

SACRED PLACES

THE MAGAZINE OF PARTNERS FOR SACRED PLACES • WINTER 2008

Revolutionizing Seminary Education

Michigan Church finds
Success through
New Dollars/New Partners

Pennsylvania Office
Collaborates with
U.S. Senator

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About Partners

Partners for Sacred Places is the only national, non-sectarian, nonprofit organization dedicated to the sound stewardship and active community use of America's older religious properties. Founded in 1989 by religious, historic preservation and philanthropic leaders, Partners provides assistance to the people who care for sacred places and promotes a greater understanding of how these places sustain communities.

PARTNERS' PROGRAMS AND SERVICES INCLUDE:

- ❖ **Training.** *New Dollars/New Partners for Your Sacred Place* is an intensive program that gives congregations with older buildings the skills and resources to broaden their base of support.
- ❖ **Workshops and Conferences.** Partners' staff speaks on a variety of topics at national and regional conferences throughout the country.
- ❖ **Publications.** Some of Partners' books include:
 - *Your Sacred Place Is a Community Asset: A Tool Kit to Attract New Resources and Partners*
 - *The Complete Guide to Capital Campaigns for Historic Churches and Synagogues*
- ❖ **Information Clearinghouse.** This web-based resource provides information related to the care and use of older sacred places.
 (www.sacredplaces.org/information_clearinghouse.html)
- ❖ **Advocacy Initiatives.** Partners works with civic leaders, funders and policymakers, urging them to adopt policies and practices that provide new resources to older religious properties.

COVER PHOTO: FORT STREET PRESBYTERIAN MEMBERS
 RELEASE BALLOONS IN AN ANNUAL EASTER TRADITION.
 PHOTO BY BOB PONDER

from the Executive Director



Frequent readers of *Sacred Places* magazine will know that Partners' signature *New Dollars/New Partners* program has proven its worth over the last five years. It has rapidly expanded across the nation, serving clusters of congregations in 19 states and the District of Columbia. Its value and impact has been demonstrated by a national evaluation project, and we have published a series of case studies illustrating how *New Dollars* has helped individual congregations (e.g., Fort Street Presbyterian Church in Detroit—see page 9).

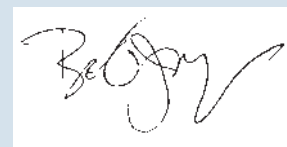
Now our challenge is to broaden the reach and deepen the impact of *New Dollars/New Partners*. Our evaluation findings encouraged us to provide volunteer coaches to congregations in many *New Dollars/New Partners* projects, helping each congregation go further and faster in its work. We have also added another day of training—a reunion of sorts—to give congregations an opportunity to compare notes and share stories on their successes and challenges.

Now we have another important opportunity to extend the reach of this training, via our *New Dollars/New Partners Seminary Project* (see page 12 for details). This project is giving us a way to respond to the eternal lament we've heard from clergy for almost 20 years: "We never learned about property use and stewardship in seminary, and wish we had!"

If *New Dollars/New Partners* were simply a technical course on caring for old buildings, it would have importance, but it would be hard to justify inserting the program into an already-overcrowded seminary curriculum. However, since *New Dollars/New Partners* is about congregational identity, leadership, ministry and the stewardship of assets, it addresses issues at the core of congregational life. And so it has been enormously important to develop creative ways to **integrate** *New Dollars* into the curricula of theological schools.

We are using the term "integrate" with intentionality. In most cases, it would be nearly impossible to add still another course offering into the class schedule of seminaries. However, we are finding ways to make *New Dollars/New Partners* the focus for field education courses, student pastoral work, continuing education, and/or collaborative projects between seminaries and other university programs. By giving students an opportunity to work with congregations through the training process, they will develop new understandings and skills that they will take with them as they fan out across the country, serving myriad congregations in the years to come.

What an exciting way to extend the reach of the *New Dollars* experience! 🏠





Update on Partners

U.S. Senator Arlen Specter Discusses Preservation and Faith-based Issues with Partners Audience

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PHOTO BY KATYA HELD



Senator Arlen Specter invites Bob Jaeger to kick off the town hall meeting.

United States Senator Arlen Specter conducted a town hall meeting in Philadelphia Monday, October 1, teaming with Partners and Arch Street United Methodist Church to highlight the public sector's role in helping community-serving faith-based organizations.

Specter, the senior senator from Pennsylvania, addressed the room for about ten minutes before taking questions. His comments addressed the preservation of historic religious buildings and their importance to social service programs. Citing examples like the "Save America's Treasures" program that protects sacred buildings, he noted the federal government's support for community and faith-based social agencies.

Attracting an interfaith audience of approximately 150, the afternoon event was hosted by Arch Street United Methodist Church, recipient of a \$100,000 grant from Partners' Philadelphia Regional Fund for Sacred Places. University of Pennsylvania professor and author Ram Cnaan attended the meeting, as well as Department of Health and Human Services Regional Director Gordon Woodrow, and many other influential community partners.

Neighborhood Interfaith Movement's Rabbi George Stern addresses the Senator.



PHOTO BY KATYA HELD

Partners Executive Director Bob Jaeger, Arch Street UMC Senior Pastor Robin Hynicka, and Eastern Pennsylvania Conference Bishop Marcus Matthews shared the podium with Senator Specter. The Rev. Hynicka opened the event with a welcome and an acknowledgement of Partners' role, "Partners for Sacred Places provides stellar technical assistance to those of us, both secular and spiritual, who seek to live the mandate, 'Do unto others as you would have them do unto you.'"


Following his planned remarks, Specter fielded about 20 questions from the audience, varying from federal funding possibilities for religious buildings to technical questions for grant applications. The senator answered all queries and indicated that his office would follow up with those who had questions regarding community-serving faith-based organizations. 

PHOTO COURTESY OF RAY TORRES



Partners' Elizabeth Terry, Bishop Marcus Matthews, and First United Methodist Church of Germantown's Anne Ewing reflecting at the town hall.

GIFTS TO PARTNERS: Make a Difference at Partners!

Inspired by Partners' mission and impact? One way to support Partners is to make a gift of appreciated stock. This allows a donor to claim a deduction against his or her federal income taxes for the current market value of the shares, and neither the donor nor Partners will owe capital-gains taxes on the appreciated value of the shares.

According to a recent analysis by Fidelity Investments, 10 million to 20 million American households could potentially save between \$2.2 billion and \$4.5 billion a year in taxes by donating appreciated securities, rather than giving cash directly to charities. To make a gift of stock to Partners, contact Marie Malloy, Director of Operations, at 215.567.3234, ext. 17. To inquire about other ways to make a gift, please contact Rana Gidumal McNamara at 215.567.3234, ext. 15.

(Please note: This information is prepared as an educational service to members and others and is not intended as legal or tax advice. Please, consult your own tax advisor before making any decision based on this information.)

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Texas Regional Office, Partners for Sacred Places



Pennsylvania Office joins with Philadelphia's Mural Arts Program to promote Sacred Sites Mural Arts Tour in West Philadelphia Saturday, January 12. Visit www.sacredplaces.org for more information.

New Grant for Seminars Project

The E. Rhodes and Leona B. Carpenter Foundation awarded a grant of \$25,000 to support bringing the *New Dollars/New Partners* training program to seminaries. The Foundation is a new funder of Partners and joins The Henry Luce Foundation in supporting this project. 🏠

Partners Presents at Seminary Conference

Partners for Sacred Places is introducing property stewardship into the conference program of the Development and Institutional Advancement Program (DIAP) of The Association for Theological Schools' (ATS). DIAP's annual meeting customarily focuses on fundraising, communications, and institutional development. The 2008 event, "Deep in the Heart," takes place in San Antonio, Texas, Feb. 7-9.

Partners' workshop, "Integrating Asset Mapping into Theological Education" is an introduction to the *New Dollars/New Partners for Your Sacred Place* training program. The seminar includes an interactive asset mapping exercise, encouraging participants to recognize and develop their assets.

The workshop experience is a part of the research and development process of the *New Dollars/New Partners Seminary Project* (see feature story, page 12). 🏠



Christopher J. Miller, Senior Associate with John Milner, Inc., addresses *New Dollars/New Partners* participants with the Episcopal Diocese of Central Pennsylvania in Lancaster, Penn.

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Asset Based Community Development Trainer Luther K. Snow inspires congregations during November's *New Dollars/New Partners* training for the New Hampshire/Vermont District of Unitarian Universalists.



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Prairie View A&M School of Architecture Dean Dr. Ikhlas Sabouni, Texas Architect Editor Stephen Sharpe, and Texas Regional Office Advisory Board Chair James Nader assign tasks at the Texas Sacred Places Project.

Texas Regional Office Update



The laughter from the children's yoga class occasionally interrupted the fall meeting of the Advisory Board of the Texas Regional Office of Partners for Sacred Places—but no one seemed to mind. The Texas Advisory Board conducted its November meeting at Hemphill Presbyterian Fellowship, a current *New Dollars/New Partners* participant. Several community ministries of the church coincided with the meeting, including a literacy program conducted in partnership with a battered-women's shelter, an elementary-age children's after-school program, and the yoga class. Why yoga? According to the Rev. Robyn Michalove, it helps the children from her low-income neighborhood learn to focus and to deal with stress. This is typical of the creative compassion found in their outreach.

Hemphill Presbyterian Fellowship


Michalove and the leadership team at Hemphill Presbyterian Fellowship are no strangers to the concept of community collaborations. For several years, the church has shared space with El Centro Evangelico, a Spanish-speaking congregation that worships in the chapel. The Hemphill team already understands the principles taught in *New Dollars/New Partners*—recognize your gifts, open your eyes to opportunities in your community, leverage your partnerships, use your building imaginatively. According to Michalove, the *New Dollars/New Partners* training has given them a new structure in which to organize their planning. "The thing that distinguishes *New Dollars/New Partners* from other programs is the homework and follow-up with Partners for Sacred Places' staff. The training presents ideas and then outlines how to put those ideas to work as action steps. It breaks down the process into manageable parts with a place for the entire congregation's contributions. So far, *New Dollars/New Partners* has been just the motivation

and direction my church needed."

Hemphill Presbyterian Fellowship, located in south Fort Worth, is one of the 29 churches presently training and receiving technical assistance in Texas. Only one year after the launch of the Texas Regional Office in October, 2006, Partners for Sacred Places has guided two classes of *New Dollars/New Partners* for a total of 17 congregations, and awarded five churches technical assistance grants. Additionally, Partners is training 12 congregations in the North Texas Conference, United Methodist Church, Dallas.

Western Religious Heritage Initiative

With the core program taking flight, the Texas Regional Office staff is also working on the Western Religious Heritage Initiative. Each year the Texas Office undertakes a collaborative initiative to strengthen the community's understanding of the importance of sacred places. Most projects build partnerships with local and regional organizations involved with community development, history and culture, congregational development, or economic development.

Western Religious Heritage, the 2009 collaborative initiative, connects the knowledge and resources of preservationists, architects, academics, historians, and church leaders to document the sacred places in Texas that undergird the state's religious heritage. This documentation—dubbed the Texas Sacred Places Project—will include an interactive web site, a publicly-accessible database of sacred places in Texas, a documentary survey and oral history resource, a heritage tourism element, and shared expertise among the academic, historical, architectural, and religious communities. With specific research tasks assigned, the members of the steering committee meet again in January, 2008 to establish a timeframe to accompany the work plan drafted in October. 





