
THE PRESBYTERIAN CHURCH OF LAWRENCEVILLE AND THE COMMUNITY WELL

A VISION AND PLAN FOR THE FUTURE

SUMMER 2021

Prepared by
the Rev. Dr. Jeffrey A. Vamos

TABLE OF CONTENTS

FOREWORD4

EXECUTIVE SUMMARY5

HISTORY AND CONTEXT5

GOALS.....5

KEY FEATURES OF THE PLAN.....6

FINAL THOUGHTS.....6

A THEOLOGICAL VISION FOR THE FUTURE.....8

TWO STORIES THAT ILLUSTRATE THE MISSIONAL DNA OF PCOL.....8

A PRIMARY MEANS OF EXPRESSING THE GOSPEL: SERVICE TO OUR NEIGHBORS, AND ENCOURAGING OUR NEIGHBORS TOWARD SERVICE9

WHY A COMMUNITY CENTER? A STORY9

EXPRESSING OUR CHRISTIAN VALUES AND CREATING A VIRTUOUS CYCLE10

DISCERNING THE TIMES: ENABLING BUSY INDIVIDUALS AND FAMILIES TO REACH OUT BEYOND THEMSELVES12

THE CHURCH’S PARTICIPATION IN THIS MISSION IS ESSENTIAL12

WISE AS SERPENTS AND GENTLE AS DOVES: USING SOLID BUSINESS PLANNING13

THE BIGGEST RISK IS NOT TAKING ENOUGH OF A RISK.....13

SUCCESSFUL MODELS14

HAVE FAITH, THINK BIG.....15

THE COMMUNITY WELL: A PLAN17

GOALS, GOVERNING VALUES, AND PRACTICAL CONSIDERATIONS17

CREATE SPECIFIC GOALS AND METRICS FOR SUCCESS17

PARTNERSHIP RATHER THAN MEMBERSHIP.....18

RUBBER HITS THE ROAD: A FACILITIES USE POLICY THAT BALANCES CHURCH AND TCW PROGRAMMING18

BUSINESS PLAN: THE NUTS AND BOLTS20

PARTNERSHIPS, AND THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS VALUE PROPOSITION20

DEVELOPING THE NEW SERVICE MODEL, AND GRAND OPENING21

TIMELINE FOR CONSTRUCTION, AND FACILITIES DESIGN.....21

A MEMBERSHIP MODEL: ENCOURAGING COMMUNITY PARTICIPATION IN OUR MISSION21

REVENUE POTENTIAL.....22

START-UP INVESTMENTS.....30

STAFFING PLAN AND FINANCIAL DETAIL32

MARKET ANALYSIS & DEMOGRAPHIC INFORMATION39

TAX IMPLICATIONS.....40

OTHER COMMUNITY WELL ORGANIZATIONS: ORGANIZATIONAL DEVELOPMENT AND STRUCTURE.....40

MARKETING IS CRITICAL.....44

OTHER KEY PLANS.....45

STEWARDSHIP (GENEROSITY):.....45

PLANNED GIVING GOALS46

ENDOWMENT GOALS.....47

WORSHIP.....47

RETHINKING 10AM, WINK AND SUNDAY SCHEDULE.....47

SUMMARY OF KEY RECOMMENDATIONS.....48

NEXT STEPS AND TIMELINE.....49

RESOURCES.....51

APPENDICES52

APPENDIX 1: ENDOWMENT ANALYSIS52

APPENDIX 2: REVENUE PROJECTED BEFORE COVID FOR 202053

APPENDIX 3: COMMUNITY WELL EXPECTED REVENUE SUMMARY – AS OF 6/17/2155

APPENDIX 4: INTERVIEW WITH JOSH GREINER, FAITH CHURCH LAFAYETTE57

APPENDIX 5: NOTES FROM MEETING WITH BOB JOHNSON, CEO OF SOHLIHTEN INSTITUTE.....60

APPENDIX 6: INTERVIEW WITH KEN PACERA, LAWRENCE TAX ASSESSOR61

APPENDIX 7: ARCHITECTURAL RENDERING OF CAPITAL EXPANSION.....62

FOREWORD

This document is the result of much prayer, reflection, conversation and not a little number-crunching during a sabbatical that took place in the summer of 2021. My hope is that you read this *Vision and Plan for the Future* with the understanding that it's more a straw man than it is an expectation about setting the future in stone. I have thought deeply about how the Presbyterian Church of Lawrenceville might reimagine its future based on its illustrious past, as well as the solid foundation of the present; and I have sought to be as specific and detailed as possible in thinking about all the issues and parameters we need to plan for if we might approach making this vision a reality. Therefore, the hard work is still to come, via conversations that leaders must have in the weeks and months that follow, in order to create a vision and a plan that will be owned by our entire congregation.

My thanks go to the many people who helped in the creation of this plan and gave their time and advice to help guide me:

I'm so grateful to my primary readers and mentors Michael Briehler, Ted Simpson and George Sanderson. Thanks also to Josh Greiner of Faith Church Lafayette; Bob Johnson of the Solihten Institute; Joel Gilland of the Wesley Community Development Corporation; and Sajan Philip of Cardinal Impact Advisors for sharing their time and wisdom. Thank you, Ann Wiley, for your as-always excellent editing help. And finally, thank you to the many leaders not named here who read various versions of this document or otherwise helped support the effort.

My final introductory thought: this plan must be deeply rooted in the gospel, and the Christian values we espouse here at the Presbyterian Church of Lawrenceville. "Unless the Lord builds the house, the workers labor in vain." (Psalm 127:1) We are not seeking to establish a health club or a concert venue; we are seeking to express, with all the passion we can muster, the care and concern of Christ for our community, and for our members, in in so doing proclaim the Good News of Jesus Christ. And so, I offer my fervent hope that this vision will indeed be consistent with God's will for our "motley crew," the congregation of PCOL.

But now the real work begins.

Jeff Vamos
Summer 2021

EXECUTIVE SUMMARY

HISTORY AND CONTEXT

In 2014, the church called together a Vision and Vitality Team to implement a strategic planning process, which yielded many fruitful directions toward a more vital and sustainable future. Although the church has largely maintained its staff and membership size over the past 15 years (currently membership is approximately 570), its leaders realized that the congregation is not immune to the forces contributing to the decline of many congregations in the U.S. The central idea that emerged from this strategic planning process was the creation of a community center that would serve the needs of the village and surrounding area, as a means to express the church's Christian values and provide for a sustainable future.

The years that followed have seen the creation not only of a community center, [the Community Well](#) (TCW), but related programs that are understood to be under the broad umbrella of TCW: [a job training program](#) and a [counseling center](#). In addition, during this period the [preschool](#) that has been operating for many years under the aegis of the Presbyterian Church of Lawrenceville (PCOL) was brought in closer alignment with the church's program, and now is understood more clearly to be part of TCW.

In 2018, PCOL began the "Our Hope for Years to Come" capital campaign, which at the end of July 2018 has yielded \$2.8m. Although the scope of the initial plans envisioned by the leadership needed to be reimagined due to actual costs, this is more money than the church has ever raised and will result in new and expanded facilities, much of which are devoted to fully realizing our plans for the Community Well.

What follows is a detailed roadmap toward further developing the program of TCW itself, as well as the growth and integration the above-mentioned subsidiary programs, so that all will comprise a community center in the heart of Lawrenceville that represents our Christian values, and the fulfillment of our vision for the future.

GOALS

The upcoming expansion of PCOL's facilities will enable us to accomplish a key strategy for our future mission: the creation of a first-class community center, the Community Well. The center will aim at the following goals, meant to create a "virtuous cycle" leading to continuous growth in our ministry:

- TCW will be a means for our congregation to express the love of Christ by caring for the wellness of the community around it, through the services it offers.
- TCW will express our church's values by passionately seeking to connect people to community needs, and community service.
- TCW will be a means of evangelism, attracting new people into the core ministry of our congregation.
- TCW will enable ongoing financial sustainability by creating new sources of revenue, though some services should be free to those in need, as a way of expressing our care and commitment to our neighbors.

This plan also suggests other critical goals for the congregation in the next five years, covered in the final sections of this document:

- A new approach to stewardship, especially in creating a new push to increase planned giving.
- Continued innovation in our core ministry of worship and proclamation.

KEY FEATURES OF THE PLAN

Fulfilling these goals will require the congregation to plan carefully and to make the necessary investments toward implementing this plan.

- *Planning.* The next 12-24 months must involve all the leaders of PCOL in a careful process of evaluating the blueprint contained in this plan, and executing on the plan, which must be owned by the whole congregation if it is to succeed. In addition, the detail included in this document, which covers such areas as revenue potential, marketing analysis, tax implications, etc., will need to be further sifted by leaders and staff before the new construction comes on-line. This plan is especially meant to help us understand what further planning is needed.
- *Staffing.* Such a plan will not come to fruition without appropriate investment in the staff that will enable us to deliver on our vision and establish a culture of excellence. Among the recommendations contained in this document:
 - Hiring a full-time Executive Director for the center.
 - Hiring new part-time staff for communications and marketing; facilitating community service; bookkeeping; and for stewardship and development. Other staff capacity will need to be added.
- *Funding.* It would not make sense to conduct a \$2.8 million capital campaign whose centerpiece is to create the facilities for a first-class community center without devoting the necessary funding for the start-up phase of its program. Funding should be secured via a loan from our endowment, or additional gifts to the campaign. Future funding streams will come via revenue from center activities, through grant funding and through individual donations.
- *Governance.* Such an ambitious program requires the appropriate governance structure. The Community Well and the subsidiary program of its counseling center, the New Directions Center, will require tax and legal organizational status to enable the most effective governance and mitigate liability, while maintaining institutional connection to the church.
- *Partnerships.* TCW will deliver its services largely by way of partnerships with existing organizations. Partners will not be mere “tenants” who use our facilities but will share in the mission of the center by agreeing to certain key values and activities. In turn, partners will also reap the benefit of a “whole-is-greater-than-the-sum-of-its-parts” proposition, gaining new exposure and people through its marketing and overall programming.

FINAL THOUGHTS

Reading this document will make clear that the path we have chosen entails both great promise of a fruitful and abundant future but also great risk. Such risk is unavoidable given the path we've chosen as a congregation. But the vision embodied in this document holds that the greatest risk for us is actually to play it safe, and fail to risk change and new life, because the path of inertia inevitably will lead toward stagnation, as many congregations have experienced. We should see risk as inherent to the Christian life, because *faith* implies an outcome that requires trust. Ours is to trust that if our motivation truly springs from our Christ-inspired love of Neighbor, God will make fruitful our plans.

Ours is to imagine a future that is faithful to the past, realistic about the present and passionate about a future in which we use our resources to express our mission in the name of Jesus Christ, that we might "know him, and make him known." We ought to consider whether God might enable us to have a future even more vital than the past.

A THEOLOGICAL VISION FOR THE FUTURE

No plan for the future will succeed unless underpinned by a clear and passionate “why,” a theological rationale that is rooted and grounded in the mission of Jesus Christ as expressed in our congregation’s mission and values. As the Psalmist writes, “Unless the Lord builds the house, those who build it labor in vain.” (Psalm 121:1) Such a theological “why” must not simply exist as words on a page but must be deeply integrated into the mindset and ethos of the whole congregation, proclaimed in consistent language weekly in the liturgy, in our website and publications and in the regular practices of the congregation. Such will be the developmental and pastoral task that staff and leaders will need to address going forward as they also grapple with the specific elements of this plan. But the following is an attempt to create a theological blueprint for a very new way of understanding our mission as a congregation, meant for the purpose of discussion, debate and hopefully some consensus.

TWO STORIES THAT ILLUSTRATE THE MISSIONAL DNA OF PCOL

Such a theological vision for the future will fail if it’s discontinuous with who we’ve been at PCOL. Two stories illustrate and are richly suggestive of the “missional DNA” of PCOL.

Story 1: PCOL’s mission during the Great Depression. When the Great Depression of the 1920s struck the Lawrenceville community, the pastor and leaders of the congregation did not respond to the needs of the community by simply providing spiritual succor in words. They organized themselves to provide for the practical and economic needs of people in the church and in the community. The church used its small endowment to lend money to those who would otherwise default on their mortgages and lose their houses. The loans were arranged in such a way that kept the people afloat with easy terms for repayment. Eventually, the money was paid back to the church, representing a victory both for the individuals helped and for the church. This effort is an expression of the values of the Kingdom of God not just in words but in its tangible ministry to people in the church and wider community.

Story 2: The building of the Youth Center. In the 1950s, congregations were expanding their facilities because of increased church attendance; PCOL was no exception. But despite the need for more space, the church’s impulses to expand its facilities were based on the needs of the wider community. Because at that time there was no public high school in Lawrence Township – and hence no community space for sports or other recreational activities – the church called the expanded space they built “The Youth Center” since it was designed to be open to the whole community, especially the youth, for their benefit. (This building program was not without difficulty or controversy, since the center had to be built over an existing graveyard. Forty-percent of the congregation did not vote for it.)

Such stories are only two examples that illustrate PCOL’s historic ethos of serving the community outside its walls. That PCOL has done an excellent job of being faithful to the core tasks of being a church – namely, ministering to the people who are members, faithfully proclaiming God’s Word weekly, providing pastoral care, etc. – is a given, and one can assert that the effectiveness of our core internal mission is enhanced by our passion for mission outside our walls. But discipleship requires us to continually turn outward toward our neighbors. How many dozens of PCOL members have enhanced their relationship with God through their experience ministering to people in Haiti, for example? It is mission that sustains and revives the

church. As theologian Emil Brunner has written, “*The church exists by mission, as a fire exists by burning.*” Mission is essentially what a church is and does.

But the experience of so many congregations throughout the country—waning membership rolls and declining resources for doing ministry—must prompt us to thoroughly rethink our mission and to consider the potentially radical shifts and changes that will be required to continue the vitality of our mission into the future. The hope is that the changes and risk will open us up to an even more abundant future than we might imagine.

