

## Parking and Facility Expansion Committee Report Plan of Action and Recommendations

### Strategic Ministry Plan Outcome

**Parking and Seating, FF Campus.** The Parking and Facility Expansion Committee was given the charge to analyze, research and recommend a plan to expand the Bethel Fergus Falls parking and seating capacity to accommodate a two Sunday morning worship service schedule.

### Parking and Facility Expansion (PFEx) Committee Objective

"To analyze relevant data to understand the logistic challenges facing Bethel's vision for ministry, to research best practices in modern church facility planning, and to propose a visionary and optimum solution to meet the parking and facility needs for the next 20 years of ministry in Fergus Falls."

### Data Review and Space Evaluation

#### Sanctuary Seating Limits

Bethel Fergus Falls has been hitting a ceiling of seating capacity for many years...

Average Sunday Worship Attendance at Bethel Fergus Falls Campus												
Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Fergus Falls	644	616	615	620	674	675	629	617	602	635	669	729

#### Parking Space Deficits

Bethel's parking lot has 156 parking spaces. A Parking Study in the Fall of 2018 revealed that **an average of 88 vehicles were parked off-site** on surrounding streets and Hillcrest parking lots during each Sunday morning worship service while the parking lot is at capacity. Transition times between worship services are especially congested.

#### Research Indicates that "Comfortable Seating Capacity" is a critical number to watch.

**Comfortable Seating Capacity:** Definition - The number of filled seats when all attendees feel comfortable with the spacing between individuals and others, and between family groups and others; seating availability allows all attendees to find suitable seating options for their family or group. Beyond this number of filled seats, groups of two or more may struggle to find seats together in an area where they would feel comfortable sitting.

Current Sanctuary Pew Seating				
Current Pews	Length (inches)	Seat Width (")	Total Seating Capacity	Comfortable Capacity (80% of Total)
32	188	30	294	235
34	104	26	360	288
		25	360	288

## Parking and Facility Expansion Committee Report

### Plan of Action and Recommendations

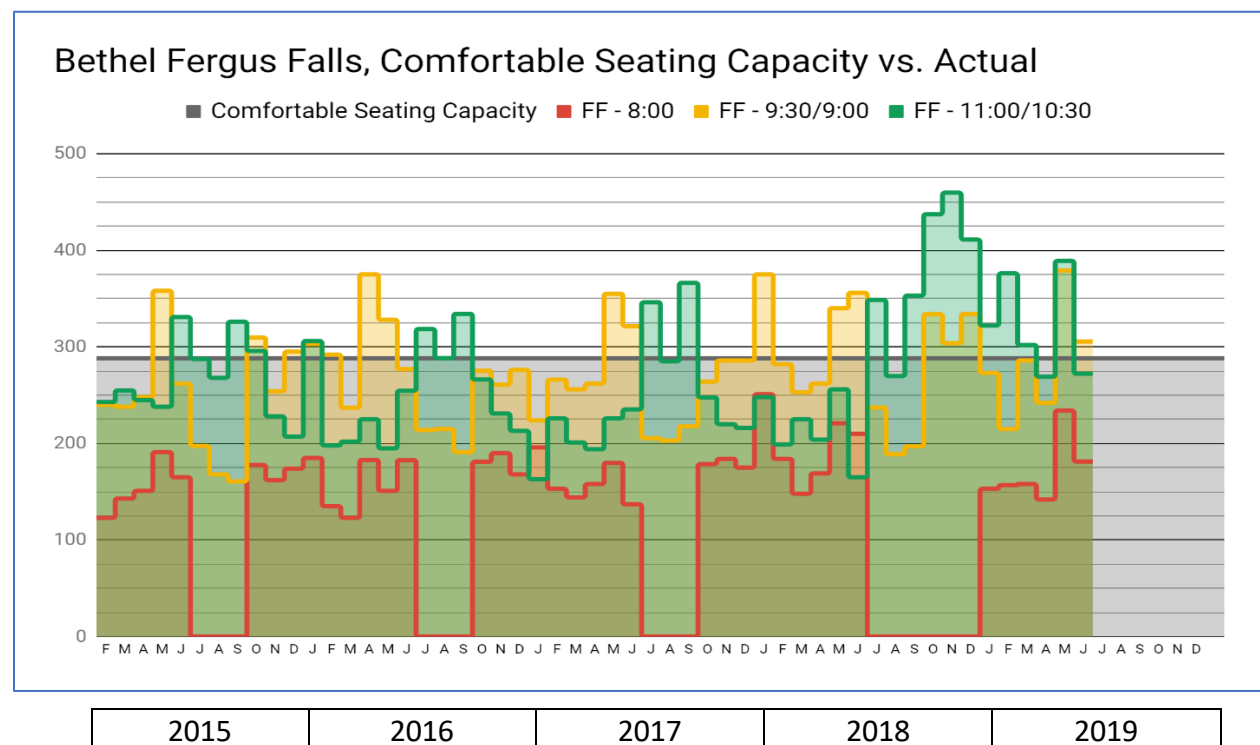
#### Measures Already Taken to Address Seating and Parking Pressure

