

## **Plan for Large Church Startup – completed July 2002**



The Large Church Startup Task Force formed in November 2001 to create a plan to launch a large church in the Dallas-Fort Worth metropolitan area. This task force is one of several formed to support the LJI's strategic growth initiative for the DFW area.

The Large Church Startup Committee was tasked with addressing the following areas:

Assumptions

Resources needed: Facilities, Staff and Marketing

Profile of Target Customer (congregant)

Budget

Programs

In this overview, we briefly outline our plans in each of these areas. Further supporting documentation is included as appendices to this overview.

### **Background and Research**

As part of our research, we visited 6 large churches in the D/FW area, and discerned some common elements in these very successful churches. The churches we visited offer a thriving community, an oasis in the big city, and a sense of belonging to their members. You can do almost everything except go to work at these churches: social, spiritual, athletics, social outreach, 12-step programs, complete children and youth programs. They offer a positive message in their services, emphasizing either entertainment or inspiration. There was a spirit we sensed in each congregation that centered on the concept of "God is Love". The worship services were theologically lite, and designed more as "seeker" services, with in-depth education offered during Sunday School classes for all ages. However, each church offered a clear theological identity, mostly through their literature. The churches are run like large corporations: large professional staffs, professional-quality production value, well-run programs, lots of technology everywhere, volunteer training programs. The more attractive ones to us offered a sense of warmth and a call to action outside of the walls of the church. Full programming is ubiquitous in all the churches we visited.

### **Our intention is to take many of these elements and give them a UU spin.**

In addition, we met with Stefan Jonasson of the UUA to discuss the typical member profile in the UUA's largest and growing churches, and Lyssa Jenkins, of First Church - Dallas to discuss demographic trends in the geographic area of the new church. We also used the Internet to

research large churches in other denominations, and to download salary recommendations for ministerial positions from the UUA. We incorporated information from all these sources into our summary and supporting documents.

## **Assumptions**

- This will be a meta-church, comprised of well-defined and nurtured covenant groups and other small group ministries
- Program is focused on "individuals that are UU and don't know it".
- Contemporary trends of individuals seeking large churches and full programs will continue and are applicable in Northeast Tarrant and Northwest Dallas, as well Southeast Denton and Southwest Collin counties.
- Funds will be available to "front end" support staff, operations, program development, land and facilities.
- Staff resources will be developed that will assure compatibility with large size organization.
- UU ministers are not commonly trained to serve a large congregation. Close selection and team support will be very important to assure success for the minister, the team, and the denomination.
- We plan to do extensive communication within the service area and begin meeting when the "critical mass" reaches approximately 300 adults. We will begin the church with a large base as a strategy to avoid being "stuck" in either small or medium church sizes.
- Initial staffing will be built around providing services to approximately 450 adults in order to assure that a lack of staff does not become a barrier to growth.
- We expect to obtain permanent facilities that will accommodate at least 1,000 adults.
- The tract of land should accommodate a facility that will serve at least 2,000 adults.
- We need to develop an organization framework that will facilitate development of a team that can provide needed services and be scalable to easily accommodate congregational growth.
- We will reach a "critical mass" of 300 in December 2003 and achieve steady growth to 1,000 in December 2004.
- Land for the new church will be purchased in 2002. Construction of the new facility will be completed by 2004. This is a critical assumption to achieve the growth from 300 to 1,000.

## **Profile of Target Customer**

In meeting with Stefan Jonasson of the UUA, we discovered that common characteristics of UU members are a larger than average household income, college-educated, and - surprise! - National Public Radio listeners. In addition to these elements, we would like to include the characteristics of the "Cultural Creatives", who fit well with the Unitarian Universalist traditions, and will be the basis for the profile that we use to target our audience. Those characteristics include:

- They believe in religious mystery, with great emphasis on personal growth and relationships. They have explored a variety of religious paths.
- They support the equality of men and women, and are concerned about violence against women and children.

- They are unhappy with both the left and the right politically.
- They may define their primary relationship as "non-traditional," whether straight or gay.
- They love the earth and want to live out their values, and will volunteer for a good cause.

