

# **Long Range Planning Team Initial Report to Church Leadership August 24, 2023**

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# 1.0 Assignment

In September, 2022, Dr. Elton “Toby” Frost met with Andy Roberson and Chuck Rimsky to begin gathering thoughts around preparing the next long range plan for South Main Baptist Church.

The topics of discussion included the following:

- Defining our Scope
- Confirming the Members
- Plan for Moving Forward

## 1.1 Defining our Scope

After discussion, it was agreed that this project would result in a “Master Campus Plan” and would not necessarily be time bound. The speed of implementation may change according to many factors. However, for the purpose of this project, we considered a twenty year time horizon.

We agreed that the following are absolutes and will not change:

- Our Mission, Vision, and Values
- Our Constitution and Bylaws
- Our Statement of Faith
- Our Commitment to the Establishment of 150 South Main Groups
- Our Family Life Center expansion (in programs, in personnel, and in building upgrades)
- Standing Ready for Multi-Site Expansion if the Door Opens
- Acquiring of Two Tracts to Complete our Acquisition of the Entire Block for our Main Church Campus

It was further noted that we expected this plan to intersect with the following other plans:

- Overall Strategy
- Some Program Strategy and Planning
- Some Financial Strategy
- Some Capital Fundraising
- Some Operational Aspects

## **1.2 Confirming the Members**

In the year prior, Dr. Frost expressed an interest in using the 2022 Leadership Council members as the core team for the long range planning project. This included Chuck Rimsky, Brad Russ, Jared Tavernier, Melvin Calliham, Sparky Hudson and Lori Quarles. Kevin Rust and Abby Banks were added to round out the team.

The church ministry staff also participated due to the nature of the intersections with Program Strategy and Planning described above.

## **1.3 Plan for Moving Forward**

Chuck Rimsky began some pre-work with the church staff in November 2022. The first long range planning team meeting was held in January 2023. It was decided the project would be divided into the following four phases:

- Phase 1 - Insights and Synthesis (trend analysis, visioning, ideas, validation of ideas)
- Phase 2 – Scoping (creating a package for church planners/architects, developing a proposed plan)
- Phase 3 – Funding (determining the cost of the plan, refining the plan accordingly)
- Phase 4 – Presentation (presenting the plan to stakeholders)

## 2.0 Methodology

Long range planning aims to create a roadmap to help an organization achieve its goals and objectives over the long term. It typically begins with an organization’s mission and vision. However, it must also consider external factors that are beyond the organization’s control. A good analogy is a projected hurricane path. Rarely is the projection a perfectly straight path. The projection must consider the jet stream, areas of high pressure, areas of low pressure and other factors. The long range planning team considered the following:

- Department of National Intelligence scenarios
- Relevant trends
- City of Greenwood Master Plan
- Habitat for Humanity Westside Neighborhood Plan

### 2.1 Department of National Intelligence Scenarios



The team evaluated the Department of National Intelligence (DNI) Global Trends 2040 report. This report is important since the DNI has top secret background information and has virtually unlimited resources to “game out” scenarios. According to the DNI, all five are scenarios in the document are plausible. This means we need to ensure our plan is broad enough for any of these outcomes. A summary of each is below:

#### Scenario #1 – Renaissance of Democracies

In Renaissance of Democracies, the world is in the midst of a resurgence of open democracies led by the United States and its allies. Rapid technological advancements fostered by public-private partnerships in the United States and other democratic societies are transforming the global economy, raising incomes, and improving the quality of life for millions around the globe. The rising tide of economic growth and technological achievement enables responses to global challenges, eases societal divisions, and renews public trust in democratic institutions. In contrast, years of increasing societal controls and monitoring in China and Russia have stifled innovation as leading scientists and entrepreneurs have sought asylum in the United States and Europe.



