

CONFERENCE
20  **4**
FROM NACBA
The church administration network

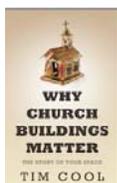
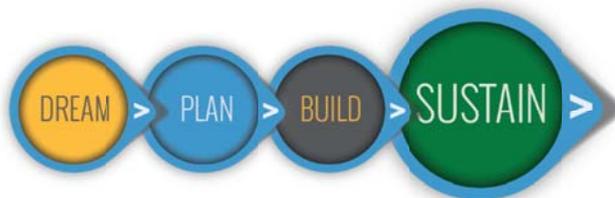
“Creating Capital Reserves”

Presenters: Glenn Wood, Keith Matthews and Tim Cool

Why are Capital Reserve Important?

Facility Lifecycle:

1. _____
2. _____
3. _____
4. _____
5. _____ = Sustaining



The Real Cost of Facility Ownership

INITIAL COST:

1. _____ SF Facility
2. \$ _____/SF (building only)
3. 7% _____ fees

TOTAL = _____

Debt (Cost of Money):

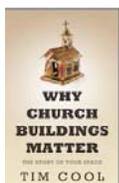
1. Borrow \$ _____
2. _____ year am.
3. _____ % interest
4. Payoff in _____ yrs.

TOTAL = _____

Operations:

1. Utilities - \$ _____ - \$ _____/SF Annually
2. General Maintenance - \$ _____ - \$ _____/SF Annually
3. Janitorial - \$ _____ - \$ _____/SF Annually

SUBTOTAL RANGE OPS = \$ _____ - \$ _____/SF Annually



Capital Reserves - \$ _____ - _____/SF Annually

TOTAL RANGE OPS = \$ _____ - \$ _____/SF Annually

Assume - \$ _____/SF = \$ _____

Assume a _____ year life cycle at _____ annual inflation.

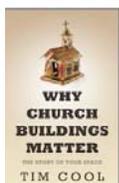
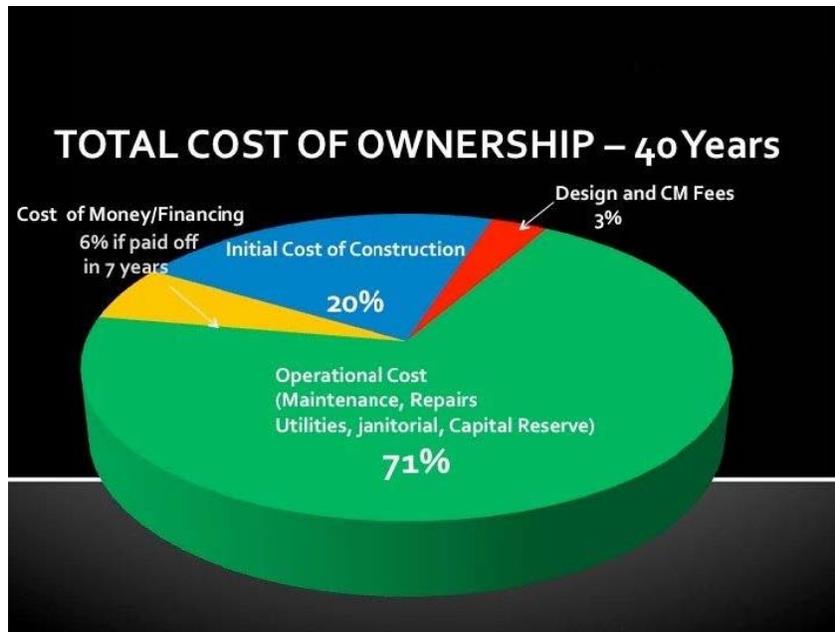
INITIAL COST = _____

COST OF MONEY = _____

OPERATIONS = _____

That equals \$ _____/SF – **OUCH**

TOTAL COST OF OWNERSHIP = \$ _____



OPERATIONAL COST COMPARISON:

State Farm Research = _____%

Life Cycle Book = _____%

Our Assessment = _____% (but we did not include insurance...so we are all in the same range)

The First Capital Reserve Fund – 2 Kings _____

Who were the first Facility Managers? _____

capital reserve (noun): - an amount of _____ that a company or organization keeps in a _____ for _____ needs.
(Cambridge Business English Dictionary)

Three Key Terms:

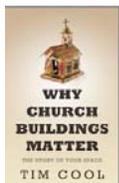
1. _____...Dollars, Green Backs, Currency
2. _____ ...Designated
3. _____...Down the road, not for now

A Capital Reserve Account is NOT a _____ Fund.