The Pennsylvania Office and the Philadelphia Regional Fund for Sacred Places Update

Philadelphia Regional Fund for Sacred Places Advisory Committee

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- The Rev. Aidan Rooney, C.M.**
- Michael Stern**
- Monica Taylor**
- Frank Vagnone**
- Gerry Wang**
- Cathy Weiss**
- Eric Wilden**
- David Winkowski**

The Philadelphia Regional Fund for Sacred Places Pennsylvania Office dramatically increased the range and impact of its work in 2007. This culminated in the award of five grants, totaling \$400,000, to congregations for repairs and restoration work. The congregations are:

- Arch Street United Methodist Church, Center City, Philadelphia
- Church of the Advocate, North Philadelphia
- First United Methodist Church of Germantown, Philadelphia
- First Unitarian Church, Center City, Philadelphia
- St. Mary's Episcopal Church, Ardmore, Delaware County


A series of special workshops for *New Dollars/New Partners for Your Sacred Place* members, graduates, and grantees took place this fall. The trainings consisted of a two-part series on planning rehabilitation projects with architects and contractors, complementing existing *New Dollars/New Partners* teachings. A December workshop on space sharing featured members of *New Dollars/New Partners* teams who have developed innovative strategies to accommodate outside groups and building users. The office is already planning spring workshops on planned giving, forming a 501(c)(3) nonprofit corporation, and grant proposal writing.

New Dollars/New Partners remains strong, serving two new groups of congregations in 2007. The first round of training finished its fourth module session in mid-October. The second round—12 congregations and one non-profit organization housed in a historic church—attended the first two modules of training at Mother Bethel African Methodist Episcopal Church in October.



Verna Goode and Norman Miller from First Baptist Church of Paschall in Philadelphia connect the congregation's assets during *New Dollars/New Partners* training.

The Pennsylvania Office is actively networking with political figures. Partners sponsored a town hall event at Arch Street United Methodist Church featuring U.S. Senator Arlen Specter in early October (see article, page 4). Additionally, the office is teaming with State Representative Nicholas Micozzie (R-Delaware) and the Greater Lansdowne Civic Association to sponsor a *New Dollars/New Partners* training in Lansdowne, Penn. The orientation was October 24 and the office is preparing for the first training modules.

Working with the Pennsylvania Department of Tourism, the staff is arranging tours to highlight the Philadelphia Fund's sacred places. A tour of interior murals and mosaics with the city's Mural Arts Program is slated for January, and the Pennsylvania Office's development department organized a six-hour tour of sacred places for Philadelphia's Union League in November. 

The Pennsylvania Office welcomes volunteers for workshops, events, and trainings. Please contact Erin Coryell at (215) 567.3234, ext. 18 or ecoryell@sacredplaces.org.



Graduates from the first round of *New Dollars/New Partners* participants gather in front of Arch Street Meeting House in Philadelphia's Old City.

New Dollars/New Partners
Success Story:
Fort Street Presbyterian
Church, Detroit, MI
*Congregation Organizes
Grassroots Campaign to Fund New Roof*



PHOTO BY BOB PONDER

A Christmas Eve celebration at Fort Street Presbyterian Church

Fort Street Presbyterian Church occupies an 1855 Gothic Revival building in downtown Detroit. As it grapples with issues like a leaking roof, an aging building, and a dwindled membership, this diverse and progressive congregation is focusing on its assets and organizing a comeback, with the help of Partners for Sacred Places.

“The uniqueness (of this initiative) is that it is a grassroots effort. It came out of a congregation member’s energy and desire to do something positive, who heard about the Partners initiative and took it upon herself to make it happen,” states Jack Callas, architect and 30-year member of Fort Street Presbyterian Church, referring to Fort Street member Motoko Huthwaite.

Huthwaite championed Partners’ *New Dollars/New Partners for Your Sacred Place* program and assembled the initial team of four for the training in 2005. When the pastor, the Rev. Mark Keely, died suddenly midway through the one-year training program, Huthwaite and other founding committee members did more than just continue the training. They became a model congregation.

Fort Street’s *New Dollars/New Partners* team completed a case statement early in the training process, enabling it to share the results with other congregations. “They were leaders,” says Nancy Finegood, Executive Director of the Michigan Historic Preservation Network (MHPN), which sponsored the training. “It was a wonderful example.

“They could have fallen through the cracks, but as a tribute to Pastor Keely, they continued. They jumped on board.”

A Team Organizes to “Raise the Roof”

New Dollars/New Partners encourages congregations to build leadership among members and raise funds for stewardship by establishing a dedicated committee to organize community-wide capital projects. Fort Street members formed the *Let’s Raise the Roof* committee after the completion of the training program.

The congregation’s recent feasibility study concluded that an unprecedented 100% of the congregation supported a capital campaign, motivating others to join *Let’s Raise the Roof*. The committee is now composed of 20 members, including several with financial and facilities backgrounds, as well as architects, a historian, an outreach expert and a grant-writer. Most are dedicated, long-term volunteers, but the committee deliberately invited new church members as well.

Finegood marvels at the manner in which Fort Street’s training group expanded into a larger committee, incorporated church focus groups, and then approached the entire congregation. “They created visuals—poster boards—and made everything very clear to the congregation as to what their intent was. They are definitely a poster-child.”

The fundraising feasibility study also recommended that *Let’s Raise the Roof* educate the congregation about its existing endowment before beginning the fundraising campaign, to clarify misconceptions. Some congregation members assumed building maintenance would be covered through the church endowments’ income or principals. However, the stewardship chair explained the restrictions specify spending only the earned income of the restricted endowment on church expenses. Additionally, if the principal for the designated or unrestricted endowments is spent on maintenance, it no longer earns income for the congregation, therefore reducing the amount that can be spent in the future.

The next step for Fort Street is to interview and secure a professional fundraising consultant to help launch the capital campaign to the congregation. Huthwaite enthuses that Partners has been very encouraging, suggesting that she ask her fellow *New Dollars/New Partners* trainees for fundraising consultant referrals. “I did, and I’m getting answers left and right! I had to go outside of our circle. I thought of all the things I learned in *New Dollars/New Partners* to do this; I would not have had the gumption otherwise.”

While *Let’s Raise the Roof* is interviewing campaign consultants, it is taking advantage of the Pension Protection Act of 2006 (see Fall 2007 issue, page 13), approaching congregation members to give a tax- and penalty-free gift from their individual retirement accounts (IRAs).

Valuable Programs Serving the City

MHPN’s Finegood states that congregations are “amazed” to discover how much value they provide to community programs during the training. “That is what I find so often... with (Partners’) online public value tool, (congregations) have no idea how valuable they are to the community until they use it.” The public value Fort Street provides is more than \$821,000 annually, including volunteer and staff time, as well as in-kind donations.

"Without *New Dollars/New Partners*, we would be drifting along until something cataclysmic happened. If Partners had not existed and we had not heard about it, we would not be in this good position where we are now. We are being proactive about this, fixing this and getting it done so we can continue into the future."

—Jack Callas, architect and
Let's Raise the Roof committee member

One of the most recognized Fort Street ministries is Open Door. The 35-year-old program provides a meal for 400-500 homeless and needy people weekly in the gymnasium. The church also provides a haircut, showering facilities, medical care, and career assistance. A social worker is also available for benefits assistance.

Huthwaite noted that the program is promoted through word-of-mouth. However, "when Hurricane Katrina victims first got into Detroit, they made a beeline to our Open Door. They knew they could get more than food and they could get clothes. And we started collecting furniture for them as well."

The success of Open Door has inspired Church Administrator John Heiss to expand to more community churches. "We are trying to provide support in other neighborhoods... if the neighbors could get to know each other, there would be more resilience," Heiss states. "We go out into churches in the hopes of engaging three to four sites at a time, teach them how to run a community meal, weave the pieces together, and then we move on."

Another well-known program is Fort Street's Chorale. The music program boasts more than 90 members, and has performed Handel's Messiah annually to large audiences since 1979. According to Huthwaite, many members who join the Chorale are not members of the church.

The congregation has also launched an interfaith youth program, Reuniting the Youth of Abraham, to create a dialogue between Muslim, Jewish, and Christian teenagers. Huthwaite says, "We are hoping to train the children to be frank and fearless, and create a safe environment where they can share these types of revelations."

The congregation also opens its facility to Alcoholics Anonymous and Narcotics Anonymous programs.

Callas states, "Fort Street has architectural value. It has historic value. It has spiritual value. And it has missionary—social service—value, since we have a program that feeds the homeless every Thursday morning and on Christmas morning as well. So it has those four elements. Without it, the community loses an important part of its identity."

Fort Street's Architectural, Historic, and Spiritual Value

Fort Street's 230-foot spire is visible for miles. Designed by architect Albert H. Jordan, the church features load-bearing large, wooden hammer-beam trusses, as in Westminster Chapel in London. The interior is replete with black walnut woodwork and trim, including the pews and the decorative screen protecting the 3,795-pipe organ. In addition to the stained-glass rose window above the altar, grisaille windows grace both sides of the building, with lace-like patterns highlighting the silver-tinted glass.

In the early twentieth century, the congregation added local artisan Mary Chase Stratton's Pewabic tiles to the floor, and installed a balcony to accommodate the growing congregation. At the end of the twentieth century, the congregation sealed an unused door to install a columbarium for congregation members to inurn the ashes of loved ones.

Fort Street has about 330 members from the greater metropolitan area, commuting from 98 different zip codes. "People who are here are very dedicated to the place and its mission," Callas states.

"One of the greatest things is our fantastic diversity," states Huthwaite, "You will see people from every race and ethnic background, representing the range of economic, social, theological differences. That is what draws people to our church and keeps people in our church."

Maintaining the Facility by Building Relationships

Callas states, "We have to keep the facility up, we have to build the membership to support it, and we have to continue to support the service programs like the Open Door." To accomplish these goals, *Let's Raise the Roof* is launching a capital campaign with a \$450,000 goal in early 2008 to fix its leaking slate roof.

In this period of transition, the congregation continues to develop new ways to reach out to the community. Huthwaite notes that the congregation could benefit from Detroit's revitalization and the current influx of condominium developments.

Callas agrees that the congregation should revisit successful programs from the past. He cites the Tuesday Break program, which invited local business people to a weekly luncheon, serving a hot meal and a 20-minute sermon in the sanctuary.

Callas shares, "We are very grateful. Without *New Dollars/New Partners*, we would be drifting along until something cataclysmic happened. If Partners had not existed and we had not heard about it, we would not be in this good position where we are now. We are being proactive about this, fixing this and getting it done so we can continue into the future."

Since the first *New Dollars/New Partners* training in Michigan was such a huge success, MHPN is currently sponsoring another training for twelve more congregations. Finegood explains, "It brought to light the fact that so many of our congregations are in dire need in Detroit and all around the state." 🏠



Motoko Huthwaite translates for a Japanese guest speaker before a class of pre-school children.

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Seminary students at Candler School of Theology study on the quadrangle beside Pitts Theology Library.

SEMINARY PROJECT:

Bringing “New Dollars/New Partners for Your Sacred Place” to Seminary Students

Seminary graduates typically enter careers in religious service like pastoral ministry, social work, and education. These future spiritual leaders may be well prepared for questions of theology, philosophy, and church doctrine—but what do they know about managing buildings, fundraising, and using buildings as assets for ministry?

The answer is: not enough.

Partners for Sacred Places wants to change that. By applying the central themes of a proven program, the *New Dollars/New Partners Seminary Project* helps seminary students learn to recognize building-related opportunities to make the most of historic sacred properties. The project calls for teaching elements of *New Dollars/New Partners for Your Sacred Place* in seminaries.

“Many of our students are serving in churches with older buildings. Those built in the early twentieth century are now 100 years old,” commented the Rev. Dr. Thomas Frank, Professor at Candler School of Theology at Emory University and Partners for Sacred Places Board Member. “There’s a broad consensus that we need to [provide some direction].”