A PRIMARY MEANS OF EXPRESSING THE GOSPEL: SERVICE TO OUR NEIGHBORS, AND ENCOURAGING OUR NEIGHBORS TOWARD SERVICE

Simply put, the success of the plan and vision contained in this document hinges on a renewed focus on mission and service to those outside our walls. In the past, one might imagine a church’s mission to be fairly straightforward: to preach the gospel of Jesus Christ by attending to the spiritual needs of those who choose to come to that church. In this mindset, reaching out to the community might be seen as an important, though secondary practice of the church’s expression of the gospel, especially with the presumption that all the resources for doing ministry will come from its members via their contributions of time and money.

St. Francis of Assisi is credited with saying, “Preach the gospel everywhere, using words when necessary.” Indeed, the Letter of James enjoins us to be “Doers of the Word, and not only hearers.” (James 1:22-25) While PCOL has always embodied the missional impulse to serve those outside our walls, reaching out to our neighbors must now be a, if not the, *primary* means around which we express and embody our practice of the gospel.

Although this plan aims at providing more of the revenue and resources to continue, enhance and grow the vitality of our ministry, it can’t be emphasized enough that the motivation for this path cannot simply be the survival of our congregation into the future. It must be motivated by our Christian love for our neighbors, and it must involve our entire congregation in the effort. We must begin with the question: *will this vision make our church more alive for the sake of Jesus Christ?* Will it enable the kind of vitality that the first disciples felt at Pentecost, when their neighbors all participated together, despite barriers of language and culture, in the joyful baptism of the Holy Spirit?

Further, is loving our neighbor in real and tangible ways a means by which our existing members can grow in their relationship with Christ? That hope hinges on the notion that serving those who are not yet a part of our community—caring about their well-being and actively seeking to include them in the community life of our congregation—will indeed be a keystone in the spiritual development of our own congregation.

But the mission doesn’t end there; essential to this approach is to encourage our neighbors also to roll up their sleeves and participate in the well-being of the community as a whole, through service. It will hopefully be evident that this part of the mission is integral to the business strategy contained in this document.

WHY A COMMUNITY CENTER? A STORY

Imagine a woman named Gwen who is the mother of two children and whose husband died recently; she just recently moved into Lawrenceville. Driving by PCOL one day she sees a sign for the Community Well and wonders what that is all about. She would describe herself as a lapsed Catholic and has some very ambiguous feelings about religion. Then, a neighbor of hers mentions the fact that there are after-school enrichment programs there at the Community Well for kids. The neighbor tells her that it's housed in a church but not to be intimidated. "They care about everyone, regardless of who you are, and they don't preach at you," she says. Gwen looks up the program on TCW's website and sees all that's going on. She sees that the supplementary enrichment programs for her kids seem exciting and affordable.

She makes an appointment to see the Director of the Preschool and Afterschool Programs, and as she enters the building, she notices the bright sign for the Community Well and a whole host of other organizations that are part of the center. She walks by a brightly lit room called "The Fearon Atrium" where there is a Yoga class happening in one part and in another it looks like a game group for seniors. There seem to be adult learning classes happening in other parts of the building. The preschool is abuzz with children. She's impressed with the "vibe" of the place. It's in a church that seems to have a lot of history—she checked out its electronic history display while going down the hallway—but which seems to have programs for all kinds of people that you wouldn't expect in a church.

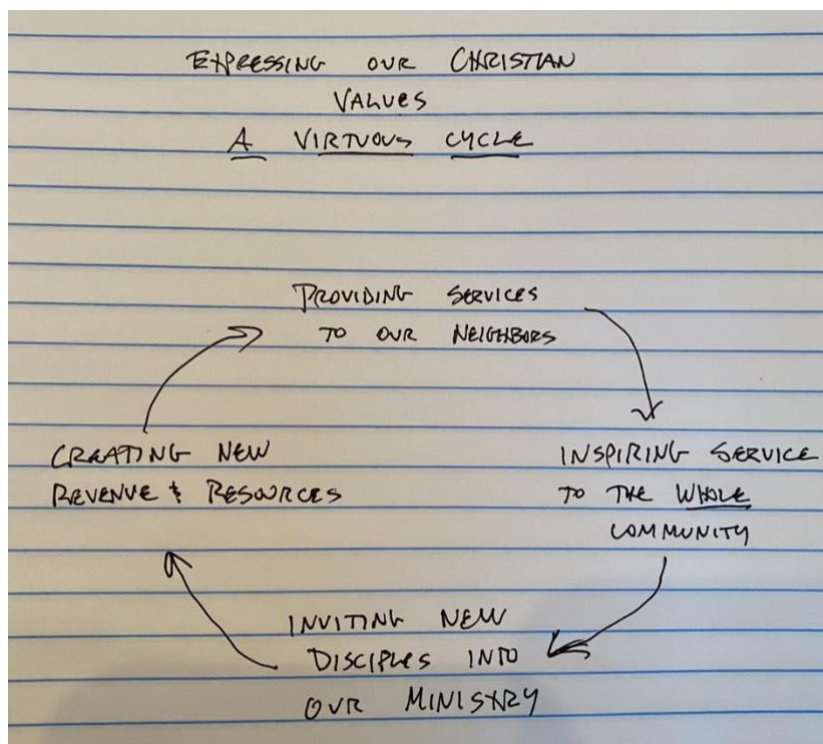
After enrolling her three children in after-school enrichment programs, she's curious about other services happening at the center. She goes on the website and signs up for a ballroom dancing class on Friday evenings held in the "Fearon Atrium" with the understanding that she would be assigned a partner. She's impressed that part of the program involves the encouragement to "get involved" and to participate in service in the broader community.

Fast forward two years. Gwen met her husband through the ballroom dance class and after getting over some serious resistance to anything remotely associated with "church" she finds herself participating in a lectionary study group held by one of the pastors. She and her kids have not joined the church yet, but because some of the families in the church have invited them, they frequently attend programming to do community service as a whole family. A year later, they join as full members. The children love the Sunday School and Logos programs; Gwen begins an active study of the Bible. She feels as if she's found something that has deeply grounded her life: a community of Christian people and a place where the community gathers and participates together in service.

Perhaps this story might serve to illustrate how the Community Well will be a primary tool for carrying out our ministry into the future.

EXPRESSING OUR CHRISTIAN VALUES AND CREATING A VIRTUOUS CYCLE

The business strategy embodied in this document seeks to express our Christian values by creating a virtuous cycle as the following graphic illustrates.



- The strategy begins with providing services through TCW that are needed by our members and neighbors as an expression of our Christian values, and our quest to tangibly *love our neighbors*.
- But a primary aim of the center is to engage those who will access these services by encouraging them to participate in service to the community, which is also an expression of our values as a church. Indeed, this will be one of the primary outputs of the center and a metric for its success.
- Evangelism is built into the vision. “They’ll know we are Christians by our love” is a lyric from a familiar hymn. Through the active participation of the congregation in programs that express care for our neighbor and by inviting those who participate in the community center we trust that some will become more centrally involved in the church’s and the center’s ministries, either as a formal church member or as a partner in this work. Persons from the community are much more likely to connect with the church via a community event or service than a formal worship experience or church event.¹

Finally, because most of TCW’s services will be revenue-generating we will create new revenue for our ministry, which we will in-turn use to create more capacity for services and for the enhancement of our mission and ministry. But we should note that our goals might not only be

¹ A [Lifeway Research study](https://lifewayresearch.com/2017/07/12/sacred-spaces-church-building-can-bless-community-7-days-week/) found only a third of unchurched Americans would be interested in visiting a worship service. However, they are likely to attend a community event. About two-thirds (62 percent) would attend a church meeting about neighborhood safety. Half would take part in a community service event (51 percent), concert (45 percent), sports or exercise program (46 percent), or neighborhood get-together (45 percent) at a church. See: <https://lifewayresearch.com/2017/07/12/sacred-spaces-church-building-can-bless-community-7-days-week/>.

motivated by our own evangelistic objectives, but that of Temple Micah and other organizations associated with the church and the Community Well.

DISCERNING THE TIMES: ENABLING BUSY INDIVIDUALS AND FAMILIES TO REACH OUT BEYOND THEMSELVES

One of the critical items we discovered in our initial strategic planning has to do with the chronic busy-ness of those who are around us. Let's face it, families in our community are stressed, often because of the busy-ness that modern life places on them: rushing to sports practice and music lessons; getting to tutoring sessions; etc. When we did our strategic planning process, we felt as if we discerned that there is something often missing in family life. Amidst so much effort that is directed inward toward the family's own well-being there's a sense that there should be something more that enables families to broaden their values: serving others.

This plan and the mission of the Community Well aims at filling this need, which exists not only for families, since the culture-induced busy-ness affects us all: singles, young adults, the old and the young. One of our operating principles is the notion that we become well in part by serving others. Hence one of the taglines for the center: "Be well. Do good."

THE CHURCH'S PARTICIPATION IN THIS MISSION IS ESSENTIAL

This vision will only succeed if we create the opportunity for all the members of the church to participate in TCW's mission and nurture the connection with our church's overall ministry. One of the dangers that we face in having created the Community Well is that it will drift outside the primary "orbit" of the church's mission and become for church members a separate organization. Or worse would be to think of TCW as simply a "cash cow" business that enables the church to pay its bills by charging community members for services or "rent."

On the other hand, the programming of the center should be aligned with the church's mission and motivation to love our neighbors. Although services such as fitness and wellness classes that are provided for a fee are one way to do this, we must create a service model where there is adequate space for programming that is either free or for freewill donation and aims to express our congregation's care more specifically. Such programming could include life-skills classes, seminars on money management, parent support groups, community support groups, a program for early-morning senior fitness walks inside the facility, and other such programming where people find community and mutual caring.

A more ambitious plan could involve training church members in compassionate ministry to members of the congregation and to the community as a whole, such as Stephen Ministry or a lay counseling ministry. We might also consider whether church staff members who are providing programs for youth and children's ministry, for example, might think of such programming as aimed also at people in the community, not just the church.

As we plan for the program of TCW, we need to be very conscious about involving the membership in all aspects of its functioning so that the spirit of hospitality and Christian care is obvious to those who come. We should consider whether actual training of members in the kind of hospitality that will be enabled by the center might be a good way to accomplish this.

Here are some other ideas for involving members:

- **Participation in TCW Programming:** First, church-members should see that their active participation *in* TCW programs is a means to further TCW's mission. A church member taking a senior fitness class at the center is now an ambassador for TCW's mission and program, and for the church.
- **Invitation:** Members must be encouraged and be given clear ways to invite members of the community to participate in TCW programming; such might be part of a training on hospitality to our neighbors.
- **Creating programming.** Inviting church members to create programs is a somewhat higher level of commitment, but such leaders can facilitate participation by church and community members by creating a program that *they* would like to see happen. An example might be a senior walking group, a date-night for parents, a game group, etc.
- **Participating in and encouraging community service:** We might see this as the most important role that church members can play: to participate in the community service programs of TCW, and even more importantly, to invite other non-church members to participate.
- **Staffing and volunteering:** As we develop the program and staffing around TCW, it will be important to build in volunteer opportunities for church-members and non-church members. Examples could be: volunteer receptionist/host; staffing the café/vendeteria; leading a class or experience; helping with administrative functions; etc.
- **Serving in the governing structures of TCW and associated programs:** Although we will want the governing board of TCW and other programs such as the New Directions Counseling Center to have non-church members, the next few years will require as many experienced church leaders to serve on these boards as we can muster.
- **Visibility in worship and church programming.** One way to facilitate the connection between the church and TCW is to include the mission of TCW in our worship services and other programs so that there is ongoing visibility, and to include stories and reports about how church members are enacting their faith through participation in the center.

WISE AS SERPENTS AND GENTLE AS DOVES: USING SOLID BUSINESS PLANNING

What we are contemplating is the creation of a business. Our rationale for creating it is deeply theological but since it is a business, we must do something that the church is not always good at: be business-like in our approach. As Jesus exhorted his disciples as he sent them out, we must be "wise as serpents and gentle as doves." (Matthew 10:16) This vision contains language that may be much more common in the board room than in the pulpit: revenue, profit and loss, marketing, etc. To accomplish what's needed, we need to get smart about how a business is run with excellence. I will not expect that all who read this document will find it air-tight from this business point of view; it is, however, an attempt to articulate a structure for how to think about this business, and how we might find the expertise we need in order to create a well-functioning business.

THE BIGGEST RISK IS NOT TAKING ENOUGH OF A RISK

As alluded to in the Executive Summary, to implement this vision will require the church to take on the risk required to make it happen. To state the obvious, churches generally are not terribly comfortable with placing capital at risk, or risk in general. Churches, like so many organizations, are usually hesitant to change the tried and true ways they've functioned. But of all institutions, the church ought to be capable of boldly taking on risk *for the sake of its mission* in the faith that God will provide the necessary conditions for success. According to our own *Book of Order*, "The Church is to be a community of faith, entrusting itself to God alone, even at the risk of losing its life."²

Our mission isn't to preserve the church for its own sake, but to renew the church by taking risks for the sake of God's Kingdom. In Jesus' own words, "The kingdom of heaven is like treasure hidden in a field. When a man found it, he hid it again, and then in his joy went and sold all he had and bought that field." (Matthew 13:44) The question to us is: are we willing to stake our resources, even our very existence, on a vision of the future that is so promising and valuable, it is worth the expending the risk? Do we have faith that, in the words of our Mission Partner, Pastor Luc Deratus, "God will provide," and see us toward a future that may be even more vital and life-giving than we can imagine?

Indeed, given the investment we are making and what is at stake, the biggest risk is not risking enough to make this vision a reality. We know what happens to congregations who refuse to innovate, take risks, change and instead continue to float on by force of inertia, spending down their endowment and resources along the way. As in physics, such systems eventually spin down and die.

SUCCESSFUL MODELS

As we begin this venture, it certainly would be instructive to know about others who have successfully done what we contemplate doing. Web research reveals a plethora of successful innovative models similar to the Community Well; a few are offered below. These examples should inspire and encourage us in our own endeavor.