Fact: All Buildings deteriorate at an annual rate of _____%

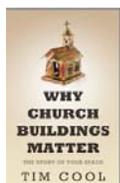
Fact: You must factor your deterioration rate on the Current _____ Value (CRV)

Fact: If you do not keep up with the natural rate of _____, the rate can more than _____.



Life Cycle Calculator – Glenn Wood

 LIFE CYCLE/ Capital Reserve Calculator									
INFLATION FACTOR PER YEAR 3.0%					CHURCH NAME:				
Capital Group	Item/System	Location & other notes (bldg, room, area, etc)	Current Replacement Value	Years	Projected Total Replacement Cost (calculated)	Amount to be budgetted annually (calculated)	Installation date (m/yy) (OPTIONAL)	Estimated replacement date (CALCULATED)	Replace ment Year
Carpeting									
Carpeting	Sanctuary	1047 sq/yds	\$ 70,000	15	\$109,058	\$ 7,271	01-1998	1-2013	2013
Carpeting	A - Rooms	378 sq/yds	\$ 25,000	13	\$36,713	\$ 2,824	01-1998	1-2011	2011
Carpeting	C - Chapel	406 sq/yds	\$ 28,000	5	\$32,460	\$ 6,492	01-2009	1-2014	2014
Carpeting	C - Parlor 307/309	240 sq/yds	\$ 15,000	15	\$23,370	\$ 1,558	01-1998	1-2013	2013
Carpeting	C - Parlor 317/319	240 sq/yds	\$ 16,000	25	\$33,500	\$ 1,340	01-1998	1-2023	2023
Carpeting	C - Nursery	836 sq/yds	\$ 58,000	25	\$121,439	\$ 4,858	01-1998	1-2023	2023
Carpeting	D - Rooms	467 sq/yds	\$ 32,000	20	\$57,796	\$ 2,890	01-1998	1-2018	2018
Carpeting	E - Rooms	1122 sq/yds	\$ 74,000	15	\$115,290	\$ 7,686	01-1998	1-2013	2013
Carpeting	F - Office	1893 sq/yds carpet squares	\$ 68,000	20	\$122,816	\$ 6,141	01-2004	1-2024	2024
Carpeting	A - Library	306 sq/yds	\$ 20,000	25	\$41,876	\$ 1,675	01-1998	1-2023	2023
Carpeting	A - Hallway	526 sq/yds	\$ 35,000	20	\$63,214	\$ 3,161	01-2006	1-2026	2026
Carpeting	C - Hallway	622 sq/yds	\$ 41,000	20	\$74,051	\$ 3,703	01-2006	1-2026	2026
Carpeting	D - Hallway	311 sq/yds	\$ 21,000	20	\$37,928	\$ 1,896	01-2006	1-2026	2026
Carpeting	E - Hallway	289 sq/yds	\$ 20,000	20	\$36,122	\$ 1,806	01-2006	1-2026	2026
Carpeting	F - Hallway	183 sq/yds	\$ 12,000	15	\$18,696	\$ 1,246	01-2006	1-2021	2021
Carpeting	Hallway - Main	1778 sq/yds	\$ 125,000	20	\$225,764	\$ 11,288	01-2006	1-2026	2026
Carpeting	Hallway - Middle School/Library	520 sq yds	\$ 35,000	20	\$63,214	\$ 3,161	01-2006	1-2026	2026
Carpeting	Hallway - Sanctuary Narthex	520 sq yds	\$ 35,000	20	\$63,214	\$ 3,161	01-2006	1-2026	2026
HVAC									
HVAC	Sanctuary unit 1	20 ton	\$ 45,000	15	\$ 70,109	\$ 4,674	06-2001	6-2016	2016
HVAC	Sanctuary unit 2	21 ton	\$ 45,001	15	\$ 70,110	\$ 4,674	06-2001	6-2016	2016
HVAC	Sanctuary unit 3	22 ton	\$ 45,002	15	\$ 70,112	\$ 4,674	06-2001	6-2016	2016
Equipment									
Equipment	Sanctuary chairs	1200 seats @ \$70/per	\$ 84,000	25	\$ 175,877	\$ 7,035	02-1998	2-2023	2023
Equipment	Tables 5' round	15 @ \$85/ea	\$ 1,275	8	\$ 1,615	\$ 202	04-2000	4-2008	2008
Equipment	Tables 6' round	25 @ \$90/ea	\$ 2,250	8	\$ 2,850	\$ 356	04-2000	4-2008	2008
Equipment	Tables 5' rect	10 @ 55/ea	\$ 550	5	\$ 638	\$ 128	08-2010	8-2015	2015
					-	-			
					-	-			
					-	-			
					-	-			
					-	-			



