

Redeemer Lutheran Church Living in Faith Together (LIFT) FAQs

The LIFT Communication Team has assembled the following answers to frequently-asked questions. These FAQs are divided into seven sections to help the reader process the information in an organized fashion.

FAQ pages 1-3 provide an overview of LIFT, while pages 4-20 will give a thorough description of LIFT.

It is important to note that these FAQs speak as if the congregation has already approved LIFT. ***However, the LIFT leadership team and Redeemer's Board of Directors in NO WAY take this approval for granted.*** LIFT will require us to prayerfully seek the Lord's will for our ministry future and to have ongoing conversations together about the LIFT plan. Therefore every attempt has been made to develop a responsible, realistic plan that meets our needs at a price we can afford, and communicate this plan to the congregation.

At any time, if you have questions, please feel free to speak with one of the LIFT leadership team or a member of the Board.

Redeemer Board:

- Stephen Adelaar, Treasurer
- John Blair, President
- Cathy Guske, Secretary
- Jim Helberg
- Mark Hood
- Tamar Jones
- Wayne Woodcock, Vice-President

LIFT Leadership Team:

- Kathy Bakken—CDC Team
- Pastor Bean—Communication Team
- Ray Birk—Process management
- John Blair—Board of Directors
- Bill Burgett—Prayer Team
- John Cima—Capital Fund Drive Team
- Kathy Gregory—Furniture, Playground, and Fixtures
- Adam Grossman—Finance Team
- Michael Jones—Team Leader
- Pastor Korte—Community Engagement
- Bill Nau—Finance Team and LCEF liaison
- Katie Poling—CDC Team
- Andy Scherzer—Advisory member (architecture and design)
- Lucie Schulze—Student and Family Ministry Team
- David Voss—Technology Team

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LIFT FAQ Section 2: General LIFT Information

Q1: Why are we doing LIFT?

A: LIFT is not about building a building. From the very beginning of the project, the LIFT leadership was committed to the principle that LIFT will be about fulfilling our mission: *Reaching people for Jesus, embracing them in a Christ-centered community, and nurturing them in God's word to be faithful disciples.*

Simply put, LIFT is about utilizing our facility as a means to grow God's kingdom.

Q2: What is the relationship between Building a Community Based Church (BCBC) and LIFT?

A: In 2011 when we started BCBC, we knew that we would come to a point when our ministry would push past the capability of our facility. At the time, we called this part of the BCBC plan "Phase III: 2015 and Beyond." Over the past year as we have entered into Phase III, we have experienced this reality to be true. God has continued to bless us with ministry depth, breadth, and growth. He has also blessed us with an understanding of the expressed needs of our membership and our neighbors—whether in our preschool, our fellowship and education activities, or our community engagement activities. Now He has positioned us to respond to these needs by expanding our facility. LIFT is not a new thing; rather it is an extension and a result of BCBC.

Q3: What are the main areas LIFT will address?

A: LIFT addresses both long-standing facility needs as well as specific, need-based ministry needs that have arisen from our BCBC strategic plan. This is an important point. LIFT is NOT a "build it and they will come" project. Rather, LIFT is based upon specific needs that have been identified by BCBC and by the LIFT leadership team.

When the sanctuary was built in 1993, it was too large for the rest of the facility. The sanctuary seats 475 people; the rest of the facility does not have adequate fellowship space, bathrooms, education space, offices, storage, or parking to support the sanctuary. Additionally, our community is literally crying out for programs that we don't have space for: infant, toddler, before-and-after-school care; employment opportunities; a place and space for education, fellowship, and family gatherings.

The purpose of LIFT is to enhance our current facility to meet the defined needs of our members and our neighbors.

The priorities of LIFT are:

- Create a welcoming gathering place for fellowship, education, and activities
- Expand Child Development Center (CDC)
- Increase bathrooms
- Enlarge kitchen
- Centralize staff office suite
- Improve parking and increase storage

It is important to note two things about LIFT:

1. Not every need or desire will be addressed. The LIFT leadership team carefully worked through an iterative process in order to ensure the highest priority items were addressed; but the cost of doing everything was simply too great. LIFT addresses our most pressing ministry needs at a price we can afford.

2. Because of this reason, the sanctuary and the narthex will NOT be changed at this time. LIFT will focus on the other areas of the facility.

Q4: Do we need to spend millions of dollars to carry out the church's mission of engaging the two-mile radius?