Bethany Church, Paterson, NJ: We need look no further than Paterson, NJ to see an example of a church that has landed on a concept that is strikingly similar to ours, though even more ambitious. [Bethany Church](#), which has a membership of 2,000, is planning on the purchase of an 88,000 square foot facility to establish a community center that will provide services very similar to those we are contemplating: counseling, wellness services, adult continuing education, etc. This represents for them a "new paradigm for the future of the church" as they invest money in a venture that will make the church more relevant to the community around it. [This five-minute video](#) describes their plans.

Faith Church, West Lafayette, IN: An example with one of the largest community center ministry, [Faith Church grew](#) from a single church with less than 200 attending on a Sunday morning, to a several-thousand member congregation that operates [four different community centers](#) in addition to an extensive counseling ministry and other efforts to reach community need. Their [Northend Community Center](#) employs a model similar to TCW, employing community partners to provide services while they maintain the overall facilities and program of

² F-1.0301

the center. I interviewed Josh Greiner, Pastor of the Faith West Ministries and the Director of the Faith West Community Center, about how they got started, how they are organized, and advice for us. See Appendix 4 for a transcript of that interview.

Mosaic Church, Little Rock, AR: [Mosaic Church was looking for a new facility](#) and when no conventional site emerged, leaders bought a former Kmart facility that had 60% more space than they required. Out of that necessity, a new, innovative and “disruptive” ministry emerged aimed at transforming the community around the church, a community center called “Vine and Village.” Their center operates on a similar partnership model with a health club as their main partner, which provides a good bit of revenue to fund their ministry. This partnership enabled them to improve the building and also use some of it as a dedicated community center with a tutoring program, a MOPS (Mothers of Preschoolers) group for teen moms, a chess club, a legal clinic for immigrants, a mobile farmers’ market, and the Orchard, the city’s largest food pantry.

Neighborhood United Church of Christ, Bath, ME: A neighborhood UCC in Bath, Maine reversed the move that it had done in the mid-60s when the church moved out of the downtown and into the suburbs, constructing a bigger building. When that bigger building became too large for their small congregation, the church decided to move back into the center of the city. [It bought a former restaurant](#) to house its services, as well as provide food for the community.

Other successful models. There are too many to list here, but [these links](#) tell inspiring stories of congregations that innovated their way to new vitality. Again, there seem to be many successful models that provide the example for congregations reaching their communities through the establishment of effective community center ministries.

HAVE FAITH, THINK BIG

The danger ahead is not in risking failure, but in failing to think big enough. If “faith as tiny as a mustard seed can move mountains,” (Matthew 17:20) it is incumbent upon us to have expectations in proportion to that faith we seek to practice. What if our efforts—or rather God’s spirit working through us—yield a harvest far more abundant than we can imagine?

Spread Out! Think Big!

Isaiah 54:1-6 (The Message)

“Clear lots of ground for your tents!

Make your tents large. Spread out! Think big!

Use plenty of rope,

drive the tent pegs deep.

You’re going to need lots of elbow room

for your growing family.

You’re going to take over whole nations;

you’re going to resettle abandoned cities.

Don’t be afraid—you’re not going to be embarrassed.

Don’t hold back—you’re not going to come up short.”

But such faith requires us also to “count the cost” (Luke 14:28) and make a faithful plan to accomplish what we envision. To that we now turn.

THE COMMUNITY WELL: A PLAN

GOALS, GOVERNING VALUES, AND PRACTICAL CONSIDERATIONS

The general goals and values embedded in this vision may already seem somewhat clear from the previous section: to create a virtuous cycle that consists of 1) creating needed services for our members and neighbors that express our Christian values; 2) encouraging all who participate to, in turn, become involved *in* the community; 3) inviting new participation by new people and inactive members in the mission and community of the church; and finally, 4) creating new resources to continue and enhance the functioning of the whole enterprise. However, these general goals yield further implications for a specific business plan and for how this will get worked out in practical terms in PCOL's ministry.

CREATE SPECIFIC GOALS AND METRICS FOR SUCCESS

How will we know when we have succeeded in meeting our goals? It will be very important for those who are in leadership at the church and the center to develop very specific metrics for success, which should be tracked at regular intervals. Organizations often create "dashboards" that succinctly track over time the means to measure how well they are performing in relation to their goals. Although such specifics are beyond the scope of this document, here are a few suggestions for such a dashboard:

- **Profit and Loss:** Obviously, this is a very simple measure of success and the most basic for any organization: measuring financial health via income over expenses. Careful financial planning and tracking will be essential.
- **Revenue growth:** As will be clear in the following sections, being able to set goals for revenue generation over time, given the expenses to run the center, will be exceedingly important. We need to plan carefully for our break-even point and set goals for the minimal and optimal functioning of the center when revenue will be well more than expenses.
- **Funding of outside organizations:** If we are to be an organization that works to encourage people toward generosity—by becoming engaged in the community with their time, talent, and treasure—we need to model that as a primary goal for the center itself. We must imagine a future in which adequate revenue over expenses will go toward the healthy functioning of the church and the center but in addition we will have revenue left over that will go toward organizations that themselves further our mission. This revenue should be seen as separate from the mission budget of the church and should be earmarked in the profit-loss statement for the center. We should set a goal that we give away 10% percent of our revenue-over-expenses to local charities. This should also be a covenant we make with those who use the center's services and are involved in its work and indeed can become part of the marketing of the center's services. Obviously until we break even, 10% isn't a realistic goal but it must be baked into the long-term plan as a priority goal for the center.
- **Community service hours generated:** This is last on the list but is perhaps most important: if our goal is to encourage and enable those who access the center to become involved in the community, we must from the very beginning develop

systems for tracking how many community service hours to local organizations we will have engendered. We can use this also to create “drives” during which we seek to create X number of service hours among center participants during a certain period. This must be part of the job description of Community Service Coordinator whose role it will be to create the technical and programmatic means that enable people to become involved in service to the community.

PARTNERSHIP RATHER THAN MEMBERSHIP

The “virtuous cycle” we are seeking to create has to do with serving the needs of our neighbors and also encouraging them, in some way and at some level, to participate in our mission. That may take the form of a family that participates in a Peaceful Parenting group being inspired to join us on a mission day to help cook a meal at Homefront. This family may continue to be involved in the center’s mission through such service without formally joining the church. Although we certainly do hope and intend that some might find their way to a pew on a Sunday morning and then to become officially a member of the church, having such a firm line between “member” and “non-member” may not be helpful as we think about how the center will function to fulfill our mission and goals. Such a family as described above should be thought of as *integral* members of our faith community even though they may not be formally on our membership rolls or even Christians. They are fellow workers in the vineyard. They also deserve the church’s prayer and concern as part of the church community.

A way to create a less stark line between member and non-member is to adopt and develop the language and practice of partnership. Those who participate in our mission even by just accessing services in the center are partners and thus in that sense members of our community. This may also lead us to create hybrid programming that would specifically be meant for those who are formally part of the church community, and partners who participate in the center. For partners, they can continue to be encouraged to participate in ways that are faithful for them. But for us, the critical factor here is in how we think of them: not as consumers of our services and “others” but as co-workers in a common enterprise and part of the community of faith.

RUBBER HITS THE ROAD: A FACILITIES USE POLICY THAT BALANCES CHURCH AND TCW PROGRAMMING

The tables listed below in the section “Revenue projections based on hypothetical schedule” contain imagined sample schedules for what programming *might* look like when the center is perhaps at the mid-point of its development. These tables provide a means to actually imagine how things might look in real-time. To look at those schedules, one can imagine that there will indeed be challenges in balancing programming for the center and programming that is specific to the church’s ministry.

Here’s an example: there will likely be a consistent weekly schedule for wellness activities in the center such as chair yoga, Pilates, stroller strides, etc. People will come to expect that they will be able to do their Saturday morning yoga class or their Wednesday afternoon game group. That may come into conflict with, for example, a wedding someone wants to schedule. What activities can occur simultaneously? What activities will have to yield to other, non-regularly occurring events? What about our tradition of giving our whole facility to NAMI (National Alliance

with the Mentally Ill) on a fall Saturday for their annual conference? This likely would mean cancelling some of the regular wellness classes normally scheduled.

Such examples illustrate the potential tension. One can imagine church members becoming frustrated because the facility use for the church will be to some extent driven by the programming of the center. This is where the previous section may be helpful to us. We must build into our culture that it's not a matter of "other people" (non-church members) using "our facilities." Further, as stated in the previous section, our ministry role as a congregation will be to actively facilitate community, welcome and participation *for* those partners who access our services. So, if we are successful in integrating the practice of partnership and welcome with participants in TCW's services and programs, this will ameliorate some of the potential tension.

On the other hand, we must keep in mind that the renovation and expansion of our facilities must have direct and significant benefits for the church's core programming. Those who've contributed capital campaign gifts will of course expect nothing less. All of this points to the need, as a very practical consideration, to create a program plan and philosophy that takes into consideration this potential for tension and seeks to enhance our understanding that all our facility use is really "church programming" that furthers our mission.

BUSINESS PLAN: THE NUTS AND BOLTS

We are creating a business, and we must be business-like in creating our plan and strategy. This section contains some of the very specific aspects of any business plan, including a general business strategy, revenue and expense projections, and other such considerations.

PARTNERSHIPS, AND THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS VALUE PROPOSITION

We are contemplating a lot of additional activity and services that will enable us to expand our mission and meet our goals. Who will be providing these services? This is obviously a key question that we need to plan for carefully.

It may make sense for us to provide some services ourselves, such as those wellness activities like yoga, aerobic classes, Pilates, etc. Hiring instructors directly may provide much better margins if we do not have a “middleman” agency providing them. However, it is certainly the case that most of the other services will not be provided by us because we don’t have the capacity or expertise.

A core concept in our business model for TCW has from the beginning been that of partnership via partner organizations. Our strategy thus far has been to engage other organizations to provide their services, either all of them or some of them, within the center as a way to fill out our service model. Some examples of this include the Evergreen Forum, which prior to the pandemic was locating its classes for seniors in our center and was an excellent fit since it required many weekday daytime hours. Other examples are Music Together and Main Street Children’s Choir, both of which house services within the center. Appendix 2 and 3 list many of the organizations that are already partnering with TCW to provide services within the center.

We speak of these organizations not as tenants but self-consciously as *partner organizations*. The following bullet points elucidate how the partnerships are to work and the benefits that result:

- The center is able to provide services that it itself does not have the capacity to provide.
- The partnership agreements with each organization stipulate that partners commit to certain practices and values as part of the center’s overall program:
 - Agreeing to allow the center to encourage that partner’s adherents in the center’s objectives, the chief being participation in community service.
 - Agreeing to some level of mutual marketing of TCW as TCW also markets its services.
 - Agreeing to participate in partnership meetings when the goals and programs of the center as a whole are discussed so that they might be most beneficial to all partners.
- The center commits to branding and marketing the overall program of the center to the community such that the center is attractive and meets a variety of community needs—a place where people want to come and where they find a variety of options for services.
- In turn, partners benefit from the center’s marketing; they will receive more exposure and participants than if they were operating individually. For example, someone

participating in Music Together might hear about Stroller Strides, thus driving additional participants to that organization.

Partner organizations benefit from a “whole is greater than the sum of its parts” proposition, which the center represents. One might think of this effect as similar to a shopping mall: the customers attracted to the mall because of one store might connect with other businesses because of its presence in the mall.

DEVELOPING THE NEW SERVICE MODEL, AND GRAND OPENING

We need to anticipate that once the new construction of the Atrium and South Lobby is finished we will have a “grand opening” for the center complete with a new service plan in place. It’s critical that we plan for this moment accordingly. In the staffing plan that follows, staff must be tasked with creating the necessary relationships and agreements with partners before this new opening so that the above advantages are realized. Further, it should be noted that there are several critical partnerships that are “in process,” such as a fledgling relationship with the YMCAs of both Capital Area and Princeton. We have been in discussion with them about providing after-school programming in particular and also co-locating other of their services in the center. These relationships have been on hold since the pandemic, but an immediate task is to re-establish them and explore what a larger partnership with one or both entities could look like. Using the mall analogy above, such organizations could be seen as akin to “anchor stores.” Such organizations as the YMCA also have brand recognition that could be extremely beneficial toward enhancing TCW’s (new) brand in our community.

TIMELINE FOR CONSTRUCTION, AND FACILITIES DESIGN

Our Capital Projects Team is, as of this writing, in the process of seeking construction approval from the Town of Lawrence. They anticipate this will be complete by this fall (2021). They have not adopted a formal timeline but here are target dates for the construction process:

- Fall 2021: Completion of permitting
- Fall 2021: Construction drawings, and contractor bidding
- Early 2022: Begin construction
- Mid-summer to fall 2022: Atrium and south lobby complete.
- Fall 2022: Grand opening of new center
- 2022/2023: Renovation of Fellowship Center and other capital projects (pending available funds)

Although the design for the new construction is largely set via conceptual schematics, leaders and staff/consultant should weigh in on final construction design plans so that the physical space will be as well suited as possible to the services and uses that we envision in the program plan.

A MEMBERSHIP MODEL: ENCOURAGING COMMUNITY PARTICIPATION IN OUR MISSION

One way to encourage “stickiness” and a sense of ownership of the center and its program by those accessing its services is a membership model that defines a certain relationship to

participation in the center. Here is a possible model we might adopt and start after the completion of construction/grand opening.

A membership model like that of a gym or health club, in which people pay a monthly fee in order to access all services and classes, likely would not work well given the center's fledgling reputation and limited capacity to deliver those kinds of services. Instead, what may be more appropriate is a model that museums and cultural centers, for example, employ. For a somewhat nominal membership fee—say \$150 per year—individuals and families can receive a discount on any services they participate in such as exercise classes, concerts, educational experiences, cooking classes, etc. Such a fee is akin to Amazon's "Prime" membership, which enables free shipping, thereby encouraging more purchases since the upfront investment is more valuable the more you purchase. This of course also provides an up-front revenue stream for the center. This amount is not represented in the budget figures represented below but could add significant revenue. If 200 families were members, \$150 represents \$30,000 in additional annual revenue. Though some would be offset by the discount, one would hope that the incentive to receive more services would more than make up for that loss.