Additional Worship Services: Over the years Bethel Fergus Falls has launched several efforts to alleviate pressure on worship service seating and parking, including a strategic ministry goal achieved in 2014 to expand to a multi-campus site by sending 100 Fergus Falls worshipers to the new Battle Lake campus. Through a combination of trials and extensive survey feedback, **it has been established that the ideal range for worship service start times is on Sunday morning, between 9:00 am and 10:30 am.** Worship services which start before or after this range engender minimal interest from participants. Specific measures historically taken to relieve pressure on seating and parking include:

- Second Sunday Morning Worship Service added,
- Third Sunday Morning Worship Service added,
- Bethel Battle Lake Campus initiated in 2014,
- L.O.V.E. Club (Leave Our Vehicles Elsewhere): A Parking Study in the Fall of 2018 revealed that **an average of 88 vehicles were parked off-site** on surrounding streets and Hillcrest parking lots during **each** Sunday morning worship service.
- Second Children's Sunday School hour added in the Fall of 2018.

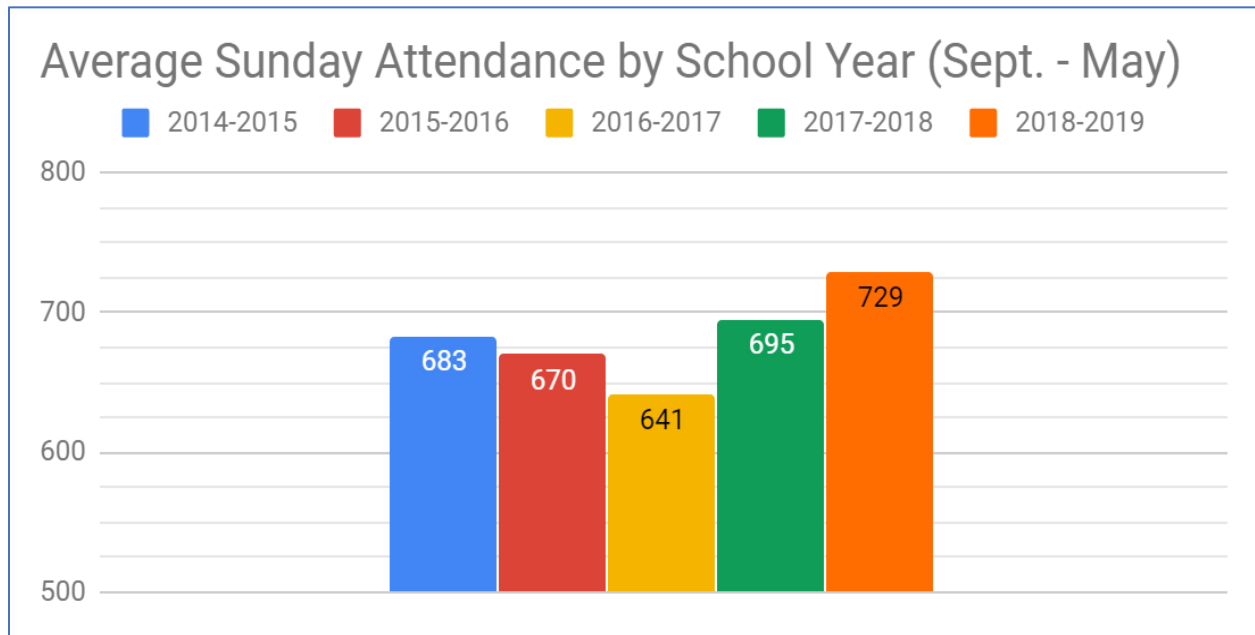
#### Where We Are Today

The Second and Third Sunday Morning Worship Services are often stressed far past the Comfortable Seating Capacity (288) of the Bethel Fergus Falls Sanctuary.



## Parking and Facility Expansion Committee Report Plan of Action and Recommendations

**Average Sunday Attendance during the School Season is where the pressure is felt.**



## PFEx Committee Work Process and Outcomes

### Comprehensive Ministry Vision

The committee endeavored to capture the most comprehensive possible 20-year vision for all areas of Bethel ministry. Several individuals and/or groups were identified from whom and through whom ministry vision, including space and design elements, were gathered and catalogued for each area of ministry or physical plant feature. This catalog of elements establishes a starting point for the design process. The areas of focus included:

- Worship Ministries / Sanctuary
- Children's Ministries
- Youth Ministries
- First Impressions/Foyer, Living Room
- Adult Sunday School
- Kitchen/Serving, Fellowship Area
- AVL Technology
- Choir Ministry
- College/Young Adults Ministries
- Primetime Ministries
- Men's Ministries
- Administration Area

### Procurement Rules Established:

A policy was set for this project to use only objective and quality-focused criteria for contracting with vendors.