A: One of the principles behind BCBC has been to take the church to the community. As we have been doing this, the Lord has blessed us by bringing people to RLC to the extent that we are pushing our facility beyond its capacity. Consider:

- Our CDC cannot provide services that our neighbors are calling us to provide. While we are blessed to have full enrollment every year, by not providing these in-demand programs, we are missing the opportunity to share the Gospel with many other families.
- Our education and fellowship spaces are inadequate to support the growth of our ministry—both for our members and our neighbors.
 - Every quarter we have events that stress our facility beyond its capability. Great Goodie Grab, Easter Eggstravaganza, the CDC's July 4th picnic, etc., draw between 150 and 400 people per event.
 - Our Screen on the Green events have been drawing over 150 people per event. But imagine what it would be like if we could offer these events year-round regardless of weather.
 - We cannot seat more than 130 people for any event, even though our membership is approaching 400 family units.
- Because our fellowship and community engagement ministries are expanding, we have run out of storage space. Currently we are forced to use education space and hallways for storage
- Our kitchen is inadequate to provide the kind of service and support required by the rest of the ministry
- And then there are the bathrooms...

These points demonstrate the limitations of our current facility without LIFT. Imagine how our ministry will continue to grow with LIFT—with more spaces and places for discipleship, fellowship, and community engagement.

Q5: The LIFT leadership team initially considered a more-extensive addition/renovation plan. So what we are now looking at is "Plan B". Is there a "Plan C"?

A: The development of the LIFT plan was not exactly a linear process; its development wasn't just "peeling off a layer of the onion" from Plan A (too much cost) to Plan A1 (a little less cost) to Plan A2 (just the right cost).

The first version of the LIFT plan included such things as an expanded narthex and a Family Life Center, as well as the expanded CDC, fellowship hall space, etc. This version of the plan was sent out to get an estimate of cost, which came back at nearly \$9 million. A second version of the plan was developed—basically the same as the first version minus a few things—that came back at roughly \$6 million.

At this point the plan went through a major conceptual shift and re-prioritization in order to meet our ministry needs at a cost we could afford: opening up and expanding "The West Wing" (the original sanctuary). This shift gave us the present version of the plan.

Is there a "Plan C"? At this juncture, no. If we choose not to do the current plan, the LIFT leadership team will need to re-assess how to move forward.

It is important to note that three of the major factors that direct LIFT are 1) the required square footage per child in the CDC, 2) the student/teacher ratio in each classroom, and 3) the optimum revenue of each classroom. For instance, a 2-year-old room that has a specific optimum number of students in it must have a certain square footage; likewise the entire CDC with a specific optimum number of students in it must have a certain square footage. What does this mean? Just “skimming a couple of feet off the end of the building to save some construction cost” doesn’t really help, because then we would lack the square footage needed to enroll the optimum number of students to make the revenue necessary to pay for LIFT.

Q6: LIFT feels like a major undertaking. Are we sure we can do this?

A: To be sure, LIFT is a significant project, and it will take all of us working together under the power of the Holy Spirit to accomplish it.

But with this said, Redeemer’s leadership is confident that we can do this. This confidence is based upon what the Lord has already done through us.

Remember Good Shepherd? Good Shepherd was a \$5.3 million project, funded initially by \$1.1 million raised through the 2007-2010 capital fund drive. And the Lord provided not only with financial resources, but with people. When Good Shepherd opened in 2009, there were 18 children enrolled in the CDC and 0 church members. Today Good Shepherd has 160 children enrolled in the CDC and 140 church members.

Good Shepherd was a major undertaking. The Lord called us to step out in faith, and He provided. LIFT, too, is a major undertaking. Redeemer’s Board, staff, and the LIFT leadership team feel that the Lord is calling us to step out in faith as well—to live in faith together—trusting that He will provide as He has in the past.

More information about the LIFT financial plan will be explained in section 4 of the FAQs.

Q7: Do the LIFT plans meet county and state regulations?

A: Yes. The LIFT plans have been developed in alignment with all state and county regulations for churches and CDCs.

Q8: Have we already decided upon architectural, engineering, and construction firms?

A: No, but as a part of the bidding process the Board is likely to take into consideration the outstanding experience working with Balzer and Associates and Century Construction during the Good Shepherd project.

Q9: Will the facility remain open throughout construction?

A: Yes. Every attempt will be made to keep the ministry and the CDC fully operational throughout the construction process. Remember that the sanctuary and the narthex will NOT be changed by LIFT; so our worship schedule will not be interrupted.

Essentially the construction will move from the western-most part of the building (the newly constructed section) to the eastern part of the building (the renovated section). When the western section is fully complete and functional, ministry and CDC operations will move to that section; then the construction will move eastward.

Will there be disruption? Sure. There will be periods of time when staff won’t have offices, for instance. Some ministry events *may be* postponed during construction (the Easter Eggstravaganze, for instance).

But every attempt is going to be made to keep us fully-functioning throughout construction—especially the CDC, which would be most effected by any kind of shut-down.

Q10: Will we need to hire more staff?

A: We will certainly need more staff for the enlarged CDC. The LIFT plan calls for an additional 35 employees to work in the CDC, bringing our total number of CDC employees to over 60.

LIFT does not include additional ministry staff, although this is certainly not out of the question should the need arise. If additional staff offices are needed in the future, LIFT includes space that can be utilized for this purpose.