Museums also use this idea of "membership" to further engage those who have affiliated in this way and such a concept would be beneficial here as well. Perhaps this could consist of an annual gathering, or even survey, to engage members in what causes will be funded with the center's revenue and what new services should be offered; etc.

"Sweat Equity" membership: We might even consider one additional spin on this concept, which could further enhance its usefulness toward meeting the center's goals and expressing its core values: the notion of a "sweat equity" membership. Perhaps an additional discount could be given to those individuals who agree to a certain, relatively easy, level of community service. It could consist of performing a simple service/learning task and getting a card punched at 2-3 local non-profit organizations we support or participating together in a TCW-sponsored group service day. This of course also would have the effect of creating more exposure for these organizations. Such a membership level could be combined with the other in a creative way, such as:

- **Well Wishers:** 15% discount on services for \$150 yearly membership fee
- **Water Bearers:** 10% discount for participating in community service
- **Community Heroes/Heroines:** 25% discount on services for both

REVENUE POTENTIAL

Obviously, a key factor in making decisions about investing resources in this enterprise is a realistic analysis of what revenue is potential given the new square footage that will be available for programming, along with new administrative, marketing and programmatic capacities that will enhance users' and partners' experience of the center. What follows is an analysis of the revenue potential of our fledgling center as it exists now using actual revenue and/or revenue that was projected based on contracts and plans that were set to go before the Covid pandemic hit. This then provides a baseline for a future revenue analysis, which imagines a "future state" in which we are not at optimal capacity but at a realistic level of activity for the center.

CURRENT STATE REVENUE ANALYSIS, AND COMPARING THE WIDER CONTEXT

Based on an analysis written by Karen Buda, the current part-time Director of the Community Well, the estimated expected revenue based on contracts and/or projected programs to happen in the 2020 calendar year—obviously negated by the pandemic—was \$88,330. The final numbers in this analysis were inserted by me based on conservative to realistic assumptions of what the center could have generated for that year in revenue. See Appendices 2 and 3 for more detail. Note that based on the square footage used, the average annual revenue per square foot would have been \$9.54 using these current facilities. Taking out the square footage of the sanctuary (which was projected to generate only about \$1,600 in annual revenue, and skews the result), the average annual revenue per square footage would be \$12.51.

This number represents a very low level of usage based on the square footage available to us for our programming. For comparison's sake, the average revenue per square footage for health and fitness centers in the U.S. is [about \\$90](#)³. Michael Brieher, former owner of the Princeton Ewing Athletic Club (PEAC) who helped with this analysis, reports that their revenue per square foot, excluding open-court areas, was approximately \$80.

SUMMARY OF EXPECTED REVENUE FOR 2020	
	Expd Ann Rev
Fellowship Center (and whole facility)	\$22,900
Chapel	3,430
Classrooms	19,310
Lounge	14,140
Kitchen	1,500
Youth Room	2,000
Sanctuary	1,600
New Directions Counseling Center (Room 105)	1,850
Preschool Space	21,600
Total Annual Revenue	\$88,330.00
Annual revenue/SF based on 9263 SF	\$9.54
Annual revenue/SF without Sanctuary SF	\$12.51

³ See: <https://recmanagement.com/fc-feature-print.php?fid=201910FC01#:~:text=According%20to%20the%20Association%20of,and%20%2492%20per%20square%20foot>.

FUTURE STATE REVENUE ANALYSIS

Obviously, adding square footage and investing in staffing to provide excellence in administration and marketing will significantly increase our ability to produce revenue. The following is meant to provide some analysis that enables us to estimate what that potential is. The hope is that this represents a very conservative analysis, which will enable a fair margin of revenue over expenses after break-even. This analysis will of course pair with the budget analysis of income vs. expense over time, which follows in the section below: “Budget Projections.”

PER SQUARE FOOT ANALYSIS

The following table represents a conservative estimate of revenue per square foot. Note that there is a marked increase in revenue after the 2022/2023 fiscal year since that year will still be in “ramp up” mode as far as amount of services and 2023/2024 will be the first year with the new Atrium and South Lobby expansions up and running and with a full staff and program. The revenue per square foot number increases to an average of \$20.2 in 2026-27 and the largest revenue per square foot—for the Atrium—is \$58.1, which still seems very conservatively under the average for 2019 for health and fitness centers of \$90, mentioned above.

The Community Well											
Yearly Revenue per Square Foot Analysis											
		Yearly Revenue per Square Foot and Total Revenue									
		2022-23		2023-24		2024-25		2025-26		2026-27	
Assumed Increase in Rev/Σ		-		45.00%		20.00%		6.00%		5.00%	
Sq Feet	Spaces	Per SF	Total	Per SF	Total	Per SF	Total	Per SF	Total	Per SF	Total
2,059	Atrium	30.0	61,770	43.5	89,567	52.2	107,480	55.3	113,929	58.1	119,625
2,585	Fellowship Center	15.0	38,775	21.8	56,224	26.1	67,469	27.7	71,517	29.0	75,092
735	Lounge	20.0	14,700	29.0	21,315	34.8	25,578	36.9	27,113	38.7	28,468
1,408	Classrooms, Tot	12.0	16,896	17.4	24,499	20.9	29,399	22.1	31,163	23.2	32,721
660	Café/Lobby	4.0	2,640	5.8	3,828	7.0	4,594	7.4	4,869	7.7	5,113
675	Chapel	5.0	3,375	7.3	4,894	8.7	5,873	9.2	6,225	9.7	6,536
2,200	Sanctuary	3.0	6,600	4.4	9,570	5.2	11,484	5.5	12,173	5.8	12,782
500	Youth Room	3.0	1,500	4.4	2,175	5.2	2,610	5.5	2,767	5.8	2,905
500	Other Areas	2.0	1,000	2.9	1,450	3.5	1,740	3.7	1,844	3.9	1,937
11,322	Rev/SF and Total Revenue	10.4	147,256	15.1	213,521	18.2	256,225	19.3	271,599	20.2	285,179

NOTE:
Average yearly revenue/Square Foot for Health and Fitness = \$90

REVENUE PROJECTIONS BASED ON HYPOTHETICAL SCHEDULES

The revenue projections represented in the previous analysis may seem a bit abstract. How do we imagine these revenue numbers are generated via real activities? The following tables represent hypothetical activity schedules for a representative weekday (non-summer), a weekend and for summer activities. This makes clear how events could happen in real time along with associated extrapolated revenue numbers. Beyond its usefulness in estimating the possibility of generating revenue, seeing a schedule in real-time helps envision where possible conflicts and incompatibilities might exist as outlined in the earlier section, “Rubber meets the road: a facilities use policy that balances church and TCW programming.”

This estimate of potential revenue seeks to be extremely conservative. These hypothetical schedules represent a mid-state between minimal and optimal functioning of the center and leave plenty of room to grow; they certainly do not represent activity happening in all available spaces/times. Further, each revenue estimate is discounted with a 40% "Pessimism Factor."

The Community Well		
Sample Weekday Non-Summer Schedule		
	Time	Revenue
Atrium		
Pilates Class	8-9am	90
Yoga Class	9:30-10:30	90
Adult Board Games (Atrium 1)	11-12:30	20
Adult Learning Experience (Atrium 2)	11-12:30	50
Afterschool Programming (Atrium 1-3)	3-5pm	80
Exercise Class	5-6:30	90
Ballroom Dancing	7-9pm	175
Fellowship Center		
Preschool Activities	8am - 3pm	-
Preschool lunch	12-1pm	100
Afterschool Enrichment (YMCA Program)	3-5pm	100
Temple Micah fellowship		-
Classrooms		
Homeschool Academy (all classrooms)	9am - 12pm	300
Art Class (102)	1-3pm	45
Adult Learning (106)	1-3pm	45
Church Use (M-F)	5-9pm	-
Lounge		
Adult Learning Class	10-11:30am	55
Healthcare Screening	12-2pm	-
Computer Club	3-5pm	60
Chapel		
Meditation Class	7-8am	55
Lunchtime Yoga	12-1pm	60
Temple Micah Friday service		
Total Revenue		1,415
Analysis		
Annual Revenue from Weekday Activities	254,700	
Discount (Pessimism Factor)	40%	
Discounted Average Weekday Revenue	849	
Revenue generating weekdays per year	180	
Expected Revenue from Weekday Activities	152,820	

The Community Well		
Sample Weekend Schedule		
	Time	Revenue
Atrium		
<i>Saturday</i>		
Pilates (Atrium C)	8am-9:15am	90
PCOL Funeral Reception (and prep)	10:30am - 12:30pm	0
Community Lecture	2-4pm	100
Wedding Reception - non church member (incl. FC)	6-10:30pm	500
<i>Sunday</i>		
Coffee Hour (and prep) (Atrium A&B)	8-11:30am	0
Adult Education 1 (Atrium C)	11:30am - 12:30pm	0
Church Potluck	4:30pm - 8:30pm	0
Fellowship Center		
<i>Saturday</i>		
Advanced Yoga	7:00 - 8:15	60
Beginner Yoga	9:15-10:30	90
YMCA Youth Basketball	11-12:30	50
Wedding Reception - non church member	6-10:30pm	
<i>Sunday</i>		
Self-serve lunch and table fellowship	11:00-12:00	
Healthy Eating (and kitchen)	5:00-7:00pm	
Youth Group	7:00 - 9:00pm	
Lounge		
<i>Saturday</i>		
Senior Fitness Class	9-10:15	70
Wellness Clinic - free to public	11 am - 3pm	
Kids Movie Club (Child Care)	5-7:30pm	90
<i>Sunday</i>		
Community Well Meditation Group	7:30-8:45am	100
Adult Education Class II	11:30-12:30	-
Sanctuary		
<i>Saturday</i>		
Wedding, followed by reception	5-6pm	
<i>Sunday</i>		
Worship	10-11:15	
Chapel		
<i>Saturday</i>		
Chair Yoga	9-10:15	60
Community Meeting (without cost)	1-3pm	-
<i>Sunday</i>		
Choir Practice	9-9:45	
Afternoon Yoga	1-2pm	60
WiNK	4-6:30	
Classrooms		
<i>Saturday</i>		
Music Together (Room 104)	9-10am	70
Art Class (Room 102)	11-12:30	70
Wellness Clinic - free to public (Room 106)	11am - 3:00pm	
<i>Sunday</i>		
Church use	until 12:30pm	
Bar Mitzvah Prep	12:30-3:30pm	
AA Group	7-8:30pm	
Total Weekend Revenue for Sample Weekend		1,410
Analysis		
Annual Revenue		64,860
Discount (Pessimism Factor)		40%
Discounted Average Weekday Revenue		846
Revenue generating weekends per year		46
Expected Annual Revenue from Weekday Activities		38,916

Summary of Estimates. Below is a chart representing the total revenue estimates derived from these hypothetical schedules, representing a range of potential revenue in a given snapshot of time—again, somewhere between a minimal and optimal range of functioning. When compared with the previous section, “Per square foot analysis,” the total under “With Pessimism Factor” roughly matches the mid-case revenue estimates for 2023/2024 and 2024/2025, under the section “Budget Projections” below.

START-UP INVESTMENTS

INVESTING FOR THE FUTURE

Of course, achieving any level of revenue for this new enterprise will entail careful planning—and an investment in the program we envision. We have raised \$2.8 for capital improvement and expansion, the lion's share of which will contribute toward fulfilling the vision of a first-class community center in the heart of Lawrenceville, as well as providing new and renewed space for the church's programs. It would be quite foolish of us if we invested this money in "hardscape" without deploying adequate capital for the soft costs of staffing and other resources to create the kind of excellent programming that will attract a large number of people, and concomitant ongoing revenue. We will also disappoint our capital campaign donors if we fail to do this. And if we do not achieve a level of excellence in programming from the very beginning, we will risk damage to the reputation and brand of the center, which would be difficult to repair. As the saying goes, one must spend money to make money. What follows is a framework and the beginnings of a plan to analyze how much money we will need for adequate staff and other resources for start-up, and how long it will take for us to get to our break-even point. These analyses are offered humbly, in hope that others can take them and further refine the models, and as a tool for leaders to think about these critical issues.

WHERE WILL WE GET THESE START-UP RESOURCES?

Although the budget projections found in this plan envision a fairly quick transition to positive cash flow and a somewhat modest projected deficit in the ramp-up phase, we will need to provide some up-front costs that could range from \$35,000 to \$60,000 before the center gets to the break-even point. The key question for the Session and other leaders in the months ahead will be where to secure these funds. There are two obvious answers: to raise more money from donors, or to borrow the funding from our endowment. There are several reasons I would urge caution about the first solution but recommend the second one.

FUNDRAISING THE START-UP COSTS

Our members have been tremendously generous in providing the funding for the hard capital improvements necessary for this plan. It would be somewhat irresponsible to think that we could continue to rely on them to provide these funds and thereby strain their generosity. However, it would certainly be beneficial to float this need before the congregation and potentially to key individuals if the Capital Campaign Team or other leaders sense anyone's interest in donating to this purpose; if someone does want to fund this, we should indeed be open to the possibility.

GRANT FUNDING

The revenue estimates contained in the previous section do not contain any income from grant sources. Given that TCW is currently a program of the church, it is relatively impossible to secure grant funding, either for our start-up costs or ongoing operations. However, as recommended below, at the point that TCW becomes a 501c3 non-profit or similar status, it most definitely should explore the possibility of grant funding for these purposes. The assistance of a Stewardship and Development Consultant will of course facilitate such an effort.