## Parking and Facility Expansion Committee Report

### Plan of Action and Recommendations

#### Project Delivery Method:

It was determined the best project delivery method for the FF Campus parking and facility expansion project would be the **Design-Build method**. Some of the standout advantages are:

- This method includes one entity (Design-Builder) and a single contract with the Owner (Church) to provide both architectural/engineering design services and construction. Collaboration results in early resolution of design and construction issues. The Church deals with a single point of contract/responsibility.
- The Design-Build project delivery method is a good choice for the health of the Church; it is the least disruptive and carries the least relational risk for the Church since the Design-Builder manages all contracts. The Design-Builder is fully responsible and accountable for delivering all aspects of the project, including identifying any problems or issues, pinpointing the underlying causes, and correcting them. They are also responsible for managing all contracts with other companies, including subcontractors, materials providers, and equipment vendors, relieving that responsibility from the Church. This insures that the Church is not the resolution agent for subcontractor disputes or performance issues.
- Design-Build is the most cost-effective method. Cost efficiencies can be achieved since the Builder and Designer are working together throughout the entire process. Value engineering occurs during a collaborative process between the Design Team's architect and builder during the programming of the Preconstruction phase, mitigating the risk of unexpected and costly delays and redesign as the build project continues.
- A Guaranteed Maximum Price is established in *Phase 1: Preconstruction*, and the Church's risk is controlled.
- A Construction Industry Institute (Penn State CII) study of 351 projects in 37 states compared the cost, schedule and quality performance of Design-Build with other project delivery methods and found that:
  - Design-Build cost at least 6% less,
  - Design-Build is at least 33% faster, and
  - Design-Build provides at least 10% better quality.

#### Design-Builder Selection

**Objective:** "To develop and initiate a **Qualifications-Based Selection (QBS)** process to identify a highly qualified Design-Builder firm for recommendation to the Elder Board and then to the congregation."