How Much Is Enough? Keith Matthews

STEP 1:

1. Determine the _____ for a capital asset
2. Make a list of assets that meet the definition of a _____ asset
3. When was the asset put in _____?
4. What is the life _____ of the asset?
5. What is the current _____ value (CRV)?

STEP 2:

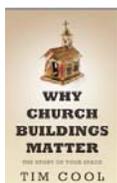
1. Once you have collected all your _____ you can build your spreadsheet.
2. Additional Information needed:
 - a. Current Capital _____ Balance
 - b. Annual Capital Reserve _____
3. Now the spreadsheet will prepare a Summary Document (Excel)

STEP 3:

1. Review your Cumulative _____ Costs against your Cumulative _____
2. Review the documents with your Church _____
3. Determine if any additional _____ need to be moved into your _____

STEP 4:

1. _____ review with leadership the _____ that are scheduled for _____
2. _____ update the spreadsheet with assets that have been _____ or new
_____ that have been added
3. _____ review your ratio of Cumulative _____ to Cumulative _____
Costs

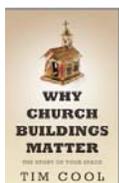


Capital City Church

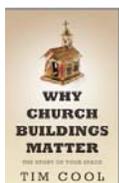
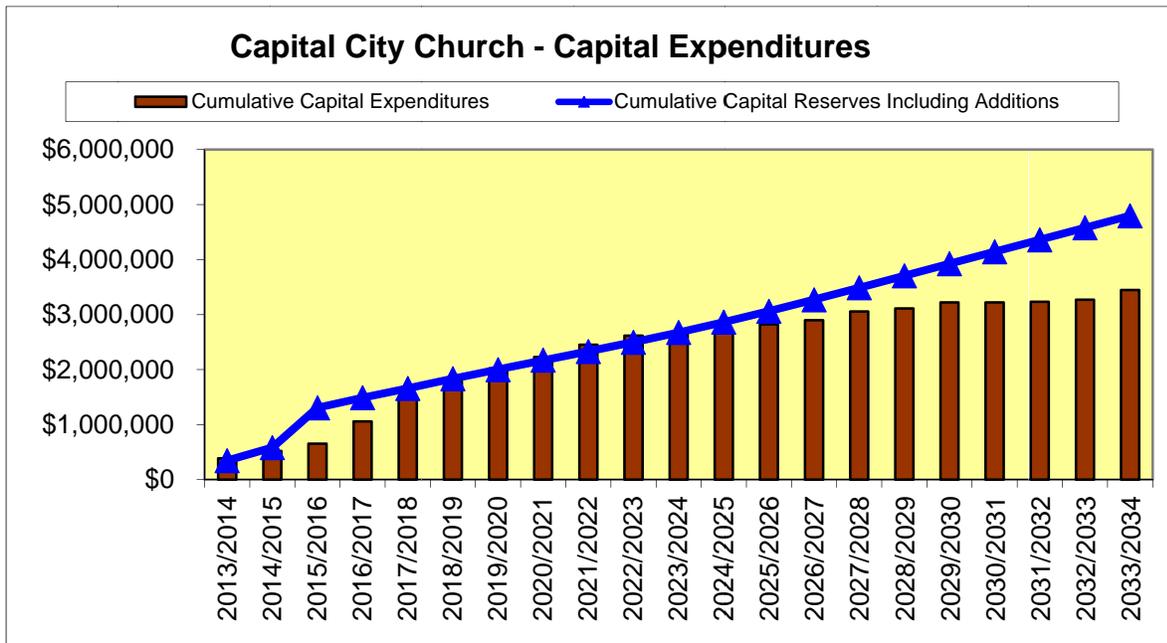
Capital Reserves Planning - Summary