Pursuing the idea in late 2006, the organization received a \$200,000 grant from The Henry Luce Foundation to develop the *New Dollars/New Partners Seminary Project*. As a first step, the Partners’ staff assembled an advisory committee to determine the best approach for integrating stewardship and partnership development into seminary curricula. (see list, next page)

Elizabeth Terry, Director of Training at Partners for Sacred Places, guides the project. She said, “Partners is the natural



Candler Student reads from Cannon Chapel Pulpit.

EMORY UNIVERSITY PHOTO

catalyst to make this happen. Nobody else is thinking about it on a national scale. A broad approach, rather than one isolated by individual seminary, religious denomination, or even geography, will be effective. The advisory board is essential. By working with a diverse board from across the nation, *New Dollars/New Partners Seminary Project* benefits from their experience, knowledge of the educational process, and authority of opinion.”

How will it work? The advisory board is currently examining the elements of *New Dollars/New Partners* training to discover the best positioning of the program’s components into seminary curricula. Many ideas for integration emerged:

- ❖ INVOLVE the students as coaches to congregations in *New Dollars/New Partners*. Students would attend trainings and encourage congregations to maintain momentum between sessions.
- ❖ INTEGRATE elements of *New Dollars/New Partners* into existing courses. Faculty for congregational studies, pastoral ministry, leadership, and administration educators would incorporate portions of Partners publications (see sidebar, page 15) into course work. Students would be assigned to ethnographic and other research assignments in congregations.

SEMINARY ADVISORY COMMITTEE

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The Rev. Dr. James P. Wind, President, The Alban Institute, Herndon, Va.

Dr. Gaynor Yancey, Associate Dean of Baccalaureate Social Work Education and Associate Professor of Church and Community, Baylor University, Waco, Texas

- ❖ **ENCOURAGE** inter-disciplinary teams of students from the seminary and surrounding colleges or universities. Theology students would collaborate with students from a variety of degree programs like architecture, social work, public health, and law to work comprehensively with congregations.
- ❖ **EMPOWER** congregational studies students to use *New Dollars/New Partners* to field-test the program with congregations. Students would work as a team with one or two congregations to execute *New Dollars/New Partners* exercises and strategies.
- ❖ **ALLOW** student pastors to lead their congregations through *New Dollars/New Partners* training to fulfill course requirement. As a variation of this model, a group of 10 student pastors and their congregations could attend the *New Dollars/New Partners* training together.

While each of these five potential models has merit, there are also some hurdles. Frank pointed out a cultural mindset in some regions, where “. . . there is an ethos of self-sufficiency. If you reach outside of your congregation (for help), you are a failure. That is one challenge we face in getting this program across to people. Partnerships are not about self-sufficiency, but about being a catalyst in the community.”

Dr. Jeffery Tribble, Sr., professor at Columbia Theological Seminary and *Seminary Project* advisory committee member, added “There are congregations that cannot afford a full-time pastor. This program would help them to rebuild capacity for a full-time pastor. It is part of the congregational redevelopment module.”

Acknowledging the established core curriculum at seminaries is already tight, the *Seminary Project* is developing holistically. Terry elaborated, “This subject matter is ripe for teaching across the curriculum—the good stewardship of buildings.” Designed to accommodate all teaching styles and beliefs, the program focuses on collaboration rather than one specific delivery method.

Four seminaries across the country plan to host the pilot program in 2008 for the *New Dollars/New Partners Seminary Project*: Candler School of Theology at Emory University, Atlanta; the Lutheran



Partners Director of Training Elizabeth Terry and The Rev. Dr. Katie Day address a Congregational Research Class at Lutheran Theological Seminary

Theological Seminary, Philadelphia; Brite Divinity School, Fort Worth; and Truett Seminary at Baylor University, Waco, Texas. The experience of these initial efforts will help shape the models that Partners encourages more widely across the nation.


In the context of the *Seminary Project*, Partners also initiated a conversation with the Association of Theological Schools (ATS), the national organization that accredits and supports seminaries. ATS can connect Partners with deans, development officers, and field placement officers. In turn, Partners can provide the program to seminaries—and generate graduates with new skills and a new understanding of the value of sacred places.

Carol Lytch, Assistant Executive Director at ATS and *Seminary Project* advisory committee member, believes that seminaries might benefit from the training, since many seminary campuses maintain historic buildings. “Some

“Partners is the natural catalyst to make this happen. Nobody else is thinking about it on a national scale.”

Elizabeth Terry, Director of Training at Partners for Sacred Places

presidents of theological schools deal with beloved old buildings that must come down. One thing occurs to me: could the *Seminary Project* use the seminary itself as a case study?”

By encouraging seminaries to educate future stewards of sacred places about the care and good use of their buildings, the *Seminary Project* advisory board anticipates a major paradigm shift. Terry summarized: “If even the pilot seminaries insert one book into required reading or one day of teaching about good stewardship of buildings, we have achieved success. If future congregational leaders receive training in seminary, we will have fewer heartbreaking calls from congregations that are forced to close down community-serving programs because the building is not safe and watertight.” 

New Dollars/New Partners for Your Sacred Place

Now at the core program of Partners for Sacred Places’ work, *New Dollars/New Partners for Your Sacred Place* provides year-long training and practical tools to help congregations broaden and diversify their circles of donors and partners. *New Dollars/New Partners* teaches congregations to prepare a case statement, build community partnerships, develop a capital campaign, and discover community funding resources. Congregations receive key resources like *A Complete Guide to Capital Campaigns for Historic Churches and Synagogues*, as well as *Your Sacred Place is a Community Asset: A Tool Kit to Attract New Resources and Partners*. The Tool Kit helps congregations assess and showcase programs and properties as indispensable community assets, calculate public value, identify and engage new partners to help with capital needs and programs, and tell a new story to raise money for building repair and renovations.

Stories from the Field

Candler School of Theology

Leading up to the *Seminary Project*, Candler School of Theology executed a successful field session with congregational studies students in 2003. Under Rev. Dr. Thomas Frank’s supervision, students used the *Partners Tool Kit* as a resource when working with lay leaders in a United Methodist congregation in Atlanta. This team surveyed community institutions and potential partners, conducted a building assessment, and detailed the church’s history.

“For the students, it was sensational,” said Frank. “The seminary students applied their learning—and the congregations responded. The experience provided a glimpse of what it would be like to actually leading a congregation to maintain its facilities for significant community ministries.”

Truett Seminary

Dr. Gaynor Yancey, Associate Dean of Baccalaureate Social Work Education at Truett Seminary and Advisory Board member, adapted the *New Dollars/New Partners* training for the fall 2007 semester. Yancey incorporated *New Dollars/New Partners* in two ways. First, she gathered a dedicated cohort of social work students with field internships in congregational settings. “This is the beginning of addressing the entire needs of ministry within a congregational context,” she noted. “Gradually, we start to add more discussions—not just focusing on ‘people care’ but also on building care.”

Borrowing from *New Dollars/New Partners*, Yancey’s second approach—an urban missions course—involved dual-degree students at the seminary who are also simultaneously earning a masters degree in social work. The course addresses building care via discussions on poverty, hunger, homelessness, workforce development, and housing. Yancey continues to work with the new Dean and Associate Dean of Truett Seminary to develop a curriculum focusing on the care of congregational buildings as a part of ministry.

“We are going slowly but with focused intentionality,” she said. “I am hopeful that our conversations will lead us to an integration of *New Dollars/New Partners* into existing appropriate courses, but I am also hopeful that a course will be developed that will be dedicated solely to the topic of caring for one’s congregational building as an aspect of good stewardship... a place to do ministry to help people in need.”

Philadelphia Lutheran Theological Seminary

Targeting an audience of seminarians from different nationalities and backgrounds, Lutheran Theological Seminary at Philadelphia (LTSP) will present a class based on *New Dollars/New Partners* in summer 2008. Guest instructor for the one-week course is Bob Jaeger, Executive Director and co-founder of Partners for Sacred Places. The Rev. Dr. Katie Day, Director of the Urban Concentration at LTSP, professor, and Seminary Project advisory board member, invited Jaeger to teach from his expertise in sustaining religious buildings as community assets. Designed to be experiential and interactive, the course will draw students out of the classroom to assess historic buildings using *Partners* publications like the *Tool Kit*.



Dr. Gaynor Yancey addresses Texas congregations at a poverty in community ministry training at Baylor University

BAYLOR PHOTOGRAPHY

Working with an Architect or a Contractor



Steve Saxon



Shawn Evans, AIA

Since major building projects often continue for years, the relationships between a congregation and its architect and contractor are crucial. When contemplating hiring an architect or a contractor, congregations should consider professionals experienced with historic properties—and working with congregations. To locate an architect with historic properties experience, visit www.sacredplaces.org for a list of Partners' Professional Alliance members. Often state preservation offices, local American Institute of Architects (AIA) chapters, and local preservation organizations can direct congregations to reputable historic preservation architects, too.

Before contacting an architect, congregations should establish a building committee to oversee operations and select vendors. In the following dialog, Steve Saxon, a project manager at Premier Building Restoration, Inc., a masonry restoration and waterproofing company in Erdenheim, Penn., and Shawn Evans, an associate at Atkin Olshin Schade in Philadelphia, share advice on working with an architect or a contractor.

Preparing to Work with an Architect or Contractor

SHAWN EVANS, AIA, ATKIN OLSHIN SCHADE: The congregation needs to think long and hard about what it wants to accomplish in any phase versus the things they will accomplish next year, in five years, or twenty years.

STEVE SAXON, PREMIER MASONRY RESTORATION: Education is always the best—talking to people who have been through renovation. Premier is quick to refer people to Partners for Sacred Places and other congregations, which gets people off on the right foot. For the most part, people are further behind than they think they are!

Education and training courses are the best preparation for working with a contractor. For example, Dolores Lyons at Mother Bethel African Methodist Episcopal Church in Philadelphia went to Virginia for training for a week to prepare for the "Save America's Treasures" grant. Also, talking to contractors helps. Be wary of someone who says, "Let's get started. Let's just do the work." That is a sign to put the brakes on.

For additional resources, visit the Partners information clearinghouse online. www.sacredplaces.org/links.htm or www.sacredplaces.org/free_articles.htm

GLOSSARY OF TERMS

Source: www.businessdictionary.com

Competitive Bid: Procurement method with which bids from competing contractors, suppliers, or vendors are invited by openly advertising the scope, specifications, and terms and conditions of the proposed contract as well as the criteria by which the bids will be evaluated.

GMP—Guaranteed Maximum Price: Amount beyond which a client (project owner) is not obligated to compensate the contractor.

RFP—Request for Proposals: Document used in sealed-bid procurement procedures through which a purchaser advises the potential suppliers of (1) statement and scope of work, (2) specifications, (3) schedules or timelines, (4) contract type, (5) data requirements, (6) terms and conditions, (7) description of goods and/or services to be procured, (8) general criteria used in evaluation procedure, (9) special contractual requirements, (10) technical goals, (11) instructions for preparation of technical, management, and/or cost proposals.

Scope of Work: Chronological division of work to be performed under a contract or subcontract in the completion of a project.

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Length of Project

SHAWN EVANS: The average for a major project is 3 to 4 years. Atkin Olshin Schade has worked with some congregations for over a decade—and that is not uncommon. In this situation, we do a large-scale master plan, typically for growing congregations with historic churches. It depends on aspirations and the finances of the congregation.

We have yet to work with a congregation who was not looking at facilities in the long term. Nearly all our work is planned, whether it is a formal master plan or not, and we balance stewardship of congregation and stewardship of the building with new facilities.

STEVE SAXON: Length of time depends on the project and the scope. From the point the contract is signed to completion is anywhere from six months to one year. In 2007, we did about three projects for more than \$1 million and each took nine months to about a year and three months. There are so many variables. It depends upon how many different contractors, the scope of the work, etc.