LIFT also recognizes that it will be important for us to maintain the new facility—either through contracted janitorial services and maintenance providers, through a paid staff member who will oversee maintenance, through volunteers, or a combination of the above. The LIFT financial plan includes provisions for this.

Q11: When will the congregation vote on LIFT?

A: The congregational vote is scheduled for Sunday, September 13th following both services.

Q12: Will there be one vote, or will it be a series of votes?

A: There will be one vote to approve the LIFT project with all of its components. If LIFT is approved, but certain hurdles are not crossed (for instance, the capital fund drive does not generate the support needed), the LIFT leadership and Redeemer's Board will take appropriate steps to ensure Redeemer is not put at risk.

LIFT FAQ Section 3: A New Vision for RLC's Facility

Q1: What are the major features of the new facility?

A: In Section 1 we identified the following priorities for LIFT, which will improve our facility and ministry:

- **Welcoming community gathering place:** As an extension of BCBC, LIFT intentionally creates a “welcome to Redeemer” feel that says, “we have everything to offer, and nothing to hide.”
 - Façade: Modern glass and stone accentuate entrances, creating a warm, modern aesthetic.
 - Entrances: Where is the preschool entrance? What door do you use to see the pastors? LIFT will provide clearly-marked, aesthetically-pleasing, welcoming entrances for the various components of our ministry
 - “Transitional Space”: Outdoor patios, wide entrances, glass walls, and open interior spaces remove any physical, visible, or emotional barriers from being outside to being inside.
 - Hallways: Spacious, bright, open hallways welcome visitors, direct traffic to ministry destinations, and reduce congestion.

- **Child Development Center:** LIFT expands the CDC from 94 students (at the end of the 2014-2015 school year) to 160 students. The CDC will add infant and toddler care, expand the current two, three, and four year-old programs, as well as offer additional before and after school care. Not only do we get weekly calls inquiring about these programs, but when LIFT is completed Redeemer will be one of only two full-service CDCs in the 23236 ZIP code.

- **Fellowship Spaces:** Currently our fellowship hall seats 130 people “banquet style” when the partitions are removed. With the partitions up, we can only seat around 70 people. The new fellowship hall will seat roughly 260 people “banquet style” or 400+ people “theater style.” This space will be located in Redeemer’s original sanctuary, which will be enlarged to a 4500 square foot space—the size of our current sanctuary. The space is adjacent to the new, expanded kitchen and other education/meeting spaces, with direct access to the upper parking lot. The location and size of this new space allows us to hold Screen on the Green, Great Goodie Grab, VBS, and Easter Eggstravaganza events inside during inclement weather, as well as to hold large events at Redeemer that would normally have to be held off-campus, such as banquets, conferences, meetings, and workshops.

- **Education and Meeting Spaces:** Currently we have 4 adult education rooms (including the fellowship hall), which seat 100 people. We also have 4 rooms for junior high and senior high ministry, 7 rooms for Sunday School, and one room for the nursery. LIFT:
 - Doubles the number of adult education spaces, including:
 - Two designated adult education rooms
 - One large conference room and one small conference room
 - Three multi-purpose spaces for gathering, fellowship, and education
 - The fellowship hall, which can be subdivided and used for multiple classes
 - Provides dedicated space for junior high and senior high ministry
 - Expands the number of Sunday School rooms to 12

- **Restrooms:** LIFT doubles the number of adult restrooms both upstairs and downstairs. Age-appropriate, dedicated bathrooms will be added to each of the CDC rooms. There will be handicapped accessible restrooms as well as a family restroom with a shower.

- **Kitchen:** LIFT nearly triples the size of our kitchen, including separate storage and workspace for the CDC and the ministry, a washer/dryer, and direct access to the fellowship hall and the upper parking lot. The CDC will use the kitchen daily for meal preparation.
- **Office Suite:** LIFT creates a centralized office suite—where all staff offices are adjacent to one of the multi-purpose rooms—to allow for greater collaboration, communication, and access to visitors and members alike.
- **Parking and Storage:** LIFT provides significant additional storage for both the CDC and the ministry, and will increase parking.
- **Technology:** LIFT utilizes up-to-date technology throughout the facility, including digital signage, wi-fi, audio and video conference technology, TV monitors in education rooms, and audio-video capability in the fellowship hall.

Q2: What will happen if/when the sanctuary becomes too crowded?

A: As our membership and attendance continues to grow, we will need to add additional worship services.

Q3: What about additional choir space?

A: While this specific aspect of the design is still being developed, the current version of LIFT relocates the choir rehearsal space close to the sanctuary choir loft. This dedicated space (roughly 450 square feet) includes room for ensemble rehearsals, music and choir storage, and the traditional music leader's office. Larger group rehearsals can be held in one of the multi-purpose rooms or in the sanctuary choir loft.

Q4: Is the kitchen configuration right?