**Background:** The Committee identified the Design-Build delivery method as the optimum approach, and additionally completed nearly every possible pre-design element an owner can do prior to engaging the professional design team. Bethel now faces the critical juncture of determining the suitability, or degree of suitability of the current site to meet the physical space demands of a growing vision for ministry. Engaging the Design-Builder at this point is essential to move forward with that determination, based upon thorough analysis, creative design, and flexible phasing to address a 20-year plan.

## **Parking and Facility Expansion Committee Report**

### **Plan of Action and Recommendations**

**Process:** It was determined that the wisest and most comprehensive approach would be to utilize a Design-Build centered QBS process. The QBS process identifies firms with a commitment to the design-build delivery method as a baseline for criteria, and measures each firm's qualifications based upon five individually scored components:

1. Team Organization
2. Demonstrated past performance with successful projects of similar scope and complexity
3. Design-Build design, engineering, and permitting past performance
4. Design-Build construction past performance
5. Individual Interview

Seven firms which advertised as Design-Builders were contacted. They received a brief overview of Bethel's history and current process and were asked to confirm their commitment to the design-build delivery method. Each expressed interest in participating. Four of the firms are in Minnesota, and three are nation-wide builders. The **Request for Qualifications (RFQ)** was written and distributed to each of the seven firms. The RFQ gave introductory information about Bethel, an overview of the project scope, gave a detailed outline of the qualifications criteria being sought, and established the deadline for submissions.

Five of the firms completed and submitted a **Statement of Qualifications (SOQ)** by the deadline established in the RFQ. Each were well-written and professional in format and content. The SOQs were reviewed at length and scored on the first four criteria.

The three top scoring Design-Build firms (**Short-listed Offerors**) were invited to an Individual Interview. The format of the Individual Interview was designed to assess each firm's aptitude in relationship and communication skills, their understanding of the unique characteristics of a vision-driven church building project, and to allow the Short-Listed Offerors to ask questions regarding the project and the church's goals and concerns. Each Short-Listed Offeror was then scored based on the Individual Interview.

The SOQ and Individual Interview scores were added together to determine the final **Qualifications Score** for each Design-Build firm. The Qualifications-Based Selection process identified the firm of ***Churches by Daniels*** as the most highly qualified Design-Builder for Bethel Church.

### **Property Reuse, or Relocation Plan:**

Due to the complexity of evaluating Bethel's current site and facility elements for suitability to meet the 20-year vision criteria, it will be necessary to engage the Design-Builder to assist in determining if the current site reuse is plausible or if relocation is required.

### **Capital Campaign Approach:**

Four Stewardship Campaign Consulting firms were evaluated for the best approach to a capital campaign for the Bethel Fergus Falls project. Two firms were shortlisted and participated in Individual Interviews. The Parking and Facility Expansion Committee is recommending the retention of the firm **Generis, with Mr. Jon Wright**, for the Bethel 2020 Build Project.

## **Parking and Facility Expansion Committee Report**

### **Plan of Action and Recommendations**

#### **Project Financing:**

Lending products offered by four institutions were reviewed for financing the Bethel 2020 Build Project. The best terms, including interest rate and flexibility will be best negotiated at the conclusion of the Preconstruction Phase of the project when project cost has been established. It is recommended that Bethel negotiate rates and terms at that time and take on no longer than a 20-year mortgage, with no prepayment penalties.

## **PFEx Committee Recommendations to the Elder Board for Action**

#### **Design-Builder**

It is recommended that the congregation hire a Design/Build firm to assist it through completion, and that Churches by Daniels be hired as that firm.

#### **Capital Campaign**

It is recommended that the congregation hire a capital campaign consultant to assist in planning and executing the pledge drive, and that Jon Wright of Generis be hired as that consultant.

#### **Project Financing**

It is recommended that Bethel negotiate lending rates and terms at the conclusion of the Preconstruction Phase of the project when project cost has been established and take on no longer than a 20-year mortgage, with no prepayment penalties.

#### **Committees**

It is recommended that the Elder Board establish the following committees to move us through completion of the initial project:

1. Prayer group
2. Project Committee
3. Fund Raising Committee
4. Others as appropriate