Checking Qualifications

STEVE SAXON: Look for references from other congregations that are going to consist of similar projects in the same dollar range in the last five years. Call the reference, track down the person who worked with the project manager directly, and ask the reference to describe the work. People are not going to hold back, especially after a yearlong project. Just the fact that a contractor has three examples of those projects should send a good message.

SHAWN EVANS: There are links from the AIA website to check qualifications, like <http://howdesignworks.aia.org/working.cfm>. For selecting an architect, consult the New York Landmarks Conservancy publication *Managing Repair & Restoration Projects: A Congregation's How-To Guide*. (Publication is available through the Partners website, www.sacredplaces.org/publications.htm)

Navigating the Bidding Process

STEVE SAXON: Congregations choose a bid based on qualifications and price, for the most part. For old/historic projects, qualifications should outweigh the prices.

Next is the interview process. If five to six prices are offered, select a few potential contractors for the owner to interview. Negotiation is always an option, and is always part of selecting a bidder.

Working with an Architect and a Contractor

STEVE SAXON: Evaluate what should be accomplished up front. Once the project begins, people can lose sight of a lot of things. Do not lose sight of the overall accomplishment of the project. Be comfortable with the selected contractor. Premier always suggests that congregations hire an owner's representative as well, to represent the interest of the building's owner during mediations between the owner, architect, and contractors.

SHAWN EVANS: Obviously, it's different between the design phase and the construction phase. Regular meetings are of paramount importance. Whether that is every two weeks for construction or six to eight weeks for a design project, that constant communication is necessary, and email makes it so much easier now. It is tempting to make a lot of decisions over email. That is a good thing, but it needs to be balanced with the type of decision that needs to be made in person at a committee level and a congregational level.

In terms of design, have a discussion very early in the process to determine the big issues from the little issues, and what type of issues need consensus of the congregation as well as the committee. Next to people's homes, the church or synagogue is the next important place that they care about. It has incredible meaning to people. It is important to share building concerns with the congregation, not just the committee. The committee needs to be structured so the various masses are involved periodically, but the masses do not need to have a say on everything. This is much more important for an implementation project than a master plan—(master plans have room for course correction)—because a building consensus is definitely necessary to keep on schedule. Otherwise there can be disagreement when the designs and plans are unveiled.

During construction, it is key to have a good and open relationship between the owner, the contractor, and the architect, where no one is hesitant to raise issues as they arise. There is more potential for delays when those issues are not discussed immediately.



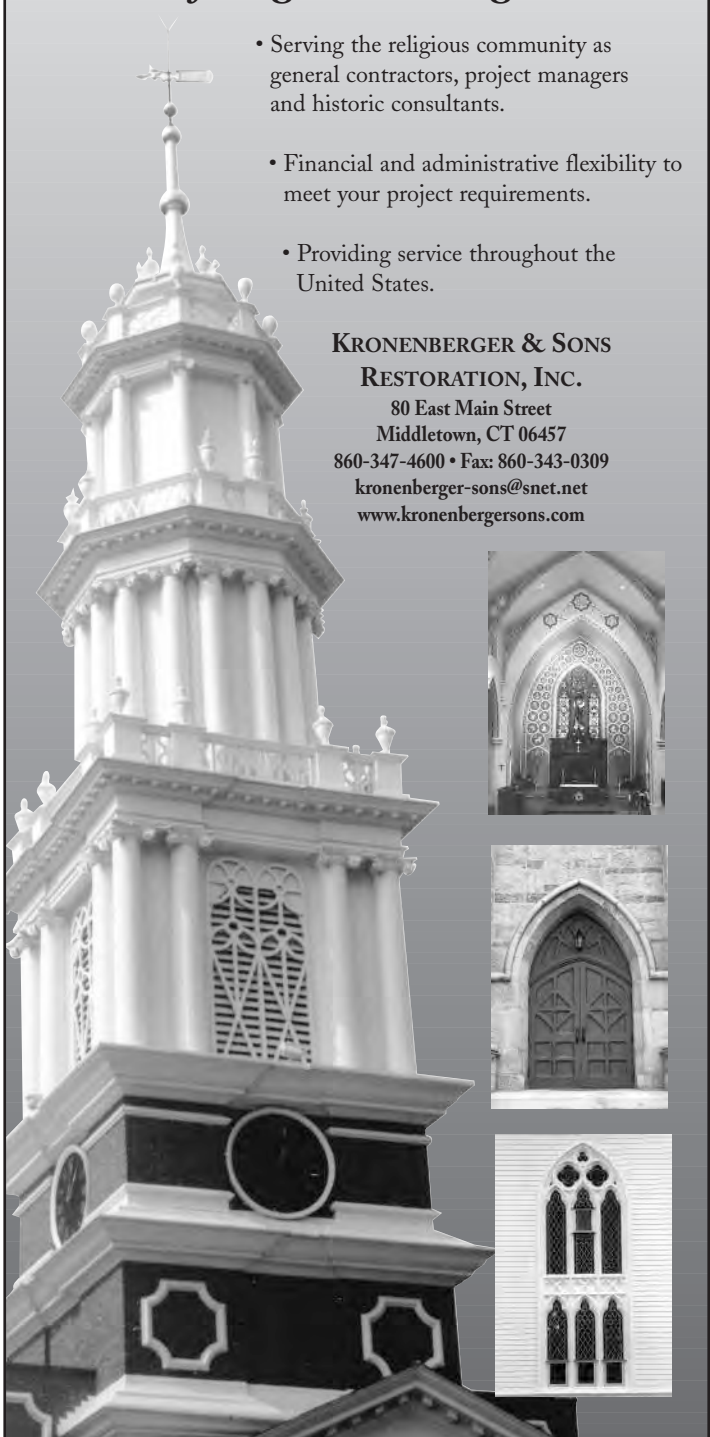
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Concluding a Project

STEVE SAXON: Get a third party inspector, so congregations never have to take our word for it when the project is done. We want somebody else to approve our work. We love that.

SHAWN EVANS: As the project approaches completion, there is a tendency to add in a number of additional scopes, especially in a repair project. While this is certainly understandable and sometimes necessary, it can lengthen a building project beyond the anticipated schedule. Congregations with historic houses of worship should understand that the building is never really finished. Through careful planning, specific projects should be carefully scoped, with the extent and timing of the next project down the pike already identified so that the work at hand can be focused on. We really see these buildings as buildings built for generations to enjoy and to preserve, while periodically renewing and refining them in order to make them relevant to a congregation's changing needs. 🏡

5 THINGS TO KNOW BEFORE APPROACHING AN ARCHITECT OR A CONTRACTOR

1. Assess the culture of the congregation to determine a process that eases consensus building before you meet with an architect. Some congregations propose fairly profound changes. Some changes elicit extreme reactions. The project should unite the congregation, not divide it.
2. Think broadly. Consider short-term needs and long-term needs and be prepared to talk to architect about both. The short-term and long-term projects are more interrelated than we imagine.
3. Before talking to an architect, think about these seven priorities:
 - Physical Condition of the Building
 - Accessibility
 - Liturgy
 - Fellowship
 - Music/acoustics
 - Education activities (shared and community use of space)
 - Image
 Larger projects are a mixture of all of these things. It eases the architect selection process if a congregation has a preliminary sense of what is driving the project.
4. Complete a master plan/preservation plan/historic structures report, etc. that considers both planning and implementation of projects. This exercise will confirm the scope of the project. Determine the schedule and budget for the planning effort before you approach an architect. The schedule and planning of the implementation effort will grow out of the needs of the project.
5. Find drawings of the building. It's amazing how much money and time this can save! Check the building and the previous architect. Some cities and towns have resources like the Philadelphia Architects and Buildings website, www.philadelphiabuildings.org, which list the location of the building archives, or the local historical commission. Maintaining these documents in an organized manner in a secure location is one of the best ways for a congregation to secure the future of its building.

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U.S. GREEN BUILDING COUNCIL ONLINE COURSES AND WEBINAR SERIES

Positive feedback from the Fall 2007 "Green Sanctuaries" issue indicates that the Partners membership is interested in learning more about green building practices for sacred places. Congregations, members, and businesses can investigate the U.S. Green Building Council's (USGBC) low-cost online, self-paced courses and web seminar series at www.usgbc.org/education.


"The online courses are a useful tool," stated Karol Kaiser, Director of Education at USGBC. "People want the information in small chunks, available any time, when they have time. The online format also provides a great overview. Those who want more information can take the introductory courses to understand the basics. Then when they take the instructor-led courses on a higher technical level, they are not going in cold."

Progressing from the beginner level for all audiences to the more advanced accreditation level for building and design professionals, the courses meet a wide range of educational needs. Information provided in the courses complements the USGBC's Leadership in Energy and Environmental Design (LEED) ratings, the nationally accepted benchmark for design, construction, and operation of high performance green buildings. The courses explore ways to achieve LEED certification, as well as ways for organizations to make more environmentally sound choices and changes.

The webinar series involves three live online seminars over the course of several weeks or months. These web workshops run for 90 minutes, including a 30-minute question and answer period. Sessions are designed to stand alone, but online attendance at all sessions ensures a comprehensive understanding of the subject matter. The series is comprised of two introductory foundation sessions and two learning tracks: Building Projects and Organizations. The 2007-2008 Carbon Reduction series is targeted toward industry professionals as well as business and organizational leaders interested in reducing their operation's carbon footprint. The webinars have an unlimited number of connections, and do not sell out.

Congregations may still register for the spring sessions. Archived webinars are also available online at www.buildings.com/webinars/usgbc. Webinars are co-sponsored by USGBC's media partners: Pew Center on Global Climate Change, World Resources Institute, CTG Energetics, Inc, and Stamates Business Media.

USGBC approves courses researched and developed by other professional organizations as well. A selection of these live and online courses can also be found in the education section of the website under "Education Providers." Providers in the Education Provider Program (EPP) are USGBC members, chapters, and affiliates who have demonstrated an organization-wide commitment to green building and the development of high-quality of educational courses.

EPP online courses include "Green Solutions for Parking, Paving, and Drainage," "High Performance Glazing Systems," and Sustainable Design Certificate Programs like "Site Design, Landscaping, and Site-Water Issues," and "Sustainable Design as a Way of Thinking." 



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Unico, Inc., located in St. Louis, has a 22-year history of building relationships with churches, synagogues, and mosques domestically and internationally. A patron member of Partners' Professional Alliance since 2004, Unico specializes in heating and cooling systems—and understands the importance of consistency in temperature for a historic religious building.

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Space limitations impose obstacles to congregations attempting to update their buildings' heating and cooling systems. Unico's ducts measure only two inches and are installed to preserve the architectural integrity of the historic building. Skilled professionals route systems through existing cavities in the floor or the ceiling, accommodating the equipment to the existing space. Recognizing the budget constraints of many congregations that have attached schools or social halls, Unico offers economical options, such as performing the installation in stages.

Intagliata noted that Unico's biggest challenge is changes in government regulations, specifically the move toward more energy efficient and ecologically responsible heating and cooling systems. "Those are fun challenges," he said. "[New regulations represent] great goals, great aspirations, and we try to raise the bar for what is the standard." For example, Unico recently introduced the UniChiller, a heating and cooling system that uses chilled water rather than gas. 🏠

COMPARING HEATING AND COOLING VENDORS

When deciding upon a heating and cooling vendor, Sales Manager Shannon Intagliata suggests congregations contact at least three heating and cooling contractors for estimates and heat load analyses. Ask the contractors where the system is going to be installed, the manner of installation, and the guarantee at the end of the job.

