

Recommendations

For Defining the Master Plan

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1. **Strengthen Our Partnerships** with those who share the property with us. (For example—add signage or photo banners in the Courtyard, post a description of our partners on the website, publish a quarterly newsletter for the Pasadena Covenant Ministry Center, host a lunch with church and partnership staff once per year, look for ways to encourage one another.)
2. **Surround Doreen with a Property Assessment Team.** Appoint a team to meet quarterly to assess and prioritize projects needing to be done. Focus Doreen's energy to working on the property maintenance list, increasing rental income, and addressing facilities needs of our ministry partners. Do not burden her with work on 847 Santa Barbara or the Sanctuary Project.
3. **Project Management**—to move ahead with either renovation of 847 Santa Barbara or the Sanctuary, we will need to find a project manager for each project who will lead the project from start to finish. In addition each project will need a design team to make final design decisions. We have three options:
4. **847 Santa Barbara**—To extend the life of this home for the next 30 years would require over \$200,000 in repairs and a 2-3 year process. The church is in a transition phase. We lack the funds and clarity on how to use the property long term. We recommend doing minimal repairs to make the home safe and livable for the next five years. That will buy time to navigate the transition, address long term usage, and prevent the property from becoming a decaying, vacant, eyesore in the short term.
5. **Sanctuary Building Renovation**—That structure is the least used and may have the greatest potential for advancing the growth of the congregation, strengthening partnerships, and increasing revenues. We have hired an architect to put our dream options on paper. To complete this phase of the master plan, we will need to create a feasible proposal. That proposal will include meeting with a contractor to assess how much each of our design options would cost in terms of dollars, management time, and congregational disruption. Most importantly, we will need to identify a leader who is willing to manage the construction phase of this project. We then need an assessment team to develop a realistic proposal for the trustees and the congregation. Once we have a realistic proposal, this phase of the master plan will be done. (A realistic proposal may include not doing anything for the time being.)
6. **Put big dreams on hold for five years until the above items are completed.** Big projects,(such as Replace the Classroom/Office Building, Build a Christian School, create affordable house, redesign the parking lot) are endeavors that will cost millions of dollars, require 7-10 years of focused effort.