BORROWING FROM OUR ENDOWMENT

This makes the option of borrowing from our endowment the logical choice in providing these resources. There are several reasons why this would make the most sense:

- Despite draws on our endowment to support programs over the past 5 years of about 5% of the total value per year, our total endowment corpus has grown 22.40% as of mid-spring 2021. (See Appendix 1)
- Because of the backstop provided by the PPP moneys, totaling approximately \$244,000, we have not drawn from our endowments in over 18 months, which would have been tapped for approximately \$160,000 - \$190,000 under normal circumstances.
- During this same period, the equities market saw an unprecedented increase in value; the corpus of our investments increased in value from \$1,226,000 in 2018 to \$1,645,000 at the end of 2020. Further, the S&P 500 has increased in value to date an additional 18% as of this writing. In sum, our endowment grew much more because we didn't tap any of the principle during this period of time.

We should be mindful that our primary mission is not to preserve an endowment; it is to deploy our resources faithfully and wisely toward the propagation of the gospel. This means that at times we must risk these resources for the sake of the future, but carefully and strategically in accordance with a plan.

On the other hand, it most certainly should be one of our top long-range goals to increase the value of our endowment in order to help secure future sustainability, as is a recommendation in the section on stewardship, below. This is also a goal of the current Session leadership. But leadership might feel more comfortable with the strategy suggested above if we actually commit the energies of staff and leaders to "up our game" with planned/legacy giving, which will be primarily aimed at building our endowment. We already have earmarked a legacy gift in excess of \$300,000 as part of our capital campaign toward the endowment. Our recent fundraising success might make these kinds of approaches much more feasible. I for my part plan to devote a good bit more of my energies to this task.

STAFFING PLAN AND FINANCIAL DETAIL

STAFFING PLAN

What follows is a proposed staffing plan aimed at enabling excellence in planning and executing the program for an expanded Community Well. Note that this plan is to be phased over time and is meant as a beginning point for discussion with the Personnel Committee, Session and others. As I created this, I believe that if I've erred, it's in envisioning more staff than we will need, at least during the initial ramp-up. We will need more expertise to help us with the right amount and type of staffing to achieve our goals and provide excellent services. Some of the positions listed below might be combined into one position, for example, or spread among other positions. Other staff in this analysis already exist within the church's budget and will need to be expanded to handle the additional work the center will represent. These additional hours are represented in the staff cost assessment that follows.

HIRING AN EXECUTIVE LEADER

Key to this staffing strategy is the hiring of a competent, professional and energetic full-time executive leader who will further develop and implement this vision and plan, track progress and growth based on identifiable metrics of success, and see to the ongoing smooth running of its program. Moreover, such an individual should see his/her work as *ministry*, since the integration of the center with the church's overall ministry is paramount.

This proposal envisions the hiring, over time, of several other staff persons who will fall under the supervision of the center's executive leader. Note that some of these staff roles and services overlap to perform services and functions for the church also—for example, accounting staff will function to oversee both the church's and the center's finances; communications and marketing staff will function both for the church and the center; etc. This both supports the goal of integrating the center with the church's ministry and creates economies of scale. The church leadership should see the center's executive leader as a primary professional staff person who is an integral member of the total ministry team, participates fully in staff meetings, and works closely with the Pastor/Head of Staff. This person should also have visibility, at some level, in worship.

As a final note, such a staff person should relieve the Pastor/Head of Staff from having to be a primary driver of the center, or having to be heavily involved in the business functions of the church, leaving him/her to focus on the core functions of parish ministry, such as pastoral care, preaching, and the spiritual development both of members and of center participants.

GETTING FROM HERE TO THERE: A CONSULTANT

There are at least two complicating factors involved in the hiring of this executive leader: 1) Developing the center is a different task from running a center in its optimally functioning state; and 2) the timing involved in construction of the new space is ramp-up time, during which it will not make sense to hire a full-time executive to run a center that's not yet up and running. And yet, we need an executive leader or other professional expertise to assist us in planning for the program and further developing and implementing the business model.

The proposed solution to these complications is the hiring of a consultant for most of the ramp-up time when construction will happen, and to complement the work of the existing TCW

Director, whose role will change once the center is fully functioning. This will account for the different role needed in this phase. Further, such an arrangement is efficient, in that we will only pay for the staffing time that we need during this time. It's envisioned that this person will also assist us in hiring a permanent, employed executive leader, and putting in place other needed staff. It is also quite possible that the person in this consultancy role might become the full-time, employed executive leader for the center, if the fit is right.

STAFFING COSTS

The staffing plan below envisions a scenario in which we begin with a consultant as the primary executive leader of the effort, and transition to a permanent, full-time Executive Director. The average rate for non-profit consultants ranges from \$85-\$150 per hour⁴, and the national average for "Community Center Director," is approximately \$57,500, according to Glassdoor.⁵ The cost analysis below uses the low mid-range (\$110/hour) for the consultant cost, and, due to higher cost of living in this area, a slightly higher salary of \$63,000 plus \$21,000 in benefits for a total yearly cost of employment estimate of \$84,000. The salaries of other staff persons envisioned in this proposal were based on comparable salaries for our area.

STAFFING PLAN SPECIFICS

The following is a staffing plan based on a future state for the center, to be phased in as envisioned in the cost analysis below. Also to be noted is the complexity of separating the staffing costs associated with the center and those of the church, since this plan envisions that certain staffing functions will be shared by both entities. The cost analysis that follows hopefully makes clear how the costs will be allocated, and how they will track with our existing staffing costs vs. future costs.

COMMUNITY WELL STAFF ROLES AND TASKS

Role	Notes	Effort
Executive Director	Responsible for all aspects of the center's functioning, and certain business operations for the church that overlap	Full-time
Roles under Director		
Assistant Director	Assists Director in planning and implementing center programming, focusing on wellness programs.	Part-time 12 hours
Communications and Social Media Director*	Oversees all communications for the church and center (Integrating websites, newsletters, social media, signage, etc.). Runs PR campaigns and promotions for center, market surveys, etc. Handles or outsources other IT needs, such as information infrastructure for sign-up, room assignment, etc.	Part-time, 15 hours
Director of Community Engagement	Provides means to connect center participants to community service and coordinates all community service programming.	Part-time, 10 hours

⁴ <https://npcrowd.com/nonprofit-consultant-fees-how-much-do-they-charge/>

⁵ https://www.glassdoor.com/Salaries/community-center-director-salary-SRCH_KO0,25.htm

Facilities Director*	Oversees all aspects of facilities care and maintenance; supervises cleaning and landscaping services; oversees Facilities Assistant to accomplish all set-ups.	Part-time, 20 hours
Facilities Assistant	Responsible for all room set-ups, and other miscellaneous facilities chores.	Part-time, 20 hours
Bookkeeper*	Manages books for the church and Community Well programming, under direction of the Treasurer and the Accounting Consultant.	Part-time, 20 hours
Accounting Consultant*	Provides oversight on all accounting processes and procedures, with the Treasurer. Should have CPA or extensive accounting background, and familiarity with church's accounting software.	As needed, est'd 15 hours/Mo.
Supervised by both Head-of-Staff and Center Director		
Stewardship and Development Consultant*	Shared staff with church, overseeing stewardship, planned giving, and development activities for TCW, including grants-writing. Shared supervision with Head-of Staff. Consultancy basis.	Part-time, 15 hours
Office Manager*	Shared staff with church; does all room assignments for TCW programs.	Part-time, 25 hours

* = Cost shared by both TCW and church.

COST ANALYSIS

The following cost analysis envisions this staffing as implemented over time and is used for the Budget Projections section. Here are a few assumptions that underlie this analysis:

- This plan allows for the hiring of a consultant as early as 10/15/21, who will work until December 31, 2022, and will work an average of 10 hours per week at a \$110 per hour fee during that time.
- The Executive Director is projected to begin on January 1, 2023.
- Part-time program staff salaries (for Communications and Social Media Director, Community Service Coordinator, Facilities Director, and Bookkeeper) are generally figured on the basis of \$26/hour cost of employment, which is in line with the Associate Director salary.
- Since the need for a bookkeeper is immediate, this analysis foresees hiring that person by January 1, 2022. The cost for this position will be borne by the center since it is a new position.
- This analysis seeks to list only salaries or portions of salaries that are now *not* in the church budget. Some amount was added to existing positions now funded by the church budget, to account for an increased effort that likely will be needed once the center is in full swing. For example, it is anticipated that the Facilities Director will have increased hours of 5 hours a week by 1/1/23, midway through the fiscal year.

The Community Well

Staffing Detail - all salaries are total cost of employment

	2021-22	2022-23	2023-24	2024-25	2025-26
Staffing Cost Detail					
Consultant (10/15/21)	37,400	28,600			
Executive Director (1/1/23)		42,000	85,050	87,176	89,356
Assistant Director	16,230	16,230	16,636	17,052	17,478
Marketing and Social Media Director (1/1/23)		10,140	20,280	20,787	21,307
Community Service Coordinator (1/1/23)		6,760	13,520	13,858	14,204
Facilities Supervisor**		3,380	6,760	6,929	7,102
Facilities Assistant**		2,600	5,200	5,330	5,463
Book keeper (1/1/22)	6,760	13,520	13,520	13,858	14,204
Accounting Consultant (paid by church)	10	0	0	0	0
Office Manager**		3,380	3,380	3,465	3,551
Development Specialist (consultancy)		14,300	14,300	14,658	15,024
Totals	60,400	112,310	178,646	183,112	187,690

Blue denotes new staff or partially new staff

Factor for annual salary increases: 2.5%

*Beginning 9/15/21, average of 10 hours per week @ \$110

**Partial salary for additional effort - some is represented in church budget. Starting 1/1/23

Note: some of these salaries exist in the current church budget (e.g. the Facilities Coordinator). For simplicity's sake, only the salary expenses that will be directly attributed to the center are included here. In some cases, this means including here a portion of additional salary attributable to a higher level of activity due to the center program. This seems the best way to do an "apple to apple" analysis of cost and how it will affect the overall finances of the church.

BUDGET PROJECTIONS

These budget projections are based on the above projected staffing costs and the revenue projections from the section, "Per square foot analysis." This budget analysis sees getting to break-even sometime late in the 2022/2023 fiscal year. This first budget represents a mid-case scenario, between best- and worst-case.

The Community Well and Related Programming Projected Profit and Loss - Mid Case					
	2021-22	2022-23	2023-24	2024-25	2025-26
Income					
Community Well Programming	17,000	147,256	213,521	256,225	271,599
Preschool	10,000	12,000	15,000	18,000	23,000
Counseling Center	2,000	7,000	22,000	27,000	30,000
Job Training Program - cost sharing	1,000	2,000	2,000	2,000	2,000
Total Net Revenue	30,000	168,256	252,521	303,225	326,599
Expenses					
Staffing Costs	64,800	112,310	178,646	183,112	187,690
Advertising and PR	500	5,000	5,500	6,000	6,500
Equipment	1,200	3,000	3,300	3,500	3,700
Insurance*	1,500	5,000	5,500	6,000	6,700
Building Maintenance*	0	11,000	13,000	14,000	16,000
Cleaning*	1,200	5,500	6,000	7,000	7,700
Website and technology expenses	2,000	2,500	3,000	3,300	3,500
Utilities*	1,500	3,434	7,000	7,700	8,200
Other Expenses	2,000	5,000	5,500	6,000	6,300
Total Expenses	74,700	152,744	227,446	236,612	246,290
Income - Expense	(44,700)	15,512	25,075	66,614	80,309
*These items represent increased expenses in addition to those in current church budget, attributable to center activity					

The Community Well and Related Programming

Projected Profit and Loss

2021-22 2022-23 2023-24 2024-25 2025-26

WORST CASE - 15% LESS REVENUE

	2021-22	2022-23	2023-24	2024-25	2025-26
Income					
Community Well Programming	17,000	125,168	181,493	217,792	230,859
Preschool	7,650	10,200	12,750	15,300	19,550
Counseling Center	1,700	5,950	18,700	22,950	25,500
Job Training Program - cost sharing	1,000	2,000	2,000	2,000	2,000
Total Net Revenue	27,350	143,318	214,943	258,042	277,909
Expenses					
Staffing Costs	60,400	112,310	178,646	183,112	187,690
Advertising and PR	500	5,000	5,500	6,000	6,500
Equipment	1,200	3,000	3,300	3,500	3,700
Insurance*	1,500	5,000	5,500	6,000	6,700
Building Maintenance*	0	11,000	13,000	14,000	16,000
Cleaning*	1,200	5,500	6,000	7,000	7,700
Website and technology expenses	2,000	2,500	3,000	3,300	3,500
Utilities*	1,500	3,434	7,000	7,700	8,200
Other Expenses	2,000	5,000	5,500	6,000	6,300
Total Expenses	70,300	152,744	227,446	236,612	246,290
Income - Expense	(42,950)	(9,426)	(12,503)	21,430	31,619

The Community Well and Related Programming

Projected Profit and Loss

2021-22 2022-23 2023-24 2024-25 2025-26

BEST CASE - 15% MORE REVENUE

	2021-22	2022-23	2023-24	2024-25	2025-26
Income					
Community Well Programming	19,550	169,344	245,549	294,659	312,339
Preschool	10,350	13,800	17,250	20,700	26,450
Counseling Center	2,300	8,050	25,300	31,050	34,500
Job Training Program - cost sharing	1,000	2,000	2,000	2,000	2,000
Total Net Revenue	33,200	193,194	290,099	348,409	375,289
Expenses					
Staffing Costs	60,400	112,310	178,646	183,112	187,690
Advertising and PR	500	5,000	5,500	6,000	6,500
Equipment	1,200	3,000	3,300	3,500	3,700
Insurance*	1,500	5,000	5,500	6,000	6,700
Building Maintenance*	0	11,000	13,000	14,000	16,000
Cleaning*	1,200	5,500	6,000	7,000	7,700
Website and technology expenses	2,000	2,500	3,000	3,300	3,500
Utilities*	1,500	3,434	7,000	7,700	8,200
Other Expenses	2,000	5,000	5,500	6,000	6,300
Total Expenses	70,300	152,744	227,446	236,612	246,290
Income - Expense	(37,100)	40,451	62,654	111,797	128,999

PARKING LOT CONTINGENCIES AND FINANCING

An obvious consideration in the construction of a well-functioning community center is adequate parking. The church has for many years sought the resources to build adequate parking. Our Capital Projects Team and I are working hard on developing options for expanding our parking access.