A: The LIFT leadership team has studied the layout and functionality of kitchens at several larger churches (with CDCs) in the area and are satisfied that our configuration will satisfy our needs.

Q5: Why are we not adding a gym?

A: As mentioned in the last section of FAQs, the first version of LIFT included a Family Life Center—a gymnasium, classrooms, etc. After the initial cost estimate, the LIFT leadership team decided other needs took greater priority, particularly because of the impact the Family Life Center had upon the total project cost.

Q6: Will there be some kind of 3-D model that we can look at to see what the new building will look like?

A: Once we sign a contract with an architect, we will produce some kind of tangible model for the congregation to see and experience. It may be a computer-generated, 360° tour of the new facility that can be accessed via computer or the internet.

Q7: While the expanded fellowship hall will accommodate a significantly larger gathering of people, is the issue of constrained parking for larger events being addressed?

A: Yes. LIFT will add parking in the lower section of the parking lot. Some spaces in the upper lot will be removed and reconfigured.

LIFT FAQ Section 4: The New Child Development Center (CDC)

Q1: What is a “CDC”?

A: A Child Development Center (CDC) incorporates programs for children from six weeks old through and including pre-kindergarten (5 year olds), as well as before and after school care for children up to 10 years old. A CDC includes an incremental, age-specific developmental plan/curriculum to guide children as they grow physically, intellectually, emotionally, socially, and spiritually.

In addition to these programmatic elements, LIFT resolves several facility-related issues that are present in our current preschool. LIFT:

- Heightens security
- Creates a clearly-marked one-point entrance and exit
- Improves traffic flow between classrooms and other areas of the facility
- Creates an appealing reception area for parents
- Provides restrooms adjacent to each classroom
- Creates dedicated work space for teaching staff and office space for administrative staff
- Improves storage

Q2: Will the CDC be more secure?

A: Yes. The CDC will have one main entrance that can only be accessed by key-code. Parents will have a single drop-off and pick-up area, and will sign their students in and out through a computerized system. Interior doors between the CDC and the ministry will also be more secure. A video monitoring system will also be employed at all building entrances. Also, there will be a sprinkler system installed throughout the CDC.

Q3: Where will the added CDC staff come from?

A: As the CDC enrollment grows, the staff will grow from the current 27 employees to roughly 60 employees. Many of these new employees will come from the surrounding community and current RLC members.

Q4: Will the CDC be able to fill the spaces needed to help pay their portion of the mortgage?

A: LIFT—together with Kathy Bakken and Katie Poling (CDC director and assistant director, respectively)—has made informed decisions about what future enrollment will be based upon their experience leading our preschool, including the number of phone calls they receive on a weekly basis from parents inquiring about infant, toddler, and before and after-school care—the very programs LIFT will allow us to offer that we cannot offer now because of space limitations. This experience provides confidence that the enrollment expectations in the LIFT plan are realistic and achievable.

Q5: What will the new playground look like?

A: Because of the expanded age-range of the CDC enrollees, we will be required to have three separate playgrounds—one for infants/toddlers, one for younger preschoolers, one for older preschoolers and before and after-school students. These playgrounds will fully comply with regulations governing childcare centers.

LIFT FAQ Section 5: Funding

Before getting into this section of LIFT FAQs, a few comments should be made, drawing from the encouragement of the Psalmist: “Remember the deeds of the Lord” (Psalm 77:11).

In 2007, Redeemer followed the Lord’s leading and stepped out in faith to establish what would become Good Shepherd Lutheran Church and Child Development Center. At that time, 207 Redeemer families contributed \$1.1 million during a three-year capital campaign which provided start-up seed money for Good Shepherd. One of the principles of that campaign was “Not equal giving, but equal sacrifice”—emphasizing how the Lord was leading us all together to be a part of this campaign and to prayerfully consider how we might sacrifice for the sake of this ministry. The specific dollar amount wasn’t the big deal; the big deal was that we all worked together and sacrificed together to follow the Lord’s leading.

And the Lord blessed us. Through the worst economic recession since The Great Depression—which brought to a stand-still the very housing developments that we were depending upon to bring children to the Good Shepherd CDC and families to the ministry—the Lord remained faithful to His calling. Together we built a \$5.3 million facility. Together we established this ministry. Today, Good Shepherd is an independent congregation with a membership of over 140 and a CDC with over 160 children enrolled.

Was this an easy project? No. Were there challenging times? Yes. But the Lord remained faithful.

It is now 2015. Since the start of Good Shepherd the Lord has continued to bless Redeemer’s ministry. Since 2012 alone, we have grown by 50 families (net), and we anticipate we will add an additional 15-20 families by the end of 2015.