Key takeaways include the following:

- There is strong economic growth
- The US is meeting its own domestic needs
- Public trust in institutions is restored
- Cultural differences in preferences and beliefs are worked out democratically
- Technological advances provide security more effectively
- Advanced technologies enable faster than expected improvements in education and job skills
- Democratic societies become more resilient to disinformation
- US leadership is needed by the world
- By the mid-2030s, the United States and its allies are global leaders in several technologies
- Authoritarian regimes become less predictable and more aggressive
- China experiences a decade of even greater digital repression, limiting any semblance of free expression
- Years of unfulfilled Chinese promises also pushed some of the most populous countries, including Brazil, Indonesia, India, and Nigeria, to fully embrace transparent democracy

### Scenario #2 – A World Adrift

In A World Adrift, the international system is directionless, chaotic, and volatile as international rules and institutions are largely ignored by major powers like China, regional players, and nonstate actors. Organization for Economic Cooperation and Development (OECD) countries are



plagued by slower economic growth, widening societal divisions, and political paralysis. China is taking advantage of the West's troubles to expand its international influence, especially in Asia, but Beijing lacks the will and military might to take on global leadership, leaving many global challenges, such as climate change and instability in developing countries, largely unaddressed.

Key takeaways include the following:

- Developing countries stagnate
- International rules of behavior are not followed
- Weakened rules and lack of multilateral cooperation increase crime and create vulnerabilities.
- Nonstate actors have more influence over technology but lack the power to dominate
- Economic hardships widen societal divisions
- Polarized societies, shaped by social media, lead to more political deadlock and wild policy swings
- Large global problems only receive band aids
- China becomes aggressive in Asia over critical resources
- China focuses on establishing technology standards that supports their development goals
- China is able to better adapt to world conditions due to social cohesion, trust and an agile centralized authority
- Several states suffer failure, especially in Africa and the Middle East
- Waves of migrants flee to Asia, Europe and North America

### Scenario #3 – Competitive Coexistence

In Competitive Coexistence, the United States and China have prioritized economic growth and restored a robust trading relationship, but this economic interdependence exists alongside competition over political influence, governance models, technological dominance, and strategic advantage. The risk of major war is low, and international cooperation and technological innovation make global problems manageable over the near term for advanced economies, but longer term climate challenges remain.





Key takeaways include the following:

- State rivalries are channeled into competition for markets, resources and brand reputation
- State interdependencies lower the risk of conflict
- There is deep disagreement between the US and China over core security issues and values.
- The central security challenge lies in keeping geopolitical issues from undermining economic cooperation
- Trade flows are managed by large corporations doing business globally
- Advanced economies set up guest worker programs using biometrics for migration control
- Climate challenges become a long term stability issue
- Climate change results in catastrophic impacts. Wealthier countries are able to protect at risk populations. However, developing countries create security challenges

#### Scenario #4 – Separate Siloes



In Separate Silos, the world is fragmented into several economic and security blocs of varying size and strength, centered on the United States, China, the European Union (EU), Russia, and a couple of regional powers; these blocs are focused on self-sufficiency, resiliency, and defense. Information flows within separate cyber-sovereign enclaves, supply chains are reoriented, and international trade is disrupted. Vulnerable developing countries are caught in the middle with some on the verge of becoming failed states. Global problems, notably climate change, are spottily addressed, if at all.

Key takeaways include the following:

- Global economies separate into regional economies
- Larger countries with resources and defensible borders cope better than others
- States adopt mixed political models including aspects of democracy, authoritarianism and surveillance
- Technical innovation atrophies
- Dependence on digital commerce and communication soars. Open internet becomes closed due to security threats
- The world's larger militaries avoid direct armed conflict
- There is widespread insecurity in Africa, the Middle East and South Asia.
- Poorer countries become increasingly unstable
- There are new waves of migrants headed to developed countries



## Scenario #5 – Tragedy and Mobilization

In Tragedy and Mobilization, a global coalition, led by the EU and China working with nongovernmental organizations and revitalized multilateral institutions, is implementing far-reaching changes designed to address climate change, resource depletion, and poverty following a global food catastrophe caused by climate events and environmental degradation. Richer countries shift to help poorer ones manage the crisis and then transition to low carbon economies through broad aid programs and transfers of advanced energy technologies, recognizing how rapidly these global challenges spread across borders.