This becomes even more urgent given the changes to the Lawrenceville School's main entrance, which will remove access to approximately 14 on-street spaces that we normally use for worship services when we have peak use. We have been negotiating with the school staff to make available land contiguous to our existing lot in order to build additional parking spaces. This negotiation is still in process with verbal indications from the school that they will agree to this.

The Capital Projects Team is exploring alternative means to expand parking by securing parking agreements from other owners of parking spaces nearby.

We will learn more about what is required for parking during the process of seeking permission from the town to build our project.

FINANCING

It is my recommendation that should the building of additional parking be an available and/or necessary option, that this part of the construction process be financed through a loan. In the negotiation with the school, the possibility of their providing the financing, under terms favorable both to the church and them, has been mentioned and the school has indicated that this may be possible. But, given the fact that the church is debt-free, other means of financing should not be difficult. The anticipated cost of this additional parking resource is unknown but is thought to be between \$150,000 and \$250,000.

Such a strategy will allow us not to complicate our capital campaign with an additional ask and should be thought of in light of a renewed effort at planned giving. Debt financing at this level is in no way unusual for churches to use in accomplishing a project like this.

MARKET ANALYSIS & DEMOGRAPHIC INFORMATION

Critical to our planning is having adequate data about the people we are planning to serve in our community and what services are most desired by them. We have begun this process via a marketing survey. I am indebted to my colleague Prudence Shapcott, who became a supporter of PCOL via her participation as a partner in the Community Well. She leads the Joshua Prayer Ministry, which met regularly at the church for their meetings prior to Covid. Prudence has a background in marketing and has volunteered her time.

The study is still in the data-gathering phase. We currently have 78 responses from a variety of sources; we will continue to seek more data in the coming weeks to complete this study. We will share the data and report with the church and leadership separately and incorporate the major findings into a later version of this plan.

Here are a very few gleanings from the initial data:

- The two most desired services in our study thus far are:

- A large community gathering space for community meetings and performances
- Adult learning classes and experiences.
- Among the services most desired by parents for their young children:
 - Classes for art, theater and music

It also would be wise to make the completion of this study and other market research activities part of the job description for the consultant role envisioned in this plan so that the study can guide planning for what services will be most successful in the center.

TAX IMPLICATIONS

Ramping up services within the Community Well will mean a large expansion of revenue from a variety of partner organizations. It's critical that we understand any tax implications that might result from our revenue generation.

Based on research conducted as part of this plan⁶, the only tax implications we need to be aware of have to do with the portion of our facility that may at any point be dedicated to revenue generation through a for-profit entity. This concerns any part of our property that would be *dedicated exclusively* to use by the for-profit entity from whom we'd be receiving revenue. For example, if we were to dedicate a portion of our property as rental space for a for-profit preschool, we would be taxed on the portion of our property, since it would be devoted to the exclusive use of the preschool. The tax assessor would assess the value of that portion of the property, and we would be taxed on it.

However, if we were to rent a single room for an hour a week to a for-profit entity, we would not be taxed, since the purpose of the space is still dedicated to the mission of our organization.

The only exception to this is if excess profits redound to the personal benefit of people involved in the organization; for example, if it benefited board members of the entities personally. However, if we were to make a lot of excess revenue from our operations and simply plow that revenue back into our mission/operations and/or simply gave away that revenue to mission causes, this would have no impact on our tax-exempt status.

As the Community Well's program evolves and becomes more complex, it will be important for a qualified attorney familiar with non-profit tax law to examine the tax structure of TCW and its affiliate organizations.

OTHER COMMUNITY WELL ORGANIZATIONS: ORGANIZATIONAL DEVELOPMENT AND STRUCTURE

As we've developed the Community Well, we've understood that it is a "big tent" under which other separate organizations, which further the church's mission, can also operate. This made sense during our original strategic planning process when many ideas were generated and not all could be realized at the time.

⁶ Based on a conversation with Ken Pacera, Tax Assessor of Lawrence Township. See appendix 6.

The formal way these organizations are “under” the aegis of TCW varies. Here is a list of the organizations currently under the organizational structure of TCW and their formal relationship to TCW and the church:

- **The New Directions Counseling Service (NDCS)** is currently a program of the church. The NDCS is informally thought to be under the umbrella of the Community Well as part of its overall program of outreach.
- **The Lawrenceville Presbyterian Preschool (LPP)** is a separate 501c3 charitable organization, although a subsidiary under the IRS Group Ruling, subject to the governance of the church. It has a separate board, which consists mostly of church members. Similar to NDCS, this is, for marketing purposes, thought to be a part of TCW.
- **The WorkWell Partnership (WP)** is a job training program developed by the church, which has the same subsidiary 501c3 status as LPP and also has a separate board. It is currently seeking fully separate 501c3 status since its current status prevents the receiving of government grants. WP has become integral to the church’s outreach and ministry.

The Community Well itself is currently a program of the church with a separate steering committee but no separate 501c3 status. It cannot receive charitable donations as a separate entity, although one can make a gift to the church and earmark it for the Community Well.

The following sections contain thinking and recommendations about how these organizations might need to be developed as part of an efficient organizational structure as entities that further the church’s mission and take best advantage of the community center concept we’re developing via the Community Well.

COMMUNITY WELL ORGANIZATIONAL DEVELOPMENT TASKS

As is obvious from this document, we have big plans for the Community Well and we need to develop leadership and an organizational structure that reflects this. The Community Well currently has a steering committee and a Session liaison whose role is to ensure the flow of information and decision-making between TCW and the Session. Largely due to the pandemic and TCW’s program being on hold, this steering committee has not met in well over a year.

It’s clear that a top priority for staff and leaders will be to recruit and rebuild this steering committee as part of a larger effort to develop TCW as a separate organization. It is recommended that the current TCW Director, along with new consulting staff and me, make this a primary task, beginning in the fall, and to do a “reset” of the roles and expectations for this group.

Here are other concomitant tasks that I recommend as top priorities for organizational development of TCW:

- TCW will need to attain a separate tax-status that will enable it to receive grants and funding as a tax entity that is separate from the church, but which allows the church to keep TCW’s program aligned with its mission. In an interview with Josh Greiner of Faith Church Lafayette (See Appendix 4), the model they chose was that of a 509a property holding company with a separate LLC that runs day-to-day operations. This both aligned the organization with the church’s mission and enabled it to maintain

control while also insulating the church from tax liability. The next step for us is to consult with a qualified attorney who can advise us about the best form of organization that will accomplish these goals.

- A renewed TCW Steering Committee, and eventually Board, will need to make as its first task the hiring of a new Director.
- The task above sheds light on the need for Session and its Personnel Committee to map out how it will relate to TCW as far as staff hiring decisions, accountabilities within the organizational chart, etc.

THE LAWRENCEVILLE PRESBYTERIAN PRESCHOOL

One might use the cliché, “Ain’t broke, don’t fix,” when speaking of the LPP. It has made significant strides as a healthy organization after a rough transition several years ago; it is operating well, given its current program. In addition, Alison Young, the recently retired LPP Director, has seen to the closer alignment of LPP’s program with the church’s program and has served to integrate both organizations.

But there is still room for LPP both to expand its current services and to evolve in ways that will align its program more closely with the Community Well’s plans and offerings. These are goals and milestones that the leadership of the Session and LPP should consider as they plan together for the future.

- **Expand to full-day programming:** Prior to the pandemic, LPP expanded to what is considered “full day preschool,” meaning programming up to 3pm. This is a first step toward the expansion of LPP’s service offerings.
- **Expand to full work-day programming:** Again, prior to the pandemic discussions were underway among myself, Karen Buda (current Community Well Director) and staff of the Capital Area YMCA to create after-school enrichment activities for preschool-aged children, who would begin in the after-school time slot of 3pm to 5:30pm. This would then enable LPP to offer truly full work-day programming, while giving parents a variety of options (9-12pm, up to 3pm, or up to 5:30pm). This would be a first step toward expanding to a broader program of after-school enrichment activities that would reach a broader age group. Such plans and discussions should re-start as soon as possible.
- **Expand enrollment:** Such programmatic expansion should enable LPP to expand its enrollment. The current facilities allow a significant expansion in the number of children served. This would also allow a more efficient cost structure given economies of scale and would allow for more revenue generation.
- **Ensure co-marketing with Community Well:** TCW will be offering a variety of programming aimed at the needs of families with young children. For this reason, it is crucial to create a marketing program that will meld the offerings of LPP with the marketing and PR of the community center and vice versa. This should be part of an overall marketing plan for TCW and subsidiary organizations. (See below).

THE NEW DIRECTIONS COUNSELING CENTER

The New Directions Counseling Center (NDCC) has been operating for approximately five years on a model similar to that of the Community Well. Namely, we have partnered with a larger organization, the Counsel for Relationships (CFR) in Philadelphia, to provide counseling in our small counseling space in Room 105 with the vision and hope to expand from there. CFR had

expressed a desire to establish a “satellite location” here in central New Jersey; the partnership seemed to be a good fit.

When there was a field office director who lived in the community, this model worked well to some degree and generated a moderate amount of revenue based on per-hour room use. Most successful has been the efforts of Kyle Anderson and other NDCC-affiliated counselors to promote mental health services among the Lawrence Township School system. We have developed a fairly robust partnership with them and have joined together in creating several programs to make more visible the availability of mental health services for teens and children (the most ambitious was canceled due to the pandemic).

For various reasons, however, the partnership with CFR has not borne as much fruit as we would have desired. Part of the reason for this is the fact that the field director for our site is no longer local. Of course, the pandemic completely put our program on hold.

If there was one very clear learning we gleaned from our 2013 strategic planning process it was that mental health services are a critical need in our area. There is broad agreement among staff and other leaders that the NDCC’s services will also be critical to the success of the Community Well as it seeks to respond to community need. The experience of those who’ve created similar models to TCW also affirm that counseling needs to be an integral aspect of a community center ministry and service plan. How we do that is a matter that requires some careful thinking.

In conversations with Kyle Anderson, in whose job description is the role of overseeing an expanding the NDCC, we agree that a danger in moving forward the many plans for the Community Well is that of doing too much, too soon. The current NDCC model will need to be rethought and significant changes made in order for the NDCC to reach its full potential. But with so many large tasks to bring the TCW’s basic program to fruition in play, it seems unwise to invest major time and effort at this time in improving and expanding the NDCC. Our recommendation is to reassemble a leadership group to guide the NDCC in its current state, envision how future plans could unfold but to wait on major investments in NDCC until our new construction and plans for TCW have been completed.

This in no way should be seen as a lessening of the priority we place on the development of counseling services as part of TCW—they will be essential; it is merely a recognition that we must wait until the time is right and we are able to expand our offerings in this area with the full energy that will require.

SOME THOUGHTS ABOUT SPACE FOR NDCC

I interviewed Bob Johnson, President and CEO of the Solihnten Institute, which credentials counseling centers, provides resourcing and support to them and assists new centers in starting up. (See transcript, Appendix 5). One of the possibilities that I mentioned to him was to convert the manse into a counseling center. There are several reasons this could be a good move:

- Most pastors desire to have a housing allowance to purchase their own home rather than live in a manse.
- The manse, being next to the church/community center, is well configured to provide the physical space for a counseling center, with a reception area, large meeting rooms on the ground floor and several smaller spaces for counseling upstairs.

Mr. Johnson commented on the current risks of this approach; namely, that counseling centers are going “virtual” to a much greater degree because of Covid. Centers have discovered the cost efficiencies and convenience of such an approach.

Further, the need for the church to generate sufficient income to offset the revenue that a housing allowance would require would be a high bar.

The wisdom gained from that conversation emphasizes the recommendation above. Further, this points to expanding our counseling ministry via a small amount of in-person space within TCW’s physical space combined with community programming and virtual counseling, which is a low-risk and low-cost way to expand services, at least in the shorter term.

WORKWELL JOB TRAINING PROGRAM

[WorkWell](#) is a job training program for formerly incarcerated individuals; it is also the direct result of the strategic planning process of 2014. Because a community center would serve mostly only those near to the church, leaders felt it was important to serve the different needs of those living in communities farther away, especially those who are economically marginalized. This job training program is a partnership—again a key word—among other organizations, working together to provide life-skills, job training and job placement. It is a separate 501c3 subsidiary organization, the same subsidiary status as the LPP as its board, program and finances are subject to the jurisdiction of the church session. However, as previously noted WorkWell is now seeking fully separate 501c3 status as a non-subsidiary organization.

WorkWell is currently in the process of ramping up a renewed program emphasis, under a new director, and is showing a great deal of promise in serving the vast need for job training for those released from prison. Its leadership originally drew exclusively from PCOL members but the board now has expanded to include more people from the community and other churches.

A key strategic value of WorkWell is in providing a means for both PCOL and TCW to offer real opportunities for human-to-human community and service. Such is a tricky thing to accomplish across such a cultural and economic gulf between volunteers and those served. But as WorkWell develops, great care should be taken so that its mission, program, and leadership does not drift away from the mission and program of TCW and the church but remains integral to them.

MARKETING IS CRITICAL

Long gone are the days when a church or a community center could simply send out a paper newsletter and assume people will read about its offerings. The marketing and promotion of the various programs that both the church and the Community Well and its associated organizations are critical. As should be obvious from the above, one of the key drivers of value for organizations participating in TCW is the “whole is greater than the sum of its parts” marketing that can be achieved through TCW’s program. That means that the partner organizations and TCW’s subsidiary organizations need to consciously co-market programs and find ways where programming of interest to one organization can be promoted via others.

For this reason, resources need to be brought to bear on this critical aspect of TCW’s operations. Staffing—as is reflected in the above staffing plan—will need to be devoted to

coordinating and executing on a marketing plan and other resources devoted to advertising and promotion.