What does this mean? As you will read in the FAQs below, there are several financial factors that will enable LIFT to happen, three of which require some context:

- I. **LIFT capital fund drive.** *As we prepare for the LIFT capital campaign, we need to remember:*
 - a) *The Lord has blessed us with many new families—families who weren’t here the last time we undertook a significant project like this, families who weren’t here the last time we had a capital campaign, families who are excited to be a part of LIFT.*
 - b) *Several families who gave a certain amount in support of Good Shepherd are not in the position to do as much as they did in 2007, due to retirement or other circumstances. And that’s OK. Guilt about “what we can’t do” should not be a part of this equation. Recall Paul’s words to the Corinthians: “Each should give what he has decided in his heart to give, not reluctantly or under compulsion, for God loves a cheerful giver” (2 Corinthians 9:7).*
 - c) *Other families are in a position to support LIFT to a greater degree than they did in 2007, due to higher family income.*
 - d) *The principle remains true: not equal giving, but equal sacrifice. As we all sacrifice together, pray together, talk together, think together, and plan together, we trust that the Lord will bless our efforts and bring His will to fruition among us. That’s what He has done before; and we trust He will do it again.*

II. LIFT and RLC’s annual budget

Since 2011, RLC has witnessed 1) membership growth (from 310 family units at the end of 2011 to 371 today) and 2) a relatively flat budget from year to year, meaning that 3) our annual giving per family unit has declined (from \$2430 per family unit in 2011 to \$2151 per family unit in 2014). Part

of the flat budget from year to year has been the process of matching budget to actual costs (getting rid of “fluff”). Throughout this timeframe, the Lord has blessed us by continuing to provide more than we need to meet our expenses. Every year since 2008 (except for 2011), we have maintained a positive cash-flow.

The membership growth we have witnessed is actually quite interesting from this perspective: as our ministry has focused more attention on the 2-mile radius surrounding RLC, and we have welcomed more members from our neighborhoods and preschool each year, the Lord also continues to bring us members from outside the 2-mile radius. In other words, as we do a better job inside the 2-mile radius, the Lord blesses us with families from outside the 2-mile radius as well. And while many of our new members are families with young children, we also continue to welcome a good number of more-experienced family units.

We thank God that He has blessed us so; but we also realize that the declining annual giving per family unit cannot continue. The Board of Directors is working on a series of strategies to reverse this trend over the coming years. Here’s the good news: as the Lord continues to bless our ministry with new families, even if we simply maintain the current level of annual per-family giving, we will meet the LIFT budget. Our goal will be to increase the annual per-family giving, meaning we will be able to surpass the LIFT budget.

With that being said, the LIFT financial model assumes the congregation will not increase giving until 2018, followed by a 3% increase in giving annually thereafter. This annual increase includes mortgage, staff, and operational expenses for the ministry.

III. LIFT and the CDC budget

Redeemer’s preschool currently runs on a budget of roughly \$425,000. Because the preschool does not contribute directly to RLC’s mortgage or utilities, the preschool budget includes a monthly “building use contribution” which helps offset the cost of these items.

One of the parts of the LIFT preparations was to have Kathy Bakken, our preschool director, do a study of local child-care centers to determine what a reasonable tuition schedule for this market would be. Our experience with Good Shepherd also helped us develop a plan that optimizes revenue according to student-teacher ratio (infant programs have a 4:1 student-teacher ratio while before and after-school programs have a student-teacher ratio of 16:1, therefore the revenue potential for the latter is significantly higher than the former).

LIFT will require the CDC to increase revenue in order to cover its increased share of the mortgage and utility cost, as well as the cost of additional staff salaries and program expenses. The LIFT CDC plan calls for a 4% tuition increase (\$3.63 per week per child) for 2017, then a 2% increase in tuitions every year following (roughly \$2 per week per child). For the past several years, the preschool’s budget has increased by 1% annually. A tuition schedule for 2015-2020 is included with this FAQs.

Below is a summary of the LIFT financial model, which includes figures from the capital fund drive (Cash Reserve), the ministry budget, and the CDC budget. As you review this model you’ll notice a couple of things:

- *The “Church Cashflow” column comes from the “Total Offering” minus operational expenses (salaries, outside giving, and ministry-related expenses, but NOT mortgage or utilities—which are in separate columns).*

- *The mortgage and utilities expenses are shared between the church and the CDC—in year “0” at a rate of 88% church to 12% CDC, year “1” 80% church to 20% CDC, etc.*
- *We run deficits through 2020 as the CDC enrollment ramps up and the ministry budget increases. But then in each subsequent year, we are cash positive.*
- *The Cash Reserve balance never drops below \$193,204. If the CDC enrollment rises at a faster rate than what the model projects, the Cash Reserve balance will remain even greater.*