## **Programs**

Even though the primary focus will be on relationships and small group ministries, the new church will have a full slate of programs, including the following:

- *For Children:* Religious education, choir, drama groups, day-care, vacation camps, special events and athletic teams
- *For Youth:* Religious education, YRUU groups, choir, drama groups, OWL, Coming of Age, athletic teams
- *For Adults:* RE classes, Covenant or neighborhood groups, choir, drama, athletics, 12-step programs, special interest groups, Befriender program, spiritual traditions groups (Christian, Jewish, Buddhist, Pagan, etc)
- *For All:* Worship services that are more "seeker" oriented, and ongoing leadership development training for laity and staff.

## **Resources**

### Facilities

The facility we ultimately acquire and develop must be adequate to provide the programs and support the staff we envision. However, it is planned that initially, the congregation will meet in a temporary facility. Included in the developed facility must be:

- |   |                     |
|---|---------------------|
| • Worship "center" with complete AN               | • Central office    |
| • Class rooms for Adults, children and youth R.E. | • Nursery           |
| • A space dedicated to the YRUU (youth group)     | • Music/choir space |
| • Stage/auditorium                                | • Kitchen           |
| • Restrooms                                       | • Parking           |
| • Playgrounds and gardens                         | • Library           |

### Staff

The staff needed for a full-program church includes a Minister, CEO, Youth Minister, Music Director, Minister/Director of Religious Education, full-time administrative assistant, Accounts Payable/Receivable clerk, and a producer for worship events. Additional resources such as cleaning and maintenance will be added when the congregation moves into permanent quarters. The staffs chief focus will be to empower the ministry of the laity.

### Marketing

Our marketing plan includes a timetable that commences in fall 2002 and culminates in the opening of the church in December 2003. The plan also includes the development of an

appropriate name and identity materials, a very functional website, and a complete Public Relations and advertising campaign, which uses both electronic and more traditional media.

### Large Church Five Year Revenue & Expense Projection

	2003	2004	2005	2006	2007	TOTAL
Attendance (year end)	0	465	808	1000	1000	N/A
Per Cent Members (year end)	0	12.50%	42.50%	60.00%	60.00%	N/A
Est. No. Members (year end)	0	58	343	600	600	N/A
Est. No. Pledge Units (year	0	44	257	450	450	N/A
Av. Net Pledge (year end)	0	1200	1200	1300	1400	N/A
Est. Pledge Income	0	11,775	176,550	519,756	585,000	1,293,081
Est. Plate	0	42,760	109,880	100,780	96,000	349,420
NET REVENUE	0	54,535	286,430	620,536	681,000	1,642,501
EXPENSE						
Start-up	0	0	0	0	0	0
ConsuningITraining Travel	49,998	0	0	0	0	49,998
Staff	0	0	0	0	0	0
CEO	37,100	63,600	63,600	63,600	63,600	291,500
Minister	14,600	87,600	87,600	87,600	87,600	365,000
DRE	10,600	63,600	63,600	63,600	63,600	265,000
Music Dir	0	47,700	63,600	63,600	63,600	238,500
Youth MinIDir	0	39,600	43,200	43,200	43,200	169,200
Admin	10,500	18,000	18,000	18,000	18,000	82,500
Producer	0	6,000	12,000	12,000	12,000	42,000
Accounts Pay/Receivable	0	36,400	62,400	62,400	62,400	223,600
Moving exp @;5K	10,000	0	0	0	0	10,000
Marketing/Outreach	0	0	0	0	0	0
Advertising/Collateral expense	49,004	60,000	60,000	60,000	60,000	289,000
Lecture Series (net)	5,000	12,000	12,000	12,000	12,000	53,000
Telemarketing	10,000	25,000	0	0	0	35,000
Facilities	0	0	0	0	0	0
Temp Office Rental	16,000	14,000	0	0	0	30,000
Office Capital Expenses	7,500	0	0	0	0	7,500
Worship Site Rental	0	25,800	25,800	0	0	51,600
Land 8 construct new church	0	0	72,919	125,004	125,004	322,927
(30 yr Mortgage)	0	0	0	0	0	0
TOTAL	-220,298	-444,765	-298,289	9,532	69,996	-883,824