OTHER KEY PLANS

The scope of this plan and vision document is not to outline potential directions for each aspect of the church's ministry. However, there are other key areas of church life beyond the main concern of this document, the Community Well, which leaders should prioritize as we plan. In many ways, the two areas mentioned below are very much integral to our overall plan to make the mission and vision of the Community Well a success, as we are also mindful of the top priority, which is our faithfulness to the church's mission to serve Christ.

STEWARDSHIP (GENEROSITY):

During my sabbatical, I completed the Lake Institute's Executive Certificate in Religious Fundraising (ECRF), which provided me a solid grounding in the latest best practices in church stewardship and in encouraging generosity. I believe that that last word—generosity—is critical to our thinking about where we will attain many of the resources that we'll need for the future but, more importantly, about this critical aspect of Christian spiritual development.

I have been firmly convinced that the way we've been practicing stewardship at PCOL has not quite met the mark. An indication of this is the number of times I have heard people say or report a phrase something like, "they're asking for money *again!*" This points to a flaw in our current culture about money and the work that needs to be done. At present, "stewardship," despite many solid theological appeals, can often be understood merely as raising funds for our church's budget by cajoling and wheedling donations from our members. Further, it is my opinion that there is an unhealthy culture of secrecy about money since only a very few persons dealing with the finances know what people give. This, by the way, was an emphasis of the ECRF program; namely that key leaders in a church *need* to know what people give, both to emphasize that money is not a taboo subject but, most importantly, that one's giving is an integral part of one's spiritual life and that our giving is a communal expression of our faith.

The more faithful—and by the way more effective—approach is to emphasize the need to equip and teach *generosity* as a central aspect of Christian life. In this mode, stewardship becomes much more about spiritual development than about raising funds. Its primary aim is to enable Christian people to experience the joy of practicing generosity and thereby experiencing the generosity of a giving God. Our asking for money is about offering an opportunity for people to express generosity, rather than an arm-twisting exercise.

This will mean conveying the notion that we want generosity *for* our members, more than *from* them. It will mean encouraging and equipping them not just to give to the church but to discover in themselves where they are passionate to affect the world and how they themselves can become philanthropists for a number of causes, and not just the church. It will mean celebrating generosity and getting used to speaking about money openly and clearly. It will mean thanking and acknowledging people for their generosity more effectively and often publicly. It will mean the careful and faithful sharing of information about people's giving by key leaders and pastoral staff.

I have offered further thoughts along these lines to our Stewardship Committee (which I am proposing will be renamed “The Generosity Team”). But I offer these thoughts here as a signal that this new thinking about stewardship will mean devoting time for all leaders to ponder its implications.

What follows are some further thinking about two of the critical stewardship tasks that are especially germane to our plans.

PLANNED GIVING GOALS

In the 17 years I’ve been the Pastor/Head of Staff here at PCOL, I have seen very few legacy gifts of any large impact come from those who have been part of the Maidenhead Society, our legacy giving circle. This in no way reflects the excellent work of those who’ve been part of our Planned Giving Committee, which has faithfully promoted legacy giving for many years and have had many notable successes, even bringing about significant gifts from living donors. But I think most would agree that it’s time to up our game on legacy giving. Some of the reasons for this have already been enumerated above; namely:

- If we do finance some of the up-front program costs for the Community Well from the endowment, the negative effects will be ameliorated by securing future gifts as part of a more robust legacy giving effort.
- Likewise, if we were to finance the construction of the parking lot, we mitigate the risk by securing future gifts in this via our legacy giving program.

As part of my completion of the ECRF program, I’ve committed to the task of enhancing our legacy giving program. I will not recapitulate the entire proposal, which I will be working on with the Planned Giving Committee, but here are some highlights:

- We begin with a theological study of the spirituality of fundraising, via a book of that same name written by Henri Nouwen.
- We will host 1-2 “focus groups,” bringing together key leaders to advise us about how we might construct a renewed planned giving emphasis.
- I advocate for changing the name of the Maidenhead Society to “The Maidenhead Circle,” which seems a somewhat friendlier invitation to join.
- We will make direct appeals to members and meet in person with as many as possible.
- We will continue to hold seminars on ways to make all forms of charitable giving—and not only to the church—easier and more effective.
- We will set goals for our legacy giving program. Although it is a sensitive thing to ask people the amount they will give, we will assess the feasibility of knowing what gifts might be coming. We might also establish a goal of number of members participating.
- It is recommended that we make the Maidenhead Society (Circle) more visible, by thanking its members personally via letter, email, or personal call at least yearly and by celebrating the generosity of its members via public worship and other means.

I will look forward to sharing with leadership the ongoing work on this critical area.

ENDOWMENT GOALS

One of the ways of increasing the chances that a certain thing will get done is to set a goal for what we're trying to reach. For reasons that should be obvious, our plans will also call for fulfilling the long-term goal of increasing our endowment, especially since this proposal advocates for taking resources from the endowment for short-term purposes.

Our current endowment stands at \$1.8 million. We have already secured a legacy gift in excess of \$300,000 for the endowment; it, of course, will be realized at some point in the future. I would make the following recommendations about setting and realizing a goal for our endowment:

- Session should empower the Planned Giving Committee or similar body to study what would be a realistic if ambitious goal for increasing our endowment in the next 6-8 years.
- Session should give the Planned Giving Committee or similar body the task of making more visible to the congregation our goal for increasing our endowment and finding the means for Session and Trustees to track that goal.
- The Planned Giving Committee should make as part of its work, to the extent it is possible, the tracking of future gifts to the endowment.

WORSHIP

Few aspects of church life garner more passion than worship. Many at PCOL would agree that our worship life would also fit well under the heading, "Ain't broke, Don't fix." The traditional worship service especially seems integral to the history and spirit of this church and we should beware of changing it too much in any fundamental way. The 5:00 Sunday Worship in a New Key (WINK) service is in some ways the opposite in that change and variety are the norm, although there is a core group of worshippers who have been intrepid supporters of this particular style of worship.

With that said, here are a few key questions for us as leaders: if the center of our mission is to serve those outside our walls, how should our worship—really the "taproot" of our life—reflect that? Is worship only for those who have already affiliated with us or should it adapt toward those we want to include in the future? How might we approach that without alienating those who are already deeply fed by our current way of worshipping?

I believe that it's critically important for us to think about how our worship will align with the new plans we are making for other aspects of our church life. If indeed the Community Well is a means for us to include new people, then our worship also needs to reflect those plans.

I offer a few humble recommendations as a starting point of a process to evaluate our current worship life and to consider ways we might realign it to the future.

RETHINKING 10AM, WINK AND SUNDAY SCHEDULE

It may be that the most fundamental change we should consider is not so much the what of our worship but the when. For the most part, the time for each service of worship naturally works well for those who attend it because it is convenient for them. But we should consider who else we might include if we were to adjust the schedule of our Sunday morning program, and the

possibility that we might create a schedule that is even more amenable and convenient for our current attendees. This is obviously nothing to consider lightly as it's often the "third rail" of church life. Nevertheless, this congregation has always approached such tasks with a can-do and straightforward attitude.

As mentioned above, the 5:00 WINK service has gained many very committed devotees for many years. But even the regular worshippers might agree that the number of attendees has dropped of late and for that reason the configuration of the service might need to be rethought. For many people (I would include myself in this number) 5:00 on Sunday evenings is not a time when most would like to attend a worship service. Many have set this aside for family time and many want the evening free to prepare for the coming week.

We also might consider whether the current schedule is optimizing the use of our staff and other resources. First, a further disadvantage of our current schedule is the fact that our main programming (notably adult education for children and adults) is clustered during our morning worship hour. This means that this programming is not available to those who worship at 5:00 or require the need to make two trips to church. Further, the staff resources to maintain the excellence of a second worship service, separated in time from the first, may seem not to be good stewardship for the smaller numbers that service attracts.

For these reasons, I would propose that the Worship Committee study possibilities for tweaking our worship schedule, in order to maximize our resources, and to make it as easy as possible for existing and potential new worshippers to join in the worship life of PCOL. The following is provided merely as a "straw man" example of a schedule that could make better use of our staff and other resources and be an easier way for people to participate.

Option A:

9:00-10:00	Traditional Worship in the Sanctuary
10:15-11:00	Adult and Children's Education Hour
11:00-12:00	Worship in a New Key

Option B:

9:30 – 10:30	Traditional Worship in the Sanctuary Worship in a New Key in the Chapel Sunday School for Children
10:45 – 11:15	Brunch and Fellowship in the Atrium (simple make-your-own brunch)
11:15-12:00	Adult Education with childcare provided

SUMMARY OF KEY RECOMMENDATIONS

Here is a summary of key recommendations, absent any narrative or rationale, put forth in this Plan and Vision document:

- Regard as the *center* of our mission in the name of Christ is to serve the needs of people outside our walls via the program and ministry of the Community Well, as a means for those inside the walls to grow and continue serving each other.
- Understand that those who use the Community Well services are partners in our mission and members of our community.
- The Session and all PCOL leaders commit to evaluating this plan and creating a final blueprint for the program of the Community Well, prior to a “Grand Opening” to occur after the new construction is complete.
- Hire a consultant, and eventually a full-time Director, to facilitate the planning and the running of the Community Well.
- Under the advice of a consultant, hire adequate staff for the efficient and effective operation of the Community Well’s program, complete the marketing survey/data, finalize the service plan for the center and solidify relationships with Partner Organizations.
- Establish staff positions for Director of Community Engagement and a Development Consultant.
- Create a staffing plan that will integrate the business functions of both the church and community center, thereby achieving economies of scale.
- Formulate a membership plan to incentivize/maximize participation in Community Well services.
- Create a monthly dashboard for leaders to track key goals and metrics for success.
- Create a facilities use policy that balances church and TCW programming.
- Fund start-up costs for the Community Well’s staffing and program costs from the endowment until breakeven after which revenue will support the functioning of the center.
- With the understanding that new parking may need to be built, to finance that cost with a loan.
- Create long-term goals for the increasing of our endowment and devote the necessary resources to doing so.
- Hire an attorney specializing in non-profits to advise about the best form of organization for the Community Well and its associated organizations.
- Devote significant staff and volunteer resources to a renewed program for planned giving/the Maidenhead Society. (See other tasks outlined in that section).
- Direct the Worship Committee to guide session in a process of evaluating our Sunday worship schedule.

NEXT STEPS AND TIMELINE

This section is a kind of “to do” list of tasks that are mentioned in the document

- Once new space is completed, contact Township tax assessor, Ken Pacera, in order to establish the new space as tax exempt.
- Contact attorney versed in non-profit tax law to advise about tax status for subsidiary organizations, and other issues related to taxation.
- Revitalize TCW Steering Committee.
- Establish 501c3 for TCW

- Fall leaders retreat will focus on evaluating this plan. (JV in charge of planning/structuring)
- Developing a facilities use plan that coordinates church and TCW uses
- Develop relationship with YMCAs of Capital Area and of Princeton
 - Re-start conversation and planning with YMCA for expanded preschool enrichment activities in the 3pm to 5pm time slot.
 - Plan for future after-school enrichment activities beyond the preschool age group.
- Personnel Committee
 - Look at staffing plan and make final recommendation to Session
 - Advise Session about organizational chart and staff accountabilities within it.

RESOURCES

Web links:

[Bethany Church of Paterson, NJ](#)

[Faith Church of Lafayette, IN](#)

[Mosaic Church of Little Rock, AR](#)

[It bought a former restaurant](#)

[Lifeway Research Article on Successful Models](#)

Books:

[*The Coming Revolution in Church Economics: Why Tithes and Offerings Are No Longer Enough, and What You Can Do about It*, by Mark DeYmaz.](#)

[*Loving Your Community: Proven Practices for Community-Based Outreach Ministry*, by Stephen Viars.](#)

APPENDICES

APPENDIX 1: ENDOWMENT ANALYSIS

Presbyterian Church of Lawrenceville
Endowment Funds
December 2016 thru December 2020

	Average	Total	2016	2017	2018	2019	2020
Funds which support operating budget:							
Total:							
Interest and Dividends	\$66,039	\$330,195	\$66,738	\$54,937	\$83,580	\$62,246	\$62,694
Withdrawals	\$54,268	\$271,340	\$79,406	\$61,494	\$40,471	\$85,469	\$4,500
Ending Balance in 1000s	\$1,435		\$1,344	\$1,490	\$1,226	\$1,471	\$1,645
Growth over 5 years		22.40%					
300th Anniversary							
Interest and Dividends	\$29,419	\$147,093	\$36,233	\$25,366	\$33,891	\$24,278	\$27,325
Withdrawals	\$25,696	\$128,479	\$40,686	\$21,814	\$26,371	\$39,608	\$0
Ending Balance (in 1000s)	\$627		\$614	\$695	\$484	\$632	\$711
Fearon Fund							
Interest and Dividends	\$13,046	\$65,231	\$10,347	\$10,312	\$17,465	\$14,088	\$13,019
Withdrawals	\$5,360	\$26,800	\$14,100	\$0	\$0	\$12,700	\$0
Ending Balance in 1000s	\$276		\$233	\$267	\$257	\$294	\$329
Jacobus Fund							
Interest and Dividends	\$4,646	\$23,232	\$3,516	\$4,247	\$7,600	\$4,337	\$3,532
Withdrawals	\$6,540	\$32,700	\$5,020	\$2,680	\$10,000	\$15,000	\$0
Ending Balance in 1000s	\$116		\$110	\$123	\$108	\$114	\$125
Local Mission							
Interest and Dividends	\$1,025	\$5,126	\$878	\$893	\$1,355	\$1,002	\$998
Withdrawals	\$2,080	\$10,400	\$1,800	\$1,000	\$3,100	\$0	\$4,500
Ending Balance in 1000s	\$34		\$32	\$35	\$31	\$37	\$37
Jasper Smith							
Interest and Dividends	\$17,903	\$89,513	\$15,764	\$14,119	\$23,269	\$18,541	\$17,820
Withdrawals	\$14,592	\$72,961	\$17,800	\$36,000	\$1,000	\$18,161	\$0
Ending Balance in 1000s	\$382		\$355	\$370	\$346	\$394	\$443