School Year	Church Offering	% Increase	CDC Enrollment	Average Tuition	Tuition Increase	Ministry Cashflow	% Church	% CDC	Mortgage Payment	Total Cashflow	Cash Reserve
2015 Budget	\$ 763,475		96	\$ 100.91		\$ 74,681	88%	12%	\$ 72,000	\$ 2,681	\$ 500,000
9/2016-8/2017	\$ 763,893	0%	116	\$ 104.54	\$ 3.63	\$ 88,317	78%	22%	\$ 245,059	\$ (156,742)	\$ 343,258
9/2017-8/2018	\$ 789,526	3%	140	\$ 106.63	\$ 2.09	\$ 138,055	67%	33%	\$ 245,059	\$ (107,005)	\$ 236,253
9/2018-8/2019	\$ 815,879	3%	151	\$ 108.76	\$ 2.13	\$ 202,010	58%	42%	\$ 245,059	\$ (43,049)	\$ 193,204
9/2019-8/2020	\$ 842,970	3%	156	\$ 110.94	\$ 2.18	\$ 246,494	54%	46%	\$ 245,059	\$ 1,435	\$ 194,639
9/2020-8/2021	\$ 870,818	3%	156	\$ 113.15	\$ 2.22	\$ 262,868	55%	45%	\$ 245,059	\$ 17,809	\$ 212,447
9/2021-8/2022	\$ 899,443	3%	156	\$ 115.42	\$ 2.26	\$ 279,767	56%	44%	\$ 245,059	\$ 34,708	\$ 247,155
9/2022-8/2023	\$ 928,864	3%	156	\$ 117.73	\$ 2.31	\$ 297,206	57%	43%	\$ 245,059	\$ 52,146	\$ 299,301
9/2023-8/2024	\$ 959,103	3%	156	\$ 120.08	\$ 2.35	\$ 315,199	58%	42%	\$ 245,059	\$ 70,140	\$ 369,441
9/2024-8/2025	\$ 990,180	3%	156	\$ 122.48	\$ 2.40	\$ 333,762	58%	42%	\$ 245,059	\$ 88,703	\$ 458,143
9/2025-8/2026	\$ 1,022,116	3%	156	\$ 124.93	\$ 2.45	\$ 352,910	59%	41%	\$ 245,059	\$ 107,851	\$ 565,994

With this background and context, we now turn to the FAQs.

Q1: What will LIFT cost?

A: LIFT costs \$4.7 million, which includes the following breakdown:

- \$1.2 million for new construction
- \$1.1 million for renovation
- \$710,000 for architecture and engineering design, site prep, etc.
- \$647,000 for kitchen, furniture, AV, fixtures, etc.
- \$473,000 contingency for construction (in case there are any unforeseen surprises during construction/renovation)
- \$500,000 for cash reserve (in case the CDC enrollment lags behind expectations)

Q2: How will we fund LIFT?

A: In order to meet the needs of LIFT, God will need to bless us with five things:

First, \$1.3 million raised through a capital fund drive. This will be a 36-month drive, beginning this fall (October and November) and ending in the fall, 2018.

Second, we will need to borrow approximately \$3.4 million. When combined with our current mortgage balance, the church’s new mortgage will be roughly \$3.9 million.

Third, we will need to see ministry growth of 12 new families (net) per year. As you read above, our trend for the past several years surpasses this goal.

Fourth, tithes and offerings increase 3% per family unit annually. For example, if a family gave \$3000 in 2015, this increase would mean giving \$3090 in 2016.

Fifth, CDC enrollment will be filled by 2020.

Redeemer’s Board, staff, and LIFT leadership team are confident that these conditions are both conservative and realistic.

Q3: Will the CDC tuitions be too expensive for our community?

A: No. The LIFT tuition schedule is built upon the philosophy that RLC will provide high quality child-care at a price families can afford. This philosophy includes providing discounts for students who meet certain requirements. The LIFT financial model ensures the principle becomes a reality.

Q4: Will our recently-flat budget impact our ability to secure financing?

A: Bill Nau has been working through the loan application process. In doing so, he has had several conversations with our lender—the Lutheran Church Extension Fund (LCEF), and specifically Steve Heeman, who is the Southeastern District’s LCEF representative. At this juncture Steve’s attitude toward LIFT is positive.

Q5: What is the relationship between Good Shepherd and LIFT?

A: The financial model developed for Good Shepherd (a complex Microsoft Excel document) provided a detailed financial blueprint for us to follow. But there are many aspects of LIFT that are different from Good Shepherd—most importantly the tuition schedule for Redeemer’s CDC versus that of Good Shepherd’s. Simply put, Good Shepherd’s economic context is different than Redeemer’s. With the help of our preschool staff and leadership, great care has been taken to make sure the financial modeling used for LIFT reflects our context.

Q6: Are we expecting the CDC to carry the entire mortgage?

A: No. Redeemer’s Board of Directors is committed to making sure that the mortgage is shared by both the ministry and the CDC. The LIFT financial model shows the following:

	Church share	CDC share
Year 0	\$183,000 (82%)	\$39,800 (18%)
Year 1	\$191,000 (69%)	\$84,000 (31%)
Year 2	\$204,000 (60%)	\$138,000 (40%)

Q7: What do the LIFT leadership and Redeemer’s Board think is the probability that the capital campaign will meet its goal? What if we fall short of our projections?

