself - any variable that is normally handled with a general contractor that you can do, you will save 10-15% by doing that in house, therefore, saving way more than your staff costs

Facility Challenges/Mistakes

*Baptistry: In the future, we will design all baptistries like a swimming pool, not a traditional baptistry. Our current baptistry has no skimmer and does not remove lint and oils from the water surface. We are in the process of retrofitting the pool with a skimming device

*Monumental Stairs: The monumental stairs in the atrium are two feet too narrow, and make 2-way traffic difficult

*HVAC Controls: We have changed our original (and very limited) HVAC controls to a web based building management system. This gives us the flexibility to set up many different schedules and manage the system remotely. Because we will not start the Greenville Campus with any facility staff, it is important to be able to manage all of our buildings through an internet based controls setup

*Awnings: As a value engineering step, we deleted the main entrance awning. It is a challenge on rainy days to get people to their cars and keep the rain out of the building. We are in the process of designing an awning that will attach to the front entrance curtain wall

*Stained Concrete: Stained concrete floors look great and are cheap to maintain. However, we have learned that standing water bleaches out the acrylic coating and tape/stickers will completely remove the stain down to the bare concrete. It is impossible to make patches or repairs to the concrete blend in with the original

*Children's Classroom Space: From day one, we have struggled to space out our children's ministry to take advantage of the limited square footage available. The new Children's Building will allow us to program ministry without the restraints of overcrowding

Facility Successes

*Auditorium: The auditorium functions great, it is easy to exit out of after a service, and has great proportions and acoustics

*Atrium: The atrium feels packed and vibrant on full Sunday's without being overbearingly crowded. The high ceilings with ample sunlight add to this effect

*Contract Labor: We manage the facility with contracted Janitorial and Landscaping services. The trick to outsourcing these activities, is to find a company that mirrors the core value of excellence that the church demands

*Contractor/Architect Relationship: I can't quantify how comforting it is to completely trust our Design-Build team (Trehel Corporation, Clemson, SC, and McMillan Smith & Partners Architects, Greenville, SC). Both parties believe in the vision of the church and seek to help us impact the Upstate of SC for Christ

*Purpose: The purpose of this facility is to win souls for Christ. We always seek to maintain a flawless first impression, and for that reason we will strive to have an excellently maintained facility. However, if a series design or a message illustration requires some damage to drywall, flooring, or ceilings, we work through it and make repairs as necessary. The building is a tool for ministry, not a pristine museum that can never be altered

Q&A

Do you think you built the lobby big enough?

Up for debate-yes: likes the crowd-it serves its purpose when people are coming in and out rather than just standing there or being maintained in that one area. Most people come in and go the different areas they need to go-no: doesn't like the crowd, and on those special days where the

crowds are really large, it is some ways like it was today with people waiting to get into the auditorium.

Would you put your baptistry in the lobby again?

Yes-the mezzanine level is cool-to look down and see it full of people and those waiting to get baptized-we have them outside in the summer for larger baptisms-the indoor baptistry isn't functional in that way.

How did you decide to buy land?

We started with 100 people for a year and a half at the Sullivan building-then we moved to the fine arts center which held closer to 1100-at that time we were only running 190-200-the vision was to build slow-we prayed to be patient-suggests using a facility like a college or high school if you can, and to be patient-took us a year and a half to find land-81 was our growth corridor -we had to decide the science of getting people in and out-there were lots of land possibilities, but the entrances and exits to it were the problem.

Would you have made auditorium bigger-how do you decide the size of that?

Would like the atrium to be a little bigger -often it is too jammed-whatever the architect tells you about size-double it-think through all processes, will it meet code, will it facilitate dumb growth (this is what most will experience when they first move into a new building-this is around 20% growth). In 2006, we were running around 4,000-in August of 2007 we were running right around 7,300-there are no seats at the 9:15 and 11:15 service times-our growth has slowed a little because of this.

What is the key to accountability?