APPENDIX 2: REVENUE PROJECTED BEFORE COVID FOR 2020

These are actual revenues that were being booked, or those expected in 2020 before COVID, Based on K. Buda Analysis - see Appendix 3. Note that these include revenues that were being booked for Evergreen Forum classes, which are not continuing in our facility going forward

	Exp'd Ann Rev	Notes
Fellowship Center (and whole facility)		
YMCA Kids Basketball	2,400	
Karate Fit	5,500	
STEAM Summer Camp*	750	
Music & Theater Camp*	6,200	
YMCA Preschool Camp*	3,250	
Dance/Zumba/Dance Exercise*	4,800	
Subtotal	22,900	
Chapel		
Main Street Children's Chorus	550	
Silver Sneakers Senior Fitness*	2,880	
Subtotal	3,430	
Classrooms		
Music together	2,000	
Evening AA (donation, based on past)	1,680	
Chess Classes*	1,920	
Evergreen Forum (Classrooms Portion of Rev)**	6,500	
ESL Classes	1,710	
Workshop Series*	2,400	
Teen Girls Group Program*	700	
Art Classes (Room 106)	2,400	
Subtotal	19,310	
Lounge		
One-time classes/workshops	500	
STEAM Saturdays	420	
Yoga/Other Fitness*	6,720	
Evergreen Forum (Lounge Portion of Rev)**	6,500	
Subtotal	14,140	
Kitchen		
Cooking classes	500	
Nutrition Classes & Counseling	1,000	
Subtotal	1,500	
Youth Room		
YMCA Program Director office space	2,000	
Subtotal	2,000	
Sanctuary		

2021 Summer PU Chamber Concerts	1,600	
subtotal	1,600	
New Directions Counseling Center (Room 105)		
Grief Recovery Program	650	
Counseling	1,200	Lot of room for growth
Subtotal	1,850	
Preschool Space		
LPP Enrichment Program (afternoons)*	21,600	3 hours/day, 4 days per week; \$50/hr
Subtotal	21,600	
Total Annual Revenue	\$88,330.00	
Annual revenue/SF based on 9263 SF	\$9.54	
Annual revenue/SF without Sanctuary SF	\$12.51	

* - indicate this activity was planned for 2020 but did not happen.

** - Evergreen Forum revenue will not continue, but used here
re: what can be generated for daytime classroom programming.

APPENDIX 3: COMMUNITY WELL EXPECTED REVENUE SUMMARY – AS OF 6/17/21

Current/Prior Programs – Actual & Planned, as of spring 2020:

- **Main Street Children’s Choir** – 2 terms/year = approx. \$550/year total
- **Music Together** – 3 terms/year (spring, summer, fall), offered 1 to 3 classes weekly
= \$1,800 for 2019 year.
= Assume approx. \$2000/year (if/when they return)
- **Cooking Classes/Workshops** - \$100/session = \$500/year (can grow)
- **One-Time Workshops – Various:** \$150/year total (i.e., Peaceful Parenting; Gratitude/Life Coaching, Senior Downsizing, etc.) (can grow)
- **STEAM Saturdays with Mobile Minds of NJ** – 1 term/year = 6 wks. X \$70 = \$420/session
- **YMCA Kids Basketball** – 3 terms/year (fall, winter, spring) = \$2,400/year
- **Karate Fit** – (New in late 2020) – Currently generating \$400+/month*, meets year-round.
Plans to grow sessions; requires weekday evening space
- *Note: Currently includes majority of classes outside in parking lot (at lower cost); thus, as weather requires more classes indoors, this will increase.
Thus - If \$400/month continues (conservative) X 11 months/year = \$4,400/year
- If more sessions Indoors than outdoors (likely) = \$5,500+/year
- **Evening AA Group** (new per March 2020) – meets weekly, to pay monthly for space.
Estimate 48 wks/year X \$35/week = \$1,680/year
- YMCA Program Director Office Space = \$2,000/10-month per year use
(to increase for 2021/22 term)
- **Summer Camps:** (Planned for Summer 2020)
 - **STEAM Camp with Mobile Minds** – 7 wks. = \$750 (doing own cleaning); scheduled for 2021 (with COVID #s limit)
 - **Music & Theater Camp** = planned for 4 wks. = \$1,550/wk. = \$6,200 total
 - **YMCA Preschool Camp** = 2 wk session in June = approx. \$1,200 for space
- If met full summer term would have = approx. \$3,000 to \$3,500 for summer
- 2021 Summer Princeton University Chamber Concerts:
= 2 concerts @ \$800 each = \$1,600 total

New Directions Center:

- Grief Recovery Program = \$550 in 2019;
- Rate increasing to \$18/session Summer 2021 (vs. prior \$15/session), thus if same usage, would = \$650/year going forward
- **Counseling (CFR)** = \$1,200 for 2019 total year (\$390 of that in last qtr.) – lots of room for growth

Additional Programs Being Planned To Commence Fall 2021:

-New YMCA Programs*: (issue for some of these will be space availability)

- Silver Sneakers/Senior Fitness – 1 to 2 sessions/wk
- Dance/Zumba/Dance Exercise = 2 to 3 sessions/wk
- **Yoga/Other Fitness** = 3 to 4 sessions/wk.
- **Chess Classes** = 1 session/wk

*These would = at least 8 sessions/wk X \$40/hr (low est.) = at least \$320+/wk Rev at least

- **Y Preschool Enrichment Program** – 4 days per week, 2-1/2 to 3 hrs/day - in LPP space (to include **Kids Yoga**, art, sports, etc.)

Plus: - **Workshop Series:** Meditation; SAT Coaching in season, etc.
- **Teen Girls Group Program** (checking if revenue generating) - weekly

- ESL via Princeton Adult School – Jean Yepes:
= 1-1/2 hrs/wk X \$35/hr. = \$47.50/wk. Rev. (Jean already concerned per cost)

- **Nutrition Program** – Want to add Workshops + possibly Nutrition Counseling; can link to Cooking Class offerings

- Consider re-establishing **Spiritual Direction Group**

Add **Music & Art activities/classes** – i.e., Concerts, Art exhibits after classes, etc. (depending on space availability)

Summer Camps to be Planned for 2022:

- YMCA Dance Camp
- Art Camp, etc.

krbuda; Community Well Expected Revenue Summary per 6-17-21

APPENDIX 4: INTERVIEW WITH JOSH GREINER, FAITH CHURCH LAFAYETTE

Josh Greiner – Phone interview 8/11/21
Faith Church, Lafayette, IN

Title: Pastor of Faith West Ministries - Faith Church
Director of Faith West Community Center - Community Ministries West

[Faith Church](#) is a large congregation in Lafayette/West Lafayette Indiana, which has created four separate community centers in addition to a large array of other social services that are associated with its ministry. This is a rough transcript of a half-hour conversation with Josh.

What's your role in this ministry? I supervise the West campus community center. I've been involved in construction and launch of two of the other centers. At one point, I was overseeing all three of them. I have a good feel for how all of them operate, financially and programmatically. But now I'm focusing on the West community center.

Can you describe the various community center ministries you have going? How do they relate to your congregational ministry? Have they been a means of reaching new people – and getting them into church membership? Does the sectarian connection scare people off? In 2004 we just had a church building and we were doing what most churches do. At that point we were running out of room and made plans to build a bigger auditorium. When we found out what it cost, we found it was way too expensive! So much money and we won't get much out of it since it will be unused most of the week. It was cause to re-think the paradigm of church. What if we use that money to make a bigger auditorium/facility used by church people one day a week and community people the other six? So, we brought in our neighbors and asked, "What are the services you see as need in the community?" We have 500 pages of data, demographics. Paid for professional survey to be done.

Basically, they told us to build a YMCA-like facility because there were no social services out here. Built community leagues, after school programs, affordable preschool, gym, fitness center. These services are done at all three campuses. Also alleviated attendance problem – i.e., we experienced growth and so we now had other campuses where their worshippers could go. Very efficient use of resources. "Church in a box." We were building an expensive facility but also to meet the needs of our community. Our belief is that so many of our people don't interact with non-Christians. We wanted to build a space where you could get to know your neighbors. Be on a basketball team with community members, for example, and get to know them. It's not the church's fitness center – it's open to whole community. All represent opportunities to build relationships and then maybe invite to church – build relationships over years possibly. So that one day, you can talk about faith....

Over last 14 years, we've really seen that happen. Sectarianism? Anyone can use our facilities. People can have very different beliefs but it's fine to use church facilities. If you're Buddhist and you want a birthday party for your child? Fine. We're not asking for any doctrinal test here.... In the café – feels like regular restaurant - it doesn't feel like going into a church.

What were some of the challenges you encountered? Finances are always an issue for community centers. If they were incredibly profitable, Wall Street would be building them. The

budget is always primary. We use lots of volunteers, from the church and from the community. Each center has maximum staff of only four people. If you're going to do it, that will be one of the more challenging aspects.

Other than this – no “Oh my, why did we do this?” No big controversies or problems. Each time we've built a new center, we've adapted the facilities, gotten better at it, etc.

Also, the church owns the community centers, this allowed the church to continue to integrate its vision into the centers. Helps them stay on mission and integral to the church's overall mission. You will probably create another LLC or separate 501c3 but be sure to keep it under the control of the church.

What form of organization/tax structure did you put in place for these centers? It's a 509a organization, a property holding company, basically one company that holds everything, and then there's an LLC that pays leases, expenses, and manages the day-to-day. We worked with a lawyer to do two things: ensure it doesn't go rogue and stays on mission re the church and second insulate the church from litigation.

The property holding company has a four-member board, all appointed by church, and then the LLC manager is fully appointed also. At the end of the day, the church council can remove any of us for any reason and so full control is maintained by the church.

Do these community centers run in the black? Do they contribute revenue to your congregational ministry? It depends. The West center is a “cash cow,” because we're housing students above. It's a significant amount of revenue. And now our first community center does pretty well. Generally, pays for itself and a bit more. Northend Center: it takes time to get into the black. Needs about \$50k from church to run at this point. But they have plan for breakeven and positive cash flow.

They borrowed for all the centers. Debt was part of the business plan but money is so inexpensive now, it was very reasonable. We did have a capital campaign but each facility runs \$9-15 million to build.

How do you create agreements with the non-church partner organizations that provide services? What have been the advantages and disadvantages? How has that worked? The partnership model has been super successful. North (newest) was done in collaboration with United Way and we also heavily used federal grants. We brought in number of non-profits, which didn't have offices, and they built a community center with us as a partnership. It's been great success. Lots of cross-pollination and resource sharing.

Any tips about marketing your services? Yes, we're a larger church so we do have a marketing team. But after first few years, don't have to do much. Word gets out. You're here, people know.... Sort of like *Field of Dreams* – build and they will come. Usually, a dearth of these services in most communities.

Anything else I should ask you about as we continue with our plans? As you're trying to get your head around this, you should know that we did write a book about this. We do get a lot of folks asking about what we've done and so for that reason we published our story. If you're wondering... *Loving Your Community: Proven Practices for Community-Based Outreach Ministry*, by our Senior Pastor, Steve Viars. It'll help you get a feel for how to do this. We've been doing this for 14 years and it talks about what lessons we've learned.

Lastly, if you're going to open doors to the church, you'll have to have a plan for counseling.... Usually the non-churched people, they bring their baggage. Their lives are a mess. You will need a plan for counseling and soul care from the outset.

APPENDIX 5: NOTES FROM MEETING WITH BOB JOHNSON, CEO OF SOHLIHTEN INSTITUTE

Notes from conversation with Bob Johnson, President and CEO of the Solihten Institute, based in Denver, CO. Solihten credentials counseling centers and provides resourcing and support to them; and help to get new centers started.

Tuesday, June 1, 2021, via Zoom

Key takeaways:

- Counseling has become much more complex in last 20 years because of insurance and especially HIPA.
- For that reason, margins are very thin if you were to run a center as a for-profit business. Any enterprise like ours would require a good bit of fundraising.
- Important to consider what relationship we want with the church: Will the church own it? Sponsor it (via providing space and/or financial support)? More complexity if the church owns it but it's possible and, of course, has some advantages. Need to think carefully about liability.
- Covid has hugely accelerated what was an existing trend toward remote services. Solihten had already been doing pilot projects in remote therapy and this increased dramatically during the pandemic.
- For this reason, it's feasible to begin a remote-only or a mostly remote counseling center with just some office/counseling space and a common space.
- This may be the best path forward, especially in the short-term, for enhancing and improving our counseling center.
- Don't let go of the partnership model, i.e., like having a partner provide services within the center as we've done with CFR. May be worth fixing or finding a new partner.

APPENDIX 6: INTERVIEW WITH KEN PACERA, LAWRENCE TAX ASSESSOR

Ken Pacera

Municipal Assessor

The Township of Lawrence

Phone call 6/17/21

Receiving revenue from non-profit generally will not affect tax exempt status. Exception: if someone gains benefit from revenue beyond the purpose and mission of the organization. (e.g., if board members personally profit from excess revenue). If we use revenue to further enhance our mission, then there is no problem or risk to our tax-exempt status.

But, if renting to a for-profit entity, you lose non-profit status for that portion of the use/facility IF it is dedicated to that use – e.g. if the space is used exclusively as rental to that for-profit entity. (Example: a day-care center).

If space itself is not predominantly used by the for-profit entity but rented occasionally to a for-profit entity – not a problem. E.g. for-profit renting only an hour a week (Stroller Strides). Main purpose of the space is for YOUR mission, then you're OK.

Important Task: after we complete expansion – need to complete initial statement paperwork required by NJ division of taxation to establish the exempt status of the new portion of the property. Work with his office to do this. They come out to do an inspection AFTER it's up and running/completed. Then the further statement (every three years) is required for whole property.

APPENDIX 7: ARCHITECTURAL RENDERING OF CAPITAL EXPANSION