A: From our conversations with capital fund drive firms, it is reasonable to expect that a three-year capital fund drive would yield at least 1.5 to 2 times our annual budget. As mentioned above, the LIFT financial plan assumes a capital fund drive of \$1.3 million, which is 1.7 times our 2015 budget (\$763,745). In no way do we want to limit the Lord’s work among us, and so we recognize that it is possible for Him to provide more than \$1.3 million, which would simply reduce what we borrow. If we fall short of this, the Board has several options it can consider. However, the Board and the LIFT leadership are confident we can and will reach this goal.

Q8: What will the new monthly mortgage be?

A: Redeemer’s current mortgage is \$5900/month. The LIFT financial plan projects that, at the time construction is complete, the new monthly payment will be \$20,637. The additional income to cover the higher mortgage will come from two places: 1) increased ministry budget, and 2) increased CDC budget.

Q9: What were the congregational demographics (age, income, family structure, etc.) when we began the Good Shepherd project? Have they changed and how? What does this mean for LIFT?

A: It is difficult to go back and reconstruct detailed demographics from 2007, but according to the data we can access we know we had roughly 400 family units at the time of the last capital fund drive (this figure was inflated due to a high number of inactive/delinquent members). 207 of those participated in the capital fund drive that supported Good Shepherd. In 2009, we transferred 23 family units to Good Shepherd and purged another 24 family units from our roles—members who had either moved out of town or who had not attended worship for years. Throughout 2010 and 2011, we continued to “clean up” our membership roster and, at the end of 2011, we had a new membership baseline of 310 family units.

Since that time, the Lord has blessed us every year by growing our membership. At the end of 2015, we project to have roughly 385 family units.

What this means for LIFT is that today we have a membership that is much more engaged and active in the life of the church.

Q10: Can I review the financial plan?

A: Yes. If you would like to see the plan and ask about specific details, contact Michael Jones

On the next page you will see the CDC tuition schedule for 2015-2020.

**Redeemer Lutheran Preschool and Child Care
2015-2020 Tuition Rate Sheet**

Program	Number of Days	Price/wk	Projected Tuition for School Year Beginning:				
			Sep-16	Sep-17	Sep-18	Sep-19	Sep-20
Average Tuition	2-5 days	\$100.91	\$ 104.54	\$ 106.63	\$ 108.76	\$ 110.94	\$ 113.15
Average Tuition Change	2-5 days		\$ 3.63	\$ 2.09	\$ 2.13	\$ 2.18	\$ 2.22
Total Scholarship Funding			\$ 34,506	\$ 43,231	\$ 46,990	\$ 49,494	\$ 50,484
Full Time Child Care	2 days	\$98	\$ 102	\$ 104	\$ 106	\$ 108	\$ 110
	3 days	\$132	\$ 137	\$ 140	\$ 143	\$ 145	\$ 148
	4 days	\$160	\$ 166	\$ 169	\$ 173	\$ 176	\$ 180
	4 days - Extended PS (4's only)	\$168	\$ 175	\$ 179	\$ 182	\$ 186	\$ 189
	5 days	\$180	\$ 187	\$ 191	\$ 195	\$ 198	\$ 202
	5 days - Extended PS (4's only)	\$190	\$ 198	\$ 202	\$ 206	\$ 210	\$ 214
Part Time Child Care	2 days	\$76	\$ 79	\$ 81	\$ 82	\$ 84	\$ 86
	3 days	\$102	\$ 106	\$ 108	\$ 110	\$ 112	\$ 115
	4 days	\$124	\$ 129	\$ 132	\$ 134	\$ 137	\$ 140
	4 days - Extended PS (4's only)	\$132	\$ 137	\$ 140	\$ 143	\$ 145	\$ 148
	5 days	\$150	\$ 156	\$ 159	\$ 162	\$ 166	\$ 169
	5 days - Extended PS (4's only)	\$160	\$ 166	\$ 169	\$ 173	\$ 176	\$ 180
Preschool	2 days	30	\$ 32	\$ 32	\$ 33	\$ 34	\$ 34
	3 days	38	\$ 40	\$ 41	\$ 41	\$ 42	\$ 43
	4 days	46	\$ 48	\$ 49	\$ 50	\$ 51	\$ 52
	5 days	24	\$ 25	\$ 26	\$ 26	\$ 27	\$ 27
Extended Preschool	4 days	\$102	\$ 106	\$ 108	\$ 110	\$ 113	\$ 115
	5 days	\$102	\$ 106	\$ 108	\$ 110	\$ 113	\$ 115
Summer Camp	2 days	\$30	\$ 31	\$ 32	\$ 32	\$ 33	\$ 34
	3 days	\$45	\$ 47	\$ 48	\$ 49	\$ 50	\$ 51
	4 days	\$60	\$ 62	\$ 64	\$ 65	\$ 66	\$ 68
	4 days - Extended Camp (4's only)	\$88	\$ 92	\$ 93	\$ 95	\$ 97	\$ 99
	5 days	\$75	\$ 78	\$ 80	\$ 81	\$ 83	\$ 84
	5 days - Extended Camp (4's only)	\$110	\$ 114	\$ 117	\$ 119	\$ 121	\$ 124

LIFT FAQ Volume 6: Timing

Q1: What is the LIFT timeframe?