Our philosophy is different -we want to use small groups to house bible studies-we don't let outside people use the facilities often-we say "no" a good bit. We have two security guys both full time, one who is here regular hours and the other come in from 2-10pm. They lock/unlock the doors-the rest of us have a key card system.

Initially there was no youth space here, there is no youth space in Greenville-is there a purpose for building in this way?

Greenville is intentionally going to be used more as a multi purpose space; it is a flat floor with 1100 seats it will be used by the youth and there will be a coffee shop, as well as, lobby space for small group time. We had limited dollars and limited space. We never intended on doing student ministry on Sunday mornings and the facilities drive how we do youth now

What percentage of your budget is put away for facilities-do you have major fund raisers?

We run the church and pay the bills and what's left over goes to the building fund. We are able to put back sizeable chunks of money when we spend money wisely. We paid 50% of land cost up front and when we were 4 years old, banks did not want to work with us. We needed more of an asset level to become appealing to banks.

What kind of web based HVAC are you using?

Johnson Controls: Metasys

As you expand into children/youth facilities are they going to be used to house more services?

We plan on having a video venue in our youth auditorium and use it as overflow. The whole lower level of this building will be pre-school and the upstairs classroom will go back to our membership room. We do not plan on having youth on Sunday morning.

Are there any special features we need to know about when thinking of permanent buildings/facilities?

Look for eave heights of 19-24 feet. Greenville has eave height of 22 but has some 6 ft deep girder trusses that make angles for video and lighting tough to deal with. The location was good enough for us to make some concessions with the existing conditions of the building. Also, look for a prime location and a cool facility.

What kind of core team/staff do you have going to Greenville with you?

We have around 1,000 that travel from Greenville and other places now that have said they would like to go there. Also, we will have around 7 staff members, but not all will be full time

Out of the 1,000 you have as a core team how many will be children?

There will be about 200 children - we have a 18-20% ratio and there will be around 800 in the adult services. This number does include youth.

What type of feed will Greenville have/who facilitates this now?

Direct fiber connection-called metro E-run live or chose pause and play. There are two companies who facilitate this now-Clark Pro Media and Media Visions. They work on the IT infrastructure and there is a signal that goes into a video path.

Do we use F-1 to schedule rooms?

No, all scheduling is done through Event U.

Do we normally have tents or is that just for today?

Just for today.

Do you have any capital campaign advice?

We would love to not ever have to do another capital campaign. We needed one the first time and we feel like we don't need to use a consultant again. We really didn't do anything they told us to do for the last campaign (Gamtime). Many fund raisers are more developed for traditional church models, with big events and we feel like every Sunday is a huge event where we can effectively communicate to our people.

If you use the internet to send a message out and the internet goes down what is your back up?

We will capture the 9:15 service live and switch to DVD - it will still go out simultaneously. We also plan on going one month out to capture series and show them if we need to. Other than that, the campus pastor needs to be ready. With the metro E connection, you physically have to cut your line to go down and that is a huge benefit to using that

Have you had any problems with taxing authorities with the purchase of the land and building?

No.

How well is your master plan defined here and how well is it communicated?

The children and youth buildings, along with the center piece, will complete most of the master plan here. We do plan on doing an amphitheater and baptistery. We may have to make a few more changes to make this the centralized office facility but other than that, this campus is good to go with the idea of having video venues to grow if need be. We don't anticipate having to acquire more land to finalize this.

Is the security system managed on web as well?

We have a card access system and our security system is also in house. Our security staff member is the only one with access to the system.

If you knew you were going to go multi site, how would that change the purchase of acreage?

We would probably have lower acreage and would have transferred more square footage to another facility.

Other than campus pastors is there some one who will preach in place of Perry?

If we found a great communicator that could fill in for Perry-you have to be able to lead and cast vision-our teaching pastor is Clayton King

What ages are the children for children's ministry?

Infant through the 5th grade

With 50 satellites at what point do you plant a church?

Planting a church is not in our vision-we do, however, plan on helping others who do plant churches