"Congregations need to be clear on what their desires are. Do they want a quiet system? Is it important to keep the look of the church the same? What is the desired comfort level? They need to research their options and be very specific when they bring people in to bid the work," he said.



BECOME A MEMBER OF THE PROFESSIONAL ALLIANCE

Membership in the Professional Alliance is a wonderful way for firms specializing in the restoration of historic religious properties to increase their visibility among a national audience of clergy, congregational leaders and preservationists. Membership benefits include:

- Free listing in Partners' Web Site Directory
- Free access to Partners' Information Clearinghouse
- Discounts on select publications, workshops, conferences and events
- Free subscription to *Sacred Places*, Partners' newsletter

Join the nearly 100 firms across the nation listed here who take advantage of this unique marketing and promotional opportunity. For additional information on the Professional Alliance, please contact Rana Guidimal McNamara at 215/567-3234, ext. 15, or at rmcnamara@sacredplaces.org, or visit www.sacredplaces.org/professionals.html.

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About Partners

Partners for Sacred Places is the only national, non-sectarian, nonprofit organization dedicated to the sound stewardship and active community use of America's older religious properties. Founded in 1989 by religious, historic preservation and philanthropic leaders, Partners provides assistance to the people who care for sacred places and promotes a greater understanding of how these places sustain communities.

PARTNERS' PROGRAMS AND SERVICES INCLUDE:

- ❖ **Training.** *New Dollars/New Partners for Your Sacred Place* is an intensive program that gives congregations with older buildings the skills and resources to broaden their base of support.
- ❖ **Workshops and Conferences.** Partners' staff speaks on a variety of topics at national and regional conferences throughout the country.
- ❖ **Publications.** Some of Partners' books include:
 - *Your Sacred Place Is a Community Asset: A Tool Kit to Attract New Resources and Partners*
 - *The Complete Guide to Capital Campaigns for Historic Churches and Synagogues*
- ❖ **Information Clearinghouse.** This web-based resource provides information related to the care and use of older sacred places.
 (www.sacredplaces.org/information_clearinghouse.html)
- ❖ **Advocacy Initiatives.** Partners works with civic leaders, funders and policymakers, urging them to adopt policies and practices that provide new resources to older religious properties.

COVER PHOTO: FORT STREET PRESBYTERIAN MEMBERS
 RELEASE BALLOONS IN AN ANNUAL EASTER TRADITION.
 PHOTO BY BOB PONDER

from the Executive Director



Frequent readers of *Sacred Places* magazine will know that Partners' signature *New Dollars/New Partners* program has proven its worth over the last five years. It has rapidly expanded across the nation, serving clusters of congregations in 19 states and the District of Columbia. Its value and impact has been demonstrated by a national evaluation project, and we have published a series of case studies illustrating how *New Dollars* has helped individual congregations (e.g., Fort Street Presbyterian Church in Detroit—see page 9).

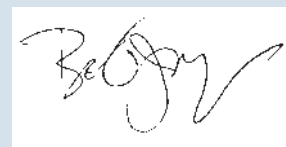
Now our challenge is to broaden the reach and deepen the impact of *New Dollars/New Partners*. Our evaluation findings encouraged us to provide volunteer coaches to congregations in many *New Dollars/New Partners* projects, helping each congregation go further and faster in its work. We have also added another day of training—a reunion of sorts—to give congregations an opportunity to compare notes and share stories on their successes and challenges.

Now we have another important opportunity to extend the reach of this training, via our *New Dollars/New Partners Seminary Project* (see page 12 for details). This project is giving us a way to respond to the eternal lament we've heard from clergy for almost 20 years: "We never learned about property use and stewardship in seminary, and wish we had!"

If *New Dollars/New Partners* were simply a technical course on caring for old buildings, it would have importance, but it would be hard to justify inserting the program into an already-overcrowded seminary curriculum. However, since *New Dollars/New Partners* is about congregational identity, leadership, ministry and the stewardship of assets, it addresses issues at the core of congregational life. And so it has been enormously important to develop creative ways to **integrate** *New Dollars* into the curricula of theological schools.

We are using the term "integrate" with intentionality. In most cases, it would be nearly impossible to add still another course offering into the class schedule of seminaries. However, we are finding ways to make *New Dollars/New Partners* the focus for field education courses, student pastoral work, continuing education, and/or collaborative projects between seminaries and other university programs. By giving students an opportunity to work with congregations through the training process, they will develop new understandings and skills that they will take with them as they fan out across the country, serving myriad congregations in the years to come.

What an exciting way to extend the reach of the *New Dollars* experience! 🏠





Update on Partners

U.S. Senator Arlen Specter Discusses Preservation and Faith-based Issues with Partners Audience

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PHOTO BY KATYA HELD



Senator Arlen Specter invites Bob Jaeger to kick off the town hall meeting.

United States Senator Arlen Specter conducted a town hall meeting in Philadelphia Monday, October 1, teaming with Partners and Arch Street United Methodist Church to highlight the public sector's role in helping community-serving faith-based organizations.

Specter, the senior senator from Pennsylvania, addressed the room for about ten minutes before taking questions. His comments addressed the preservation of historic religious buildings and their importance to social service programs. Citing examples like the "Save America's Treasures" program that protects sacred buildings, he noted the federal government's support for community and faith-based social agencies.

Attracting an interfaith audience of approximately 150, the afternoon event was hosted by Arch Street United Methodist Church, recipient of a \$100,000 grant from Partners' Philadelphia Regional Fund for Sacred Places. University of Pennsylvania professor and author Ram Cnaan attended the meeting, as well as Department of Health and Human Services Regional Director Gordon Woodrow, and many other influential community partners.

Neighborhood Interfaith Movement's Rabbi George Stern addresses the Senator.



PHOTO BY KATYA HELD

Partners Executive Director Bob Jaeger, Arch Street UMC Senior Pastor Robin Hynicka, and Eastern Pennsylvania Conference Bishop Marcus Matthews shared the podium with Senator Specter. The Rev. Hynicka opened the event with a welcome and an acknowledgement of Partners' role, "Partners for Sacred Places provides stellar technical assistance to those of us, both secular and spiritual, who seek to live the mandate, 'Do unto others as you would have them do unto you.'"


Following his planned remarks, Specter fielded about 20 questions from the audience, varying from federal funding possibilities for religious buildings to technical questions for grant applications. The senator answered all queries and indicated that his office would follow up with those who had questions regarding community-serving faith-based organizations. 

PHOTO COURTESY OF RAY TORRES



Partners' Elizabeth Terry, Bishop Marcus Matthews, and First United Methodist Church of Germantown's Anne Ewing reflecting at the town hall.

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According to a recent analysis by Fidelity Investments, 10 million to 20 million American households could potentially save between \$2.2 billion and \$4.5 billion a year in taxes by donating appreciated securities, rather than giving cash directly to charities. To make a gift of stock to Partners, contact Marie Malloy, Director of Operations, at 215.567.3234, ext. 17. To inquire about other ways to make a gift, please contact Rana Gidumal McNamara at 215.567.3234, ext. 15.

(Please note: This information is prepared as an educational service to members and others and is not intended as legal or tax advice. Please, consult your own tax advisor before making any decision based on this information.)


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Texas Regional Office, Partners for Sacred Places



Pennsylvania Office joins with Philadelphia's Mural Arts Program to promote Sacred Sites Mural Arts Tour in West Philadelphia Saturday, January 12. Visit www.sacredplaces.org for more information.


New Grant for Seminars Project

The E. Rhodes and Leona B. Carpenter Foundation awarded a grant of \$25,000 to support bringing the *New Dollars/New Partners* training program to seminaries. The Foundation is a new funder of Partners and joins The Henry Luce Foundation in supporting this project. 

Partners Presents at Seminary Conference

Partners for Sacred Places is introducing property stewardship into the conference program of the Development and Institutional Advancement Program (DIAP) of The Association for Theological Schools' (ATS). DIAP's annual meeting customarily focuses on fundraising, communications, and institutional development. The 2008 event, "Deep in the Heart," takes place in San Antonio, Texas, Feb. 7-9.

Partners' workshop, "Integrating Asset Mapping into Theological Education" is an introduction to the *New Dollars/New Partners for Your Sacred Place* training program. The seminar includes an interactive asset mapping exercise, encouraging participants to recognize and develop their assets.

The workshop experience is a part of the research and development process of the *New Dollars/New Partners Seminary Project* (see feature story, page 12). 



Christopher J. Miller, Senior Associate with John Milner, Inc., addresses *New Dollars/New Partners* participants with the Episcopal Diocese of Central Pennsylvania in Lancaster, Penn.

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Asset Based Community Development Trainer Luther K. Snow inspires congregations during November's *New Dollars/New Partners* training for the New Hampshire/Vermont District of Unitarian Universalists.



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Texas Regional Office Update



The laughter from the children's yoga class occasionally interrupted the fall meeting of the Advisory Board of the Texas Regional Office of Partners for Sacred Places—but no one seemed to mind. The Texas Advisory Board conducted its November meeting at Hemphill Presbyterian Fellowship, a current *New Dollars/New Partners* participant. Several community ministries of the church coincided with the meeting, including a literacy program conducted in partnership with a battered-women's shelter, an elementary-age children's after-school program, and the yoga class. Why yoga? According to the Rev. Robyn Michalove, it helps the children from her low-income neighborhood learn to focus and to deal with stress. This is typical of the creative compassion found in their outreach.

Hemphill Presbyterian Fellowship


Michalove and the leadership team at Hemphill Presbyterian Fellowship are no strangers to the concept of community collaborations. For several years, the church has shared space with El Centro Evangelico, a Spanish-speaking congregation that worships in the chapel. The Hemphill team already understands the principles taught in *New Dollars/New Partners*—recognize your gifts, open your eyes to opportunities in your community, leverage your partnerships, use your building imaginatively. According to Michalove, the *New Dollars/New Partners* training has given them a new structure in which to organize their planning. "The thing that distinguishes *New Dollars/New Partners* from other programs is the homework and follow-up with Partners for Sacred Places' staff. The training presents ideas and then outlines how to put those ideas to work as action steps. It breaks down the process into manageable parts with a place for the entire congregation's contributions. So far, *New Dollars/New Partners* has been just the motivation

and direction my church needed."

Hemphill Presbyterian Fellowship, located in south Fort Worth, is one of the 29 churches presently training and receiving technical assistance in Texas. Only one year after the launch of the Texas Regional Office in October, 2006, Partners for Sacred Places has guided two classes of *New Dollars/New Partners* for a total of 17 congregations, and awarded five churches technical assistance grants. Additionally, Partners is training 12 congregations in the North Texas Conference, United Methodist Church, Dallas.

Western Religious Heritage Initiative

With the core program taking flight, the Texas Regional Office staff is also working on the Western Religious Heritage Initiative. Each year the Texas Office undertakes a collaborative initiative to strengthen the community's understanding of the importance of sacred places. Most projects build partnerships with local and regional organizations involved with community development, history and culture, congregational development, or economic development.

Western Religious Heritage, the 2009 collaborative initiative, connects the knowledge and resources of preservationists, architects, academics, historians, and church leaders to document the sacred places in Texas that undergird the state's religious heritage. This documentation—dubbed the Texas Sacred Places Project—will include an interactive web site, a publicly-accessible database of sacred places in Texas, a documentary survey and oral history resource, a heritage tourism element, and shared expertise among the academic, historical, architectural, and religious communities. With specific research tasks assigned, the members of the steering committee meet again in January, 2008 to establish a timeframe to accompany the work plan drafted in October. 



Prairie View A&M School of Architecture Dean Dr. Ikhlas Sabouni, Texas Architect Editor Stephen Sharpe, and Texas Regional Office Advisory Board Chair James Nader assign tasks at the Texas Sacred Places Project.