Key takeaways include the following:

- Climate change causes disruptions in food supplies which triggers widespread unrest
- Younger generations blame older generations for destroying the planet
- Existential threats catalyze bottom up social movements
- Power competition between states is re-channeled to address global challenges. Unlikely partnerships form
- Countries dependent on fossil fuels receive global backlash
- Non-government organizations and activists develop use their power in a variety of ways

## **2.2 Relevant Trends**

Continuing the projected hurricane path analogy, weather forecasters know exactly where a hurricane will be in an hour, they have a good idea of where it will be in a day and have somewhat of an idea where it may be within a week. Most people know this from weather maps as the “Cone of Uncertainty”. Trends are viewed the same way. On one end of the spectrum are Fads. These are very specific and are generally very short lived. On the other end of the spectrum are mega trends which are very broad in nature and are evaluated over long periods of time. Mega trends are the “steering currents” for significant issues. These steering currents were the focus of the team’s research.

- Demographics



- Global population continues to grow. Relatively poor countries in Sub-Saharan Africa and South Asia will account for almost all global population growth
- Africa will gradually replace Asia as the region with the highest urban growth rate
- Economic incentives are likely to increase migration out of developing countries into aging developed countries

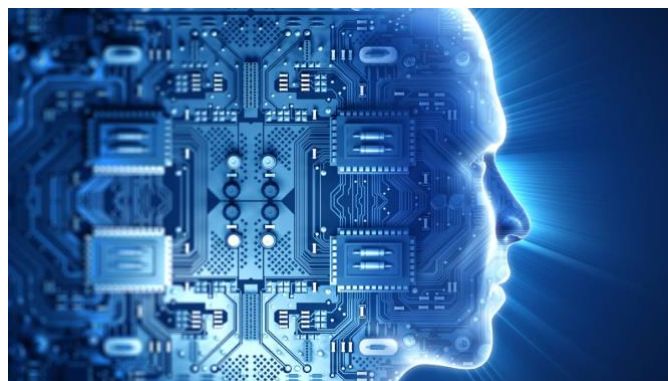
- 2/3 of the global population will live in urban areas by 2050
- People are living longer. By 2030, more than a billion people will be over 65
- Healthcare systems will need to change to cope with demands

- Society

- Deglobalization
- Slowing economic growth, gains in human development and rapid societal changes leaves people feeling insecure and distrustful of institutions
- Emphasis on interconnectedness and collective behavior
- People gravitate toward familiar and like-minded groups creating competing visions and conflict
- Populations become better equipped to agitate for social and political change
- Rise of the individual. Decline of social cohesion
- Move from a material society to a knowledge society
- Society is becoming more sensitive to climate change

- Technology

- Increasing connectedness. Decreasing privacy
- Amount of data collected on people will grow exponentially
- Innovators will start populating WEB3
- Increasing global competition for core elements of technology supremacy



- The race for technology dominance becomes intertwined with evolving geopolitics
- Spinoff technologies will be available for rapid adoption
- Machines will learn faster than humans
- Autonomous vehicles and drones

- Environment
  - Physical effects from climate change will impact every country. Costs and challenges will disproportionately fall on the developing world
  - Increased emphasis on mitigating greenhouse gasses
  - Governments will continue to struggle to balance long term environmental needs with short term economic needs
  - Debate will increase over how fast the world should reach net zero as countries face hard choices
  - Resource scarcity
- Health
  - Global life expectancy is rising
  - Being overweight or obese kills more people than being underweight
  - 1 in 3 will not have access to adequate sanitation facilities
- Politics
  - The United States and China are likely to have the greatest influence on global dynamics
  - In a more competitive global environment, the risk of interstate conflict is likely to rise
  - Governments will face mounting pressures from a variety of constraints while populations will demand more
  - Relationships between societies and their governments are likely to face persistent tensions
  - Erosion of direct democracy
  - The rise of nationalism may increase while xenophobia will grow
  - Growing public discontent, a catalyzing crisis and inspired leadership could transform how people govern
  - Demographic and human development trends will put pressure on governments to better control immigration
  - Islam will rise as a geopolitical force



- Economy

- Large shifts will shape conditions within and between countries: Rising national debt, Complex and fragmented trading, New employment disruptions, Rise of powerful firms
- Businesses could become more powerful than governments
- Governments have reduced flexibility due to debt burdens, trade rules, and public pressure to deal with challenges
- Resource depletion
- Growing opportunities and growing inequality
- Rise of individual choice fractures the mass market
- China will become a new superpower
- Asian economies are poised for decades of growth