## Capital Requirements

Year	2003	2004	2005	2006	2007	—
						<u>Total</u>
Large Church						
Costs:						
Preliminary Design	\$35,000					\$35,000
Building & Site		\$5,800,000				\$5,800,000
Equipment & Furnishings			\$150,000			\$150,000
Total Cost	\$35,000	\$5,800,000	\$150,000	\$0	\$0	\$5,985,000
Financing:						
Mortgage 30 years at 7%		\$1,315,375				\$1,315,375
Pledges			\$1,184,625			\$1,184,625
NTAUS Funding		\$50,000				\$50,000
Outside Funding		\$3,435,000				\$0
Total Funds	\$0	\$4,800,375	\$1,184,625	\$0	\$0	\$5,985,000



## Metroplex Growth Strategy Five Year Financial Projections

### Operating Revenues & Expenses

Year	2003	2004	2005	2006	2007	Total
Large Church Start						
Revenue	\$0	\$54,535	\$286,430	\$620,536	\$681,000	\$1,642,501
Expense	\$220,298	\$499,300	\$584,719	\$611,004	\$611,004	\$2,526,325
Net Outside Support	\$220,298	\$444,765	-\$298,289	\$9,532	\$69,996	-\$883,824
Horizon UU Church						
Revenue	\$379,000	\$392,500	\$406,000	\$487,650	\$570,500	\$2,235,650
Expense	\$396,000	\$403,800	\$396,660	\$559,716	\$618,800	\$2,374,976
Net Outside Support	-\$17,000	-\$11,300	\$9,340	-\$72,066	-\$48,300	-\$139,326
Growth Consultant						
Revenue						
Fees	\$12,000	\$25,000	\$25,000	\$25,000	\$25,000	\$112,000
Dist/Cluster	\$5,000	\$10,000	\$15,000	\$15,000	\$15,000	\$60,000
Expense	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Net Outside Support	-\$58,000	-\$40,000	-\$35,000	-\$35,000	-\$35,000	-\$203,000
NTAUUS Fund						
raising						
Revenue						
Pledges	\$0	\$50,000	\$50,000	\$50,000	\$0	\$150,000
Expense	\$0	\$0	\$0	\$0	\$0	\$0
Net Outside Support	\$0	\$50,000	\$50,000	\$50,000	\$0	\$150,000
North Texas						
Summary						
Income	\$396,000	\$532,035	\$782,430	\$1,198,18	\$1,291,50	\$4,200,151
Expense	\$691,298	\$978,100	\$1,056,37	\$1,245,72	\$1,304,80	\$5,276,301
Net Outside Support	-	-	-\$273,949	-\$47,534	-\$13,304	-\$1,076,150

## Metroplex Growth Strategy Five Year Financial Projections

### Capital Costs and Funding

Year 2003	2004	2005	2006	2007	Total
<b>Large Church Startup</b>					
Costs:					
Preliminary Design					\$35,000
Building & Site	\$5,800,00				\$5,800,000
Equipment & Furnishings		\$150,000			\$150,000
<b>Total Cost \$35,000</b>	<b>\$5,800,00</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,985,000</b>
Financing:					
Mortgage 30 yrs. @7%	\$1,315,37				\$1,315,375
Pledges		\$1,184,6			\$1,184,625
NTALJIJS Funding	\$50,000				\$50,000
Outside Funding	\$3,435,00				\$3,435,000
<b>Total Funds \$0</b>	<b>\$4,800,37</b>	<b>\$1,184,6</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,985,000</b>
<b>Horizon Growth</b>					
Costs:					
Preliminary Design	\$35,000				\$35,000
Building & Site		\$4,020,0			\$4,020,000
Equipment & Furnishings			\$150,000		\$150,000
Growth Support ,		\$155,000		.	\$155,000
<b>Total Cost \$0</b>	<b>\$35,000</b>	<b>\$4,175,0</b>	<b>150000</b>	<b>\$0</b>	<b>\$4,360,000</b>
Financing:					
Mortgage 30 yrs. @ 7%			\$1,010,00		\$1,010,000
Pledges				\$1,000,00	\$1,000,000
Outside Funding			\$2,350,00		\$2,350,000
<b>Total Funds \$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,360,00</b>	<b>\$1,000,00</b>	<b>\$4,360,000</b>
<b>Total Capital Costs \$35,000</b>	<b>\$5,835,00</b>	<b>\$4,325,00</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$10,345,000</b>
<b>Total Capital Funds \$0</b>	<b>\$4,800,37</b>	<b>\$1,184,6</b>	<b>\$3,360,00</b>	<b>\$1,000,00</b>	<b>\$10,345,000</b>