The Pennsylvania Office and the Philadelphia Regional Fund for Sacred Places Update

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The Philadelphia Regional Fund for Sacred Places Pennsylvania Office dramatically increased the range and impact of its work in 2007. This culminated in the award of five grants, totaling \$400,000, to congregations for repairs and restoration work. The congregations are:

- Arch Street United Methodist Church, Center City, Philadelphia
- Church of the Advocate, North Philadelphia
- First United Methodist Church of Germantown, Philadelphia
- First Unitarian Church, Center City, Philadelphia
- St. Mary's Episcopal Church, Ardmore, Delaware County


A series of special workshops for *New Dollars/New Partners for Your Sacred Place* members, graduates, and grantees took place this fall. The trainings consisted of a two-part series on planning rehabilitation projects with architects and contractors, complementing existing *New Dollars/New Partners* teachings. A December workshop on space sharing featured members of *New Dollars/New Partners* teams who have developed innovative strategies to accommodate outside groups and building users. The office is already planning spring workshops on planned giving, forming a 501(c)(3) nonprofit corporation, and grant proposal writing.

New Dollars/New Partners remains strong, serving two new groups of congregations in 2007. The first round of training finished its fourth module session in mid-October. The second round—12 congregations and one non-profit organization housed in a historic church—attended the first two modules of training at Mother Bethel African Methodist Episcopal Church in October.



Verna Goode and Norman Miller from First Baptist Church of Paschall in Philadelphia connect the congregation's assets during *New Dollars/New Partners* training.

The Pennsylvania Office is actively networking with political figures. Partners sponsored a town hall event at Arch Street United Methodist Church featuring U.S. Senator Arlen Specter in early October (see article, page 4). Additionally, the office is teaming with State Representative Nicholas Micozzie (R-Delaware) and the Greater Lansdowne Civic Association to sponsor a *New Dollars/New Partners* training in Lansdowne, Penn. The orientation was October 24 and the office is preparing for the first training modules.

Working with the Pennsylvania Department of Tourism, the staff is arranging tours to highlight the Philadelphia Fund's sacred places. A tour of interior murals and mosaics with the city's Mural Arts Program is slated for January, and the Pennsylvania Office's development department organized a six-hour tour of sacred places for Philadelphia's Union League in November. 

The Pennsylvania Office welcomes volunteers for workshops, events, and trainings. Please contact Erin Coryell at (215) 567.3234, ext. 18 or ecoryell@sacredplaces.org.



Graduates from the first round of *New Dollars/New Partners* participants gather in front of Arch Street Meeting House in Philadelphia's Old City.

New Dollars/New Partners
Success Story:
Fort Street Presbyterian
Church, Detroit, MI
*Congregation Organizes
Grassroots Campaign to Fund New Roof*



PHOTO BY BOB PONDER

A Christmas Eve celebration at Fort Street Presbyterian Church

Fort Street Presbyterian Church occupies an 1855 Gothic Revival building in downtown Detroit. As it grapples with issues like a leaking roof, an aging building, and a dwindled membership, this diverse and progressive congregation is focusing on its assets and organizing a comeback, with the help of Partners for Sacred Places.

“The uniqueness (of this initiative) is that it is a grassroots effort. It came out of a congregation member’s energy and desire to do something positive, who heard about the Partners initiative and took it upon herself to make it happen,” states Jack Callas, architect and 30-year member of Fort Street Presbyterian Church, referring to Fort Street member Motoko Huthwaite.

Huthwaite championed Partners’ *New Dollars/New Partners for Your Sacred Place* program and assembled the initial team of four for the training in 2005. When the pastor, the Rev. Mark Keely, died suddenly midway through the one-year training program, Huthwaite and other founding committee members did more than just continue the training. They became a model congregation.

Fort Street’s *New Dollars/New Partners* team completed a case statement early in the training process, enabling it to share the results with other congregations. “They were leaders,” says Nancy Finegood, Executive Director of the Michigan Historic Preservation Network (MHPN), which sponsored the training. “It was a wonderful example.

“They could have fallen through the cracks, but as a tribute to Pastor Keely, they continued. They jumped on board.”

A Team Organizes to “Raise the Roof”

New Dollars/New Partners encourages congregations to build leadership among members and raise funds for stewardship by establishing a dedicated committee to organize community-wide capital projects. Fort Street members formed the *Let’s Raise the Roof* committee after the completion of the training program.

The congregation’s recent feasibility study concluded that an unprecedented 100% of the congregation supported a capital campaign, motivating others to join *Let’s Raise the Roof*. The committee is now composed of 20 members, including several with financial and facilities backgrounds, as well as architects, a historian, an outreach expert and a grant-writer. Most are dedicated, long-term volunteers, but the committee deliberately invited new church members as well.

Finegood marvels at the manner in which Fort Street’s training group expanded into a larger committee, incorporated church focus groups, and then approached the entire congregation. “They created visuals—poster boards—and made everything very clear to the congregation as to what their intent was. They are definitely a poster-child.”

The fundraising feasibility study also recommended that *Let’s Raise the Roof* educate the congregation about its existing endowment before beginning the fundraising campaign, to clarify misconceptions. Some congregation members assumed building maintenance would be covered through the church endowments’ income or principals. However, the stewardship chair explained the restrictions specify spending only the earned income of the restricted endowment on church expenses. Additionally, if the principal for the designated or unrestricted endowments is spent on maintenance, it no longer earns income for the congregation, therefore reducing the amount that can be spent in the future.

The next step for Fort Street is to interview and secure a professional fundraising consultant to help launch the capital campaign to the congregation. Huthwaite enthuses that Partners has been very encouraging, suggesting that she ask her fellow *New Dollars/New Partners* trainees for fundraising consultant referrals. “I did, and I’m getting answers left and right! I had to go outside of our circle. I thought of all the things I learned in *New Dollars/New Partners* to do this; I would not have had the gumption otherwise.”

While *Let’s Raise the Roof* is interviewing campaign consultants, it is taking advantage of the Pension Protection Act of 2006 (see Fall 2007 issue, page 13), approaching congregation members to give a tax- and penalty-free gift from their individual retirement accounts (IRAs).

Valuable Programs Serving the City

MHPN’s Finegood states that congregations are “amazed” to discover how much value they provide to community programs during the training. “That is what I find so often... with (Partners’) online public value tool, (congregations) have no idea how valuable they are to the community until they use it.” The public value Fort Street provides is more than \$821,000 annually, including volunteer and staff time, as well as in-kind donations.

"Without *New Dollars/New Partners*, we would be drifting along until something cataclysmic happened. If Partners had not existed and we had not heard about it, we would not be in this good position where we are now. We are being proactive about this, fixing this and getting it done so we can continue into the future."

—Jack Callas, architect and
Let's Raise the Roof committee member

One of the most recognized Fort Street ministries is Open Door. The 35-year-old program provides a meal for 400-500 homeless and needy people weekly in the gymnasium. The church also provides a haircut, showering facilities, medical care, and career assistance. A social worker is also available for benefits assistance.

Huthwaite noted that the program is promoted through word-of-mouth. However, "when Hurricane Katrina victims first got into Detroit, they made a beeline to our Open Door. They knew they could get more than food and they could get clothes. And we started collecting furniture for them as well."

The success of Open Door has inspired Church Administrator John Heiss to expand to more community churches. "We are trying to provide support in other neighborhoods... if the neighbors could get to know each other, there would be more resilience," Heiss states. "We go out into churches in the hopes of engaging three to four sites at a time, teach them how to run a community meal, weave the pieces together, and then we move on."

Another well-known program is Fort Street's Chorale. The music program boasts more than 90 members, and has performed Handel's Messiah annually to large audiences since 1979. According to Huthwaite, many members who join the Chorale are not members of the church.

The congregation has also launched an interfaith youth program, Reuniting the Youth of Abraham, to create a dialogue between Muslim, Jewish, and Christian teenagers. Huthwaite says, "We are hoping to train the children to be frank and fearless, and create a safe environment where they can share these types of revelations."

The congregation also opens its facility to Alcoholics Anonymous and Narcotics Anonymous programs.

Callas states, "Fort Street has architectural value. It has historic value. It has spiritual value. And it has missionary—social service—value, since we have a program that feeds the homeless every Thursday morning and on Christmas morning as well. So it has those four elements. Without it, the community loses an important part of its identity."

Fort Street's Architectural, Historic, and Spiritual Value

Fort Street's 230-foot spire is visible for miles. Designed by architect Albert H. Jordan, the church features load-bearing large, wooden hammer-beam trusses, as in Westminster Chapel in London. The interior is replete with black walnut woodwork and trim, including the pews and the decorative screen protecting the 3,795-pipe organ. In addition to the stained-glass rose window above the altar, grisaille windows grace both sides of the building, with lace-like patterns highlighting the silver-tinted glass.

In the early twentieth century, the congregation added local artisan Mary Chase Stratton's Pewabic tiles to the floor, and installed a balcony to accommodate the growing congregation. At the end of the twentieth century, the congregation sealed an unused door to install a columbarium for congregation members to inurn the ashes of loved ones.

Fort Street has about 330 members from the greater metropolitan area, commuting from 98 different zip codes. "People who are here are very dedicated to the place and its mission," Callas states.

"One of the greatest things is our fantastic diversity," states Huthwaite, "You will see people from every race and ethnic background, representing the range of economic, social, theological differences. That is what draws people to our church and keeps people in our church."

Maintaining the Facility by Building Relationships

Callas states, "We have to keep the facility up, we have to build the membership to support it, and we have to continue to support the service programs like the Open Door." To accomplish these goals, *Let's Raise the Roof* is launching a capital campaign with a \$450,000 goal in early 2008 to fix its leaking slate roof.

In this period of transition, the congregation continues to develop new ways to reach out to the community. Huthwaite notes that the congregation could benefit from Detroit's revitalization and the current influx of condominium developments.

Callas agrees that the congregation should revisit successful programs from the past. He cites the Tuesday Break program, which invited local business people to a weekly luncheon, serving a hot meal and a 20-minute sermon in the sanctuary.

Callas shares, "We are very grateful. Without *New Dollars/New Partners*, we would be drifting along until something cataclysmic happened. If Partners had not existed and we had not heard about it, we would not be in this good position where we are now. We are being proactive about this, fixing this and getting it done so we can continue into the future."

Since the first *New Dollars/New Partners* training in Michigan was such a huge success, MHPN is currently sponsoring another training for twelve more congregations. Finegood explains, "It brought to light the fact that so many of our congregations are in dire need in Detroit and all around the state." 🏠



Motoko Huthwaite translates for a Japanese guest speaker before a class of pre-school children.

Feature

EMORY UNIVERSITY PHOTO



Seminary students at Candler School of Theology study on the quadrangle beside Pitts Theology Library.

SEMINARY PROJECT:

Bringing “New Dollars/New Partners for Your Sacred Place” to Seminary Students

Seminary graduates typically enter careers in religious service like pastoral ministry, social work, and education. These future spiritual leaders may be well prepared for questions of theology, philosophy, and church doctrine—but what do they know about managing buildings, fundraising, and using buildings as assets for ministry?

The answer is: not enough.

Partners for Sacred Places wants to change that. By applying the central themes of a proven program, the *New Dollars/New Partners Seminary Project* helps seminary students learn to recognize building-related opportunities to make the most of historic sacred properties. The project calls for teaching elements of *New Dollars/New Partners for Your Sacred Place* in seminaries.

“Many of our students are serving in churches with older buildings. Those built in the early twentieth century are now 100 years old,” commented the Rev. Dr. Thomas Frank, Professor at Candler School of Theology at Emory University and Partners for Sacred Places Board Member. “There’s a broad consensus that we need to [provide some direction].”