A: The LIFT leadership has worked with Century Construction to develop the following construction schedule:

- Summer, 2015
 - Pray!
 - Implement multi-point communication plan
 - Apply for loan*
 - Apply for zoning amendment
 - Complete cost estimation
 - Interview and select capital fund drive firm*
 - Recruit capital fund drive teams*
- Fall, 2015
 - September 13: congregational vote
 - Upon overwhelming congregational support:
 - Secure funding
 - Execute capital fund drive
 - Complete architecture and engineering plans
 - Bid project and select construction firm
 - Expand project teams
- Winter, 2015-2016
 - Late December/early January: break ground
 - Construct and complete new west section
 - Move CDC and ministry operations into west wing
- Late spring, 2016: Renovate middle section
- Summer, 2016: Renovate east section
- September, 2016: Open for new school and ministry year

**These steps are contingent upon overwhelming congregational support.*

Q2: Why do we need to break ground in January?

A: There are three reasons for this. The first reason has to do with minimizing disruptions to the CDC and the ministry—making sure the CDC remains open and the ministry remains fully operational. With the height of CDC enrollment and ministry activity occurring during the school year, we need to make sure that the most disruptive renovation/construction work happens during the summer months, when the impact on our on-site ministry calendar will be minimized and, thus, the cost (we won't have to rent trailers, etc.). The construction schedule that has been developed ensures that, with a January groundbreaking, we should be able to minimize disruption and related cost.

The second reason has to do with ensuring that the CDC opens in September, 2016. Through our years of experience with preschools and CDCs, we know that there are two enrollment “spikes” that occur: one in September and the other in January. With the biggest enrollment “spike” in September, we need to make sure we open the doors to our new facility accordingly.

The third reason is about good stewardship. According to what we are hearing from several different sources, we expect the cost of construction supplies and the cost of borrowing funds to rise over the coming year. Because of these impending increases, it is wise to lock in interest rates and construction

bids sooner rather than later. Doing LIFT in 2016 will save us tens of thousands of dollars vs. doing LIFT in 2017.

Q3: Will we still have church during construction?

A: Yes. The sanctuary and the narthex will not be altered. However the rest of the facility will be completely transformed.

Q4: Will the CDC remain open during construction?

A: Yes.

Q5: If for some reason we cannot start this project as currently scheduled, what are the alternatives?

A: The alternative is to push the opening back one year, where the CDC would open in September, 2017 rather than September, 2016. However, as mentioned above, there is the potential that this delay would cost us significantly.

LIFT FAQ Volume 7: Technology, Furniture, and Fixtures, Etc.

Q1: What is the scope of the technology that will be used in the new facility?

A: LIFT includes a plan for technology that combines building-wide infrastructure and resources (such as wi-fi, digital signage, security system, etc.) as well as room-specific applications (tele- and video-conference capability in the conference rooms, audio-video support in the fellowship hall and multi-purpose rooms, TV monitors in education rooms, etc.)

Q2: Will the technology I use get upgraded? Will I receive the technology I've been wanting?

A: It depends on whether or not the technology you use is affected by the LIFT architectural changes or supports its goals. For example, the wireless network will be upgraded since it would not adequately provide coverage for the expanded areas. Since we are already investing in upgrades of the wireless network, we will upgrade it with the intention of creating campus wide coverage (to new and old areas). That being said, new computers are not being ordered to replace existing ones within the LIFT Technology Budget, since that doesn't meet a requirement within the LIFT initiative. The cost for computer upgrades would have to come out of the existing operating budget.

Q3: Where can I read more about the planned technology changes?

A: A high level design has been created and may be reviewed upon request. Please note that it was developed in spring of 2015 and, as expected, may change as new technologies or platforms are released.

Q4: Does the technology plan include a new security system or access control system?

A: It includes both. The limited few with access rights will have the ability to view the public areas of the building from a computer or mobile device. A new access control system will provide more security but, through remote control and video monitoring, will also make it easy for those in the front office to provide entry. The system can be disabled during large gatherings (e.g. worship service, events, etc.) to provide easy access in and out of the building.

Q5: Are there more opportunities for people to volunteer to be a part of the LIFT process?

A: Absolutely. While roughly 50 RLC members have been a part of the LIFT planning thus far, there will be plenty of opportunities for more people to share their passion and expertise.