- Work

- Automation is everywhere
- The number of jobs humans can do better than automation is falling faster than the number of new jobs being created
- Outsourcing is being replaced by artificial intelligence
- Corporations will shrink

- Local Church



- Growing churches will innovate beyond weekend services
- Larger churches will adopt more smaller churches
- Larger church giving tends to decrease as attendance increases
- Information will move on-line. Transformation will move to in person
- The line between digital and in person will blur even more
- Church congregations are politically diverse. There will be less political action in the future



- Church Leadership
  - Pastors will sense a diminished authority
  - The exit of Pastors from the ministry will become acute
  - More Pastors will become bi-vocational and co-vocational
  - More pastors and staff will get their theological and ministry training in the church
  - Church leaders will realize that church online is both a necessity and opportunity
  - Pastors that are open to change will reach an open generation (Gen Z)
- Church Programs
  - The weekend sermon will go from attraction to anchor
  - Flexibility and agility is required. Set it and forget it will not work in the future
  - Content curation will be as important as content creation
  - Multiplying services can multiply attendance
  - There will be a greater involvement and partnership in community service
- Church Congregations
  - Uninvested congregants will exit
  - The boomer church will decline and eventually disappear
  - There will be a focus on diversity
  - Small groups are essential for growth
  - In person church will become more personal
  - The volunteer crisis will move from acute to chronic
  - Location independent churches will increase (due to telecommuting)
- Facilities
  - Church
    - Facilities must be designed for beyond Sunday use
    - Church campuses must be accessible
    - Churches will become community centers
    - Technology will be leveraged. Facilities must be designed for connection
    - Eliminate reception desks, café's, stadium seating, amenities already provided by the community, single focus spaces, heavy theming
    - Common areas will continue
    - Sanctuary sizes in larger churches will get smaller
    - Larger churches are likely to become multi-site
    - Security will gain more importance
    - Churches must plan for special needs children

- Children's Spaces
  - More security
  - Space for ministry. Not just childcare
  - Less theming
  - Filled with technology
  - More customized and larger than life
  - Nursery and other amenities that can be used throughout the week
  - Different than school buildings
- Youth Spaces
  - Their own church
  - Separation from the main crowd is important for senior high students
  - Spaces that provide independence
  - Spaces that spark engagement
  - Large TV's
- Millennial Spaces
  - Genuine environment without consumerism; simple, engaging spaces
  - Co-working spaces with extended coffee hour venues
  - Central fellowship hub
  - Multi-purpose space
- Young Family Spaces
  - Impression – Ministry for the entire family
  - Ability to attend with aging parents - Accessibility
  - Safe and secure
  - Child spaces close to parent spaces
  - Community focused event space
  - Well-Marked



### 2.3 City of Greenwood Master Plan

The City of Greenwood Master Plan was examined as part of this process. It was not specific enough to provide any usable insights for our study. However, there were some useful hints.



Both the City and County expect to experience population growth in the future. Money will be diverted to “priority areas”. Again, the plan was not specific. However, other sources suggested Westside neighborhood is a priority area. Greenwood is in need of creating a gathering place. In the past, the City has used Main Street as a place to hold festivals, parades, etc. South Main Baptist Church is ideally situated to become a partner if Main Street continues to be utilized for this purpose. Almost half of young families want to walk between where they live, work and play. The Hospital is considered an anchor for the community. South Main Baptist Church is directly between the Main Street gathering area and the Hospital. This general area is ripe for redevelopment.

### 2.4 Habitat for Humanity Westside Neighborhood Plan

The team met with the CEO of Habitat for Humanity. There were several important take-aways:

#### City/County Plans

- The City is currently developing according to the 2012 Master Plan
- Vision Greenwood is hiring an architect to update the 2021 Master Plan. Stakeholder analysis will come first.
- The plan considers the widening of Carolina Avenue (runs adjacent to the Heritage Trail and will be extended to the Greenwood Genetic Center area).
- Carolina Avenue will have limited commercial development which should make it attractive to the community.
- Street scaping in the general area is in planning, but specifics are not public

#### Habitat for Humanity Plans

- Owns 12 contiguous acres in the Westside Neighborhood
- Beginning work on Mineral Court with 15 single family homes
- Plans to build on Marion Avenue
- Considering building mixed income housing
- Working on plans for “aging in place”. This is generally rehabbing of existing homes so established owners can stay in place as they age.