Pursuing the idea in late 2006, the organization received a \$200,000 grant from The Henry Luce Foundation to develop the *New Dollars/New Partners Seminary Project*. As a first step, the Partners’ staff assembled an advisory committee to determine the best approach for integrating stewardship and partnership development into seminary curricula. (see list, next page)

Elizabeth Terry, Director of Training at Partners for Sacred Places, guides the project. She said, “Partners is the natural



Candler Student reads from Cannon Chapel Pulpit.

EMORY UNIVERSITY PHOTO

catalyst to make this happen. Nobody else is thinking about it on a national scale. A broad approach, rather than one isolated by individual seminary, religious denomination, or even geography, will be effective. The advisory board is essential. By working with a diverse board from across the nation, *New Dollars/New Partners Seminary Project* benefits from their experience, knowledge of the educational process, and authority of opinion.”

How will it work? The advisory board is currently examining the elements of *New Dollars/New Partners* training to discover the best positioning of the program’s components into seminary curricula. Many ideas for integration emerged:

- ❖ INVOLVE the students as coaches to congregations in *New Dollars/New Partners*. Students would attend trainings and encourage congregations to maintain momentum between sessions.
- ❖ INTEGRATE elements of *New Dollars/New Partners* into existing courses. Faculty for congregational studies, pastoral ministry, leadership, and administration educators would incorporate portions of Partners publications (see sidebar, page 15) into course work. Students would be assigned to ethnographic and other research assignments in congregations.

SEMINARY ADVISORY COMMITTEE

Daniel O. Aleshire, Executive Director, The Association of Theological Schools, Pittsburgh

The Rev. Dr. Katie Day, Associate Professor of Church and Society and Director of the Urban Concentration, The Lutheran Theological Seminary, Philadelphia

The Rev. Bryan Feille, Harold Glen Brown Minister-in-Residence and Associate Dean of Student Affairs, Brite Divinity School, Ft. Worth

The Rev. Dr. Thomas Frank, Professor of Church Administration and Congregational Life and Director of Methodist Studies, Candler School of Theology, Emory University, Atlanta; Partners Board Member

The Rev. Dr. Dale Irvin, President, New York Theological Seminary, New York

Christa R. Klein, President, In Trust, Wilmington, Del.

Carol Lytch, Assistant Executive Director, The Association of Theological Schools, Pittsburgh

The Rev. Mike Mather, Senior Pastor, Broadway United Methodist Church, Indianapolis; ABCD Institute Faculty; co-trainer for *New Dollars/New Partners*

The Rev. Dr. Nancy E. Muth, Senior Minister, First Presbyterian Church, Philadelphia; co-trainer for *New Dollars/New Partners*

Dr. Su Yon Pak, Vice President for Institutional Advancement, Union Theological Seminary, New York

Dr. Louise Shoemaker, Professor Emeritus and Former Dean, School of Social Work, University of Pennsylvania, Philadelphia; Board Member, The Christian Association at the University of Pennsylvania, Philadelphia; Director, Mission Resource Center

Dr. Jeffery L. Tribble, Sr., Assistant Professor of Ministry, Columbia Theological Seminary, Decatur, Ga.

The Rev. Dr. James P. Wind, President, The Alban Institute, Herndon, Va.

Dr. Gaynor Yancey, Associate Dean of Baccalaureate Social Work Education and Associate Professor of Church and Community, Baylor University, Waco, Texas

- ❖ **ENCOURAGE** inter-disciplinary teams of students from the seminary and surrounding colleges or universities. Theology students would collaborate with students from a variety of degree programs like architecture, social work, public health, and law to work comprehensively with congregations.
- ❖ **EMPOWER** congregational studies students to use *New Dollars/New Partners* to field-test the program with congregations. Students would work as a team with one or two congregations to execute *New Dollars/New Partners* exercises and strategies.
- ❖ **ALLOW** student pastors to lead their congregations through *New Dollars/New Partners* training to fulfill course requirement. As a variation of this model, a group of 10 student pastors and their congregations could attend the *New Dollars/New Partners* training together.

While each of these five potential models has merit, there are also some hurdles. Frank pointed out a cultural mindset in some regions, where “. . . there is an ethos of self-sufficiency. If you reach outside of your congregation (for help), you are a failure. That is one challenge we face in getting this program across to people. Partnerships are not about self-sufficiency, but about being a catalyst in the community.”

Dr. Jeffery Tribble, Sr., professor at Columbia Theological Seminary and *Seminary Project* advisory committee member, added “There are congregations that cannot afford a full-time pastor. This program would help them to rebuild capacity for a full-time pastor. It is part of the congregational redevelopment module.”

Acknowledging the established core curriculum at seminaries is already tight, the *Seminary Project* is developing holistically. Terry elaborated, “This subject matter is ripe for teaching across the curriculum—the good stewardship of buildings.” Designed to accommodate all teaching styles and beliefs, the program focuses on collaboration rather than one specific delivery method.

Four seminaries across the country plan to host the pilot program in 2008 for the *New Dollars/New Partners Seminary Project*: Candler School of Theology at Emory University, Atlanta; the Lutheran



Partners Director of Training Elizabeth Terry and The Rev. Dr. Katie Day address a Congregational Research Class at Lutheran Theological Seminary

Theological Seminary, Philadelphia; Brite Divinity School, Fort Worth; and Truett Seminary at Baylor University, Waco, Texas. The experience of these initial efforts will help shape the models that Partners encourages more widely across the nation.


In the context of the *Seminary Project*, Partners also initiated a conversation with the Association of Theological Schools (ATS), the national organization that accredits and supports seminaries. ATS can connect Partners with deans, development officers, and field placement officers. In turn, Partners can provide the program to seminaries—and generate graduates with new skills and a new understanding of the value of sacred places.

Carol Lytch, Assistant Executive Director at ATS and *Seminary Project* advisory committee member, believes that seminaries might benefit from the training, since many seminary campuses maintain historic buildings. “Some

“Partners is the natural catalyst to make this happen. Nobody else is thinking about it on a national scale.”

Elizabeth Terry, Director of Training at Partners for Sacred Places

presidents of theological schools deal with beloved old buildings that must come down. One thing occurs to me: could the *Seminary Project* use the seminary itself as a case study?”

By encouraging seminaries to educate future stewards of sacred places about the care and good use of their buildings, the *Seminary Project* advisory board anticipates a major paradigm shift. Terry summarized: “If even the pilot seminaries insert one book into required reading or one day of teaching about good stewardship of buildings, we have achieved success. If future congregational leaders receive training in seminary, we will have fewer heartbreaking calls from congregations that are forced to close down community-serving programs because the building is not safe and watertight.” 

New Dollars/New Partners for Your Sacred Place

Now at the core program of Partners for Sacred Places’ work, *New Dollars/New Partners for Your Sacred Place* provides year-long training and practical tools to help congregations broaden and diversify their circles of donors and partners. *New Dollars/New Partners* teaches congregations to prepare a case statement, build community partnerships, develop a capital campaign, and discover community funding resources. Congregations receive key resources like *A Complete Guide to Capital Campaigns for Historic Churches and Synagogues*, as well as *Your Sacred Place is a Community Asset: A Tool Kit to Attract New Resources and Partners*. The Tool Kit helps congregations assess and showcase programs and properties as indispensable community assets, calculate public value, identify and engage new partners to help with capital needs and programs, and tell a new story to raise money for building repair and renovations.

Stories from the Field

Candler School of Theology

Leading up to the *Seminary Project*, Candler School of Theology executed a successful field session with congregational studies students in 2003. Under Rev. Dr. Thomas Frank’s supervision, students used the *Partners Tool Kit* as a resource when working with lay leaders in a United Methodist congregation in Atlanta. This team surveyed community institutions and potential partners, conducted a building assessment, and detailed the church’s history.

“For the students, it was sensational,” said Frank. “The seminary students applied their learning—and the congregations responded. The experience provided a glimpse of what it would be like to actually leading a congregation to maintain its facilities for significant community ministries.”

Truett Seminary

Dr. Gaynor Yancey, Associate Dean of Baccalaureate Social Work Education at Truett Seminary and Advisory Board member, adapted the *New Dollars/New Partners* training for the fall 2007 semester. Yancey incorporated *New Dollars/New Partners* in two ways. First, she gathered a dedicated cohort of social work students with field internships in congregational settings. “This is the beginning of addressing the entire needs of ministry within a congregational context,” she noted. “Gradually, we start to add more discussions—not just focusing on ‘people care’ but also on building care.”

Borrowing from *New Dollars/New Partners*, Yancey’s second approach—an urban missions course—involved dual-degree students at the seminary who are also simultaneously earning a masters degree in social work. The course addresses building care via discussions on poverty, hunger, homelessness, workforce development, and housing. Yancey continues to work with the new Dean and Associate Dean of Truett Seminary to develop a curriculum focusing on the care of congregational buildings as a part of ministry.

“We are going slowly but with focused intentionality,” she said. “I am hopeful that our conversations will lead us to an integration of *New Dollars/New Partners* into existing appropriate courses, but I am also hopeful that a course will be developed that will be dedicated solely to the topic of caring for one’s congregational building as an aspect of good stewardship... a place to do ministry to help people in need.”

Philadelphia Lutheran Theological Seminary

Targeting an audience of seminarians from different nationalities and backgrounds, Lutheran Theological Seminary at Philadelphia (LTSP) will present a class based on *New Dollars/New Partners* in summer 2008. Guest instructor for the one-week course is Bob Jaeger, Executive Director and co-founder of Partners for Sacred Places. The Rev. Dr. Katie Day, Director of the Urban Concentration at LTSP, professor, and Seminary Project advisory board member, invited Jaeger to teach from his expertise in sustaining religious buildings as community assets. Designed to be experiential and interactive, the course will draw students out of the classroom to assess historic buildings using *Partners* publications like the *Tool Kit*.



Dr. Gaynor Yancey addresses Texas congregations at a poverty in community ministry training at Baylor University

BAYLOR PHOTOGRAPHY

Working with an Architect or a Contractor



Steve Saxon



Shawn Evans, AIA

Since major building projects often continue for years, the relationships between a congregation and its architect and contractor are crucial. When contemplating hiring an architect or a contractor, congregations should consider professionals experienced with historic properties—and working with congregations. To locate an architect with historic properties experience, visit www.sacredplaces.org for a list of Partners' Professional Alliance members. Often state preservation offices, local American Institute of Architects (AIA) chapters, and local preservation organizations can direct congregations to reputable historic preservation architects, too.

Before contacting an architect, congregations should establish a building committee to oversee operations and select vendors. In the following dialog, Steve Saxon, a project manager at Premier Building Restoration, Inc., a masonry restoration and waterproofing company in Erdenheim, Penn., and Shawn Evans, an associate at Atkin Olshin Schade in Philadelphia, share advice on working with an architect or a contractor.

Preparing to Work with an Architect or Contractor

SHAWN EVANS, AIA, ATKIN OLSHIN SCHADE: The congregation needs to think long and hard about what it wants to accomplish in any phase versus the things they will accomplish next year, in five years, or twenty years.

STEVE SAXON, PREMIER MASONRY RESTORATION: Education is always the best—talking to people who have been through renovation. Premier is quick to refer people to Partners for Sacred Places and other congregations, which gets people off on the right foot. For the most part, people are further behind than they think they are!

Education and training courses are the best preparation for working with a contractor. For example, Dolores Lyons at Mother Bethel African Methodist Episcopal Church in Philadelphia went to Virginia for training for a week to prepare for the "Save America's Treasures" grant. Also, talking to contractors helps. Be wary of someone who says, "Let's get started. Let's just do the work." That is a sign to put the brakes on.

For additional resources, visit the Partners information clearinghouse online. www.sacredplaces.org/links.htm or www.sacredplaces.org/free_articles.htm

GLOSSARY OF TERMS

Source: www.businessdictionary.com

Competitive Bid: Procurement method with which bids from competing contractors, suppliers, or vendors are invited by openly advertising the scope, specifications, and terms and conditions of the proposed contract as well as the criteria by which the bids will be evaluated.

GMP—Guaranteed Maximum Price: Amount beyond which a client (project owner) is not obligated to compensate the contractor.

RFP—Request for Proposals: Document used in sealed-bid procurement procedures through which a purchaser advises the potential suppliers of (1) statement and scope of work, (2) specifications, (3) schedules or timelines, (4) contract type, (5) data requirements, (6) terms and conditions, (7) description of goods and/or services to be procured, (8) general criteria used in evaluation procedure, (9) special contractual requirements, (10) technical goals, (11) instructions for preparation of technical, management, and/or cost proposals.

Scope of Work: Chronological division of work to be performed under a contract or subcontract in the completion of a project.

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Length of Project

SHAWN EVANS: The average for a major project is 3 to 4 years. Atkin Olshin Schade has worked with some congregations for over a decade—and that is not uncommon. In this situation, we do a large-scale master plan, typically for growing congregations with historic churches. It depends on aspirations and the finances of the congregation.

We have yet to work with a congregation who was not looking at facilities in the long term. Nearly all our work is planned, whether it is a formal master plan or not, and we balance stewardship of congregation and stewardship of the building with new facilities.

STEVE SAXON: Length of time depends on the project and the scope. From the point the contract is signed to completion is anywhere from six months to one year. In 2007, we did about three projects for more than \$1 million and each took nine months to about a year and three months. There are so many variables. It depends upon how many different contractors, the scope of the work, etc.

Checking Qualifications

STEVE SAXON: Look for references from other congregations that are going to consist of similar projects in the same dollar range in the last five years. Call the reference, track down the person who worked with the project manager directly, and ask the reference to describe the work. People are not going to hold back, especially after a yearlong project. Just the fact that a contractor has three examples of those projects should send a good message.

SHAWN EVANS: There are links from the AIA website to check qualifications, like <http://howdesignworks.aia.org/working.cfm>. For selecting an architect, consult the New York Landmarks Conservancy publication *Managing Repair & Restoration Projects: A Congregation's How-To Guide*. (Publication is available through the Partners website, www.sacredplaces.org/publications.htm)

Navigating the Bidding Process

STEVE SAXON: Congregations choose a bid based on qualifications and price, for the most part. For old/historic projects, qualifications should outweigh the prices.

Next is the interview process. If five to six prices are offered, select a few potential contractors for the owner to interview. Negotiation is always an option, and is always part of selecting a bidder.

Working with an Architect and a Contractor

STEVE SAXON: Evaluate what should be accomplished up front. Once the project begins, people can lose sight of a lot of things. Do not lose sight of the overall accomplishment of the project. Be comfortable with the selected contractor. Premier always suggests that congregations hire an owner's representative as well, to represent the interest of the building's owner during mediations between the owner, architect, and contractors.

SHAWN EVANS: Obviously, it's different between the design phase and the construction phase. Regular meetings are of paramount importance. Whether that is every two weeks for construction or six to eight weeks for a design project, that constant communication is necessary, and email makes it so much easier now. It is tempting to make a lot of decisions over email. That is a good thing, but it needs to be balanced with the type of decision that needs to be made in person at a committee level and a congregational level.

In terms of design, have a discussion very early in the process to determine the big issues from the little issues, and what type of issues need consensus of the congregation as well as the committee. Next to people's homes, the church or synagogue is the next important place that they care about. It has incredible meaning to people. It is important to share building concerns with the congregation, not just the committee. The committee needs to be structured so the various masses are involved periodically, but the masses do not need to have a say on everything. This is much more important for an implementation project than a master plan—(master plans have room for course correction)—because a building consensus is definitely necessary to keep on schedule. Otherwise there can be disagreement when the designs and plans are unveiled.

During construction, it is key to have a good and open relationship between the owner, the contractor, and the architect, where no one is hesitant to raise issues as they arise. There is more potential for delays when those issues are not discussed immediately.



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Concluding a Project

STEVE SAXON: Get a third party inspector, so congregations never have to take our word for it when the project is done. We want somebody else to approve our work. We love that.

SHAWN EVANS: As the project approaches completion, there is a tendency to add in a number of additional scopes, especially in a repair project. While this is certainly understandable and sometimes necessary, it can lengthen a building project beyond the anticipated schedule. Congregations with historic houses of worship should understand that the building is never really finished. Through careful planning, specific projects should be carefully scoped, with the extent and timing of the next project down the pike already identified so that the work at hand can be focused on. We really see these buildings as buildings built for generations to enjoy and to preserve, while periodically renewing and refining them in order to make them relevant to a congregation's changing needs. 🏡

5 THINGS TO KNOW BEFORE APPROACHING AN ARCHITECT OR A CONTRACTOR

1. Assess the culture of the congregation to determine a process that eases consensus building before you meet with an architect. Some congregations propose fairly profound changes. Some changes elicit extreme reactions. The project should unite the congregation, not divide it.
2. Think broadly. Consider short-term needs and long-term needs and be prepared to talk to architect about both. The short-term and long-term projects are more interrelated than we imagine.
3. Before talking to an architect, think about these seven priorities:
 - Physical Condition of the Building
 - Accessibility
 - Liturgy
 - Fellowship
 - Music/acoustics
 - Education activities (shared and community use of space)
 - Image
 Larger projects are a mixture of all of these things. It eases the architect selection process if a congregation has a preliminary sense of what is driving the project.
4. Complete a master plan/preservation plan/historic structures report, etc. that considers both planning and implementation of projects. This exercise will confirm the scope of the project. Determine the schedule and budget for the planning effort before you approach an architect. The schedule and planning of the implementation effort will grow out of the needs of the project.
5. Find drawings of the building. It's amazing how much money and time this can save! Check the building and the previous architect. Some cities and towns have resources like the Philadelphia Architects and Buildings website, www.philadelphiabuildings.org, which list the location of the building archives, or the local historical commission. Maintaining these documents in an organized manner in a secure location is one of the best ways for a congregation to secure the future of its building.

Olde St. Augustine's Church



religious historic preservation
 healthcare master planning
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Information Clearinghouse

U.S. GREEN BUILDING COUNCIL ONLINE COURSES AND WEBINAR SERIES

Positive feedback from the Fall 2007 "Green Sanctuaries" issue indicates that the Partners membership is interested in learning more about green building practices for sacred places. Congregations, members, and businesses can investigate the U.S. Green Building Council's (USGBC) low-cost online, self-paced courses and web seminar series at www.usgbc.org/education.


"The online courses are a useful tool," stated Karol Kaiser, Director of Education at USGBC. "People want the information in small chunks, available any time, when they have time. The online format also provides a great overview. Those who want more information can take the introductory courses to understand the basics. Then when they take the instructor-led courses on a higher technical level, they are not going in cold."

Progressing from the beginner level for all audiences to the more advanced accreditation level for building and design professionals, the courses meet a wide range of educational needs. Information provided in the courses complements the USGBC's Leadership in Energy and Environmental Design (LEED) ratings, the nationally accepted benchmark for design, construction, and operation of high performance green buildings. The courses explore ways to achieve LEED certification, as well as ways for organizations to make more environmentally sound choices and changes.

The webinar series involves three live online seminars over the course of several weeks or months. These web workshops run for 90 minutes, including a 30-minute question and answer period. Sessions are designed to stand alone, but online attendance at all sessions ensures a comprehensive understanding of the subject matter. The series is comprised of two introductory foundation sessions and two learning tracks: Building Projects and Organizations. The 2007-2008 Carbon Reduction series is targeted toward industry professionals as well as business and organizational leaders interested in reducing their operation's carbon footprint. The webinars have an unlimited number of connections, and do not sell out.

Congregations may still register for the spring sessions. Archived webinars are also available online at www.buildings.com/webinars/usgbc. Webinars are co-sponsored by USGBC's media partners: Pew Center on Global Climate Change, World Resources Institute, CTG Energetics, Inc, and Stamates Business Media.

USGBC approves courses researched and developed by other professional organizations as well. A selection of these live and online courses can also be found in the education section of the website under "Education Providers." Providers in the Education Provider Program (EPP) are USGBC members, chapters, and affiliates who have demonstrated an organization-wide commitment to green building and the development of high-quality of educational courses.

EPP online courses include "Green Solutions for Parking, Paving, and Drainage," "High Performance Glazing Systems," and Sustainable Design Certificate Programs like "Site Design, Landscaping, and Site-Water Issues," and "Sustainable Design as a Way of Thinking." 



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Unico, Inc. is a member of Partners' Professional Alliance. For more information on this membership resource of design professionals, please see page 18, or contact Rana Gidumal McNamara at rmcnamara@sacredplaces.org or 215/567-3234 ext. 15, or visit Partners' website: www.sacredplaces.org/professionals.html.

Unico, Inc., located in St. Louis, has a 22-year history of building relationships with churches, synagogues, and mosques domestically and internationally. A patron member of Partners' Professional Alliance since 2004, Unico specializes in heating and cooling systems—and understands the importance of consistency in temperature for a historic religious building.

"You are not only conditioning the air, you are conditioning the space," stated Unico Sales Manager Shannon Intagliata. "That level of detail is critical to the comfort and condition of the structure."

Since high levels of humidity cause wood to rot and floors to warp, moisture removal in historic buildings is vital. Unico combats humidity with a powerful dehumidifying system.

Space limitations impose obstacles to congregations attempting to update their buildings' heating and cooling systems. Unico's ducts measure only two inches and are installed to preserve the architectural integrity of the historic building. Skilled professionals route systems through existing cavities in the floor or the ceiling, accommodating the equipment to the existing space. Recognizing the budget constraints of many congregations that have attached schools or social halls, Unico offers economical options, such as performing the installation in stages.

Intagliata noted that Unico's biggest challenge is changes in government regulations, specifically the move toward more energy efficient and ecologically responsible heating and cooling systems. "Those are fun challenges," he said. "[New regulations represent] great goals, great aspirations, and we try to raise the bar for what is the standard." For example, Unico recently introduced the UniChiller, a heating and cooling system that uses chilled water rather than gas. 🏠

COMPARING HEATING AND COOLING VENDORS

When deciding upon a heating and cooling vendor, Sales Manager Shannon Intagliata suggests congregations contact at least three heating and cooling contractors for estimates and heat load analyses. Ask the contractors where the system is going to be installed, the manner of installation, and the guarantee at the end of the job.

"Congregations need to be clear on what their desires are. Do they want a quiet system? Is it important to keep the look of the church the same? What is the desired comfort level? They need to research their options and be very specific when they bring people in to bid the work," he said.



BECOME A MEMBER OF THE PROFESSIONAL ALLIANCE

Membership in the Professional Alliance is a wonderful way for firms specializing in the restoration of historic religious properties to increase their visibility among a national audience of clergy, congregational leaders and preservationists. Membership benefits include:

- Free listing in Partners' Web Site Directory
- Free access to Partners' Information Clearinghouse
- Discounts on select publications, workshops, conferences and events
- Free subscription to *Sacred Places*, Partners' newsletter

Join the nearly 100 firms across the nation listed here who take advantage of this unique marketing and promotional opportunity. For additional information on the Professional Alliance, please contact Rana Guidimal McNamara at 215/567-3234, ext. 15, or at rmcnamara@sacredplaces.org, or visit www.sacredplaces.org/professionals.html.

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