## 3.0 Phase 1 Conclusions

On August 20, 2023, the Long Range Planning Team and the Church Staff conducted a half day workshop to review all research and form conclusions that could potentially be delivered to a church planner/architect for consideration. Beyond reviewing the research the group agreed on a 2040 vision for the church (not referring to our Vision statement) which considered existing programs, future programs, properties, facilities and infrastructure through the lens of previously described research findings. The group then conducted a strength, weakness, opportunity and threat analysis based on the vision. This was followed by a critical review of each piece of our property, facilities and infrastructure.



### 3.1 2040 Vision for South Main Baptist Church

We will respect the guidrails

- Our Family Life Center Expansion
- Standing Ready for multi-site expansion if the door opens
- Purchase the last two lots in the 1000 block

“We will go to battle with the army we have”. We have a large campus and building which could be our biggest advantage and our biggest disadvantage at the same time. Use of the building is expected to remain fairly consistent for the next twenty years.

We are a church of small groups. This is not expected to change.

We are a back door/side door church. Our focus is not necessarily on the Worship Center.

### **3.2 Strengths, Weaknesses, Opportunities and Threats based on the 2040 Vision**

#### Strengths

- Strong Themes
  - Biblically Sound Teachings
  - Small Group Strategy/Small Groups
  - Our Staff
  - Leaders
  - Outreach through Upward Sports/FLC
- Other Themes and Comments
  - Our Church Mission
  - Missions
  - Discipleship
  - Pillar in the Community
  - Influential and Capable People
  - Relationships/Value of Every Age Group
  - Resources, Financial and Otherwise
  - Partnership with the City, School District and the Community
  - Campus Location
  - Combined Worship
  - Planning
  - Online-Realm Pastor
  - Not Political

#### Weaknesses

- Strong Themes
  - Accessibility
  - Acoustics in the Worship Center
  - Long Term Maintenance and Replacement Plan for Buildings and Building Systems
- Other Themes and Comments
  - Aging Facilities/Attractiveness of Facilities
  - Bathrooms for Sanctuary
  - Worship Center Entrance
  - Campus Security
  - Pre-School
  - Member Ownership within the Local Church
  - Individual Discipleship Plans
  - Succession Planning
  - Lack of Organized Church History Update
  - Proximity to Taggart Street and Carolina Avenue (Now)

## Opportunities

- Strong Themes
  - Community Transformation/Westside Neighborhood
  - Production, Technology, Communications
  - FLC/Athletic Field
  - Alternate Building Use
    - Book Store
    - Café
    - Merchandise
    - Ticket Sales
    - Community Space
    - Flex Use
- Other Themes and Comments
  - New Worship Center Lobby, Bathrooms, Trafficways
  - Multiple Sites
  - Services beyond Sunday
  - Larger, More Diverse Staff
  - Expand our Pre-School ministry to reach Pre-School parents
  - Estate Planning
  - Solar Power
  - Better Signage

## Threats

- Strong Themes
  - Economic Factors such as Economy, Diminished Tithing, Tax Status, Unfunded Endowment
  - Anti-Christian Culture, LGBTQ+, etc.
  - Staff and Leadership Changes/Lack of Multi-Cultural Staff
- Other Themes and Comments
  - Governing Documents that Do Not Protect the Inerrancy of God's Word
  - Government Intervention
  - Persecution for Spiritual Conviction
  - Crime in Greenwood
  - Remaining Life Span of Buildings

### **3.3 Qualified Ideas for the Master Plan**

#### Theme #1 – Critical Evaluation of the Church Use Map

The baseline the Long Range Planning Team and Church Staff has used for its evaluation has been the EXISTING use map. The church staff should examine uses, future demand, traffic patterns, etc. and determine if the Future Use Map is the same as the Existing Use Map. This is nothing more than a confirmatory exercise. This type of exercise has already been conducted or is currently in progress for various areas of our church. The results of all studies will be forwarded to the selected church planner/architect for consideration and incorporation.

#### Theme #2 – Security

Exceptional security is expected by our congregation. This was identified as an absolute during our work. It was specifically mentioned for children's areas and parking areas. In the past, a large number of uncontrolled entry points has been mentioned as a possible vulnerability. A comprehensive security plan should be prepared.

#### Theme #3 – Accessibility

Many areas of our church are inaccessible. This was identified as an absolute during our work. Until now, the staff has addressed accessibility on a case by case basis. A comprehensive accessibility plan should be prepared. Specific consideration should be given to bathrooms and areas that are required for administration of the sacraments.

#### Theme #4 – Production/Communication/Technology

Production, Communication and Technology were mentioned in numerous locations. This topic should be considered separate from the Specific Area Plans below since this is a space that does not exist as an area today. Different elements are needed in different places. However, it may be possible to develop assets that are flexible and can address many needs without duplicating costly equipment. Examples include the following:

- Production Suite – Does not exist today.
- Worship Center - Improve/Relocate/Consolidate Production Equipment. Improve LED stage lights. Add acoustical panels.
- Connecting Place – Improve audio/visual capabilities.
- Underground – Not specifically mentioned.
- Children's area – Not specifically mentioned.
- Family Life Center – Not Specifically mentioned.
- Athletic Field – Sound for community concerts and potential amphitheater.

### Theme #5 – Specific Area Plans

Each area was evaluated independently. The Long Range Planning Team and Church Staff formed consensus around ideas for these areas. However, a church planner/architect must evaluate these ideas individually and collectively to ensure they make sense in the context of a Master Plan.

- Worship Center – Add bathrooms. Improve trafficways. Renovate the Choir Suite.
- Chapel – Raze or adapt. Create a new accessible Worship Center entrance with accessible bathrooms. Consider adding a covered drop off and/or outdoor baptistry. It must be noted that the ground level houses HVAC for other buildings and flooring is known to contain asbestos.
- Connecting Place – Renovate the Pre-School Desk Area. Fix moisture conditions in the Pre-School Area. Potentially renovate the kitchen.
- Family Life Center - Improve student parking and entrance including filling in the loading dock and creating a student patio. Improve the pool area on the first floor. Install air conditioning in the gymnasium.
- Athletic Field – Fix the drainage. Improve the field surface either by irrigation or artificial turf, add a pavilion that includes bathrooms and concessions. Add lighting.
- Parking Areas – Address ingress/egress. Repave the entire parking area.
- 1000 Block – Purchase remaining properties. Install basketball/pickleball courts. Raze or improve the playground. Potentially integrate a walking track.
- Other – Renovate the Pre-School playground. Renovate the Middle School Space. Add a Mission/Intern Training Center

### Theme #6 – Properties Committee Projects

- General - Roof Replacements, HVAC Repairs/Replacements
- Connecting Place - Cosmetic Upgrades (Carpet, Paint, Etc.)
- Athletic Field – Lighting, Fencing
- Parking - Lighting

### Theme #7 – Other Considerations

- Stand ready for multi-site expansion.
- Work with the City of Greenwood on a Community Development Plan
- Potentially partner with Habitat for Humanity and other developers of the Westside neighborhood.
- Protect our values via our Constitution, By-Laws and Policies and Guidelines
- Prepare a succession plan
- Update the church history

## 4.0 Next Steps

### Step 1

Share the results of our study with Church Leadership. Tweak the conclusions as necessary.

### Step 2

Share the results of our study with the Church Congregation. Send a summary report to each member. Hold two special meetings at least a two week interval for interested parties. Run the meetings like focus groups. Gather reactions, objections and validations. These meetings should be attended by multiple members of the Team, Staff and Leadership. Hold a meeting with team members, staff and leadership that were present immediately after the meeting to discuss the feedback. Determine if there are opportunities to tweak the conclusions.

### Step 3

Attend and present the results of our study to the Westside neighborhood POA. Gather reactions. Determine if there are opportunities to tweak the conclusions.

### Step 4

Invite various city and county planners and stakeholders to hear about our study. Determine if there are opportunities to tweak the conclusions.

### Step 5

Reconvene the Team and Staff. Update the conclusions. Send the updated study to Church Leadership for endorsement.

### Step 6

Enter Phase 2. Begin engaging church planners/architects.