	<u>Month</u>	<u>Year</u>
Calendar Month and Year	September	2013
	<u>Month</u>	<u>Year</u>
Fiscal Month and Year	1	2014
Capital Plan % Complete		98%
Total Cost of All Assets		\$3,675,874
Recommended Annual Capital Budget		\$218,412
Total Square Footage		131,000
Capital Cost Per Square Foot		\$ 1.67

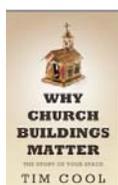
		Moderate Life Expectancy
Gross Monthly Reserve for All Assets		\$18,201
Required Capital Reserves As of Date		\$2,109,476
Current Capital Expenditure Balance		\$235,070
Excess / (Shortfall)		(\$1,874,406)
Projected Expenditures By Year:		
Current Year	2013/2014	\$386,199
Next Year	2014/2015	\$133,600
Two Years Out	2015/2016	\$133,691
Three Years Out	2016/2017	\$406,272
Four Years Out	2017/2018	\$418,971
Five Years Out	2018/2019	\$307,895
Six Years Out	2019/2020	\$235,249
Seven Years Out	2020/2021	\$207,632
Eight Years Out	2021/2022	\$223,099
Nine Years Out	2022/2023	\$163,796
Ten Years Out	2023/2024	\$49,652
Eleven Years Out	2024/2025	\$20,329
Twelve Years Out	2025/2026	\$136,590



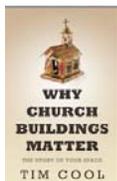
Thirteen Years Out	2026/2027	\$74,900
Fourteen Years Out	2027/2028	\$158,337
Fifteen Years Out	2028/2029	\$55,450
Sixteen Years Out	2029/2030	\$110,509
Seventeen Years Out	2030/2031	\$104,178
Eighteen Years Out	2031/2032	\$11,140
Nineteen Years Out	2032/2033	\$35,692
Twenty Years Out	2033/2034	\$176,702



<u>Capital City Church - 2014</u>				
<u>Capital Expenditures</u>				
Asset			Asset	2013/2014
Number	Venue	Category	Name / Description	Replacements
7	Chapel	Asphalt	Foundation Work	\$50,000
172	Building 4	Remodel	Building 4 Lobby and Stairwell Remodeling	\$21,500
53	North Venue	Floors	Carpeting - North Venue	\$19,160
220	Building 4	Roofs	ROOF: Building 4 - North (8,465 Sq. Ft.)	\$19,100
225	WAC	Roofs	Rubber Roofs (Entrances & Connectors)	\$15,000
42	Building 5	Floors	Carpeting - Building 5 Lower Level Classrooms	\$13,172
58	Chapel	Floors	Chapel LL Offices Carpeting	\$12,000
55	WAC	Floors	Carpeting - WAC Other (Baptismal, Choir, A/V, Counseling)	\$11,667
139	Building 4	Misc.	Preschool Lobby Desk	\$10,500
171	North Venue	Remodel	North Venue Remodeling	\$10,000
188	Building 5	Rest Rooms	Building 5 Lower Level Restroom Remodeling	\$10,000
14	Chapel	Concrete	West / South Sidewalk	\$9,000
117	Building 4	HVAC	HVAC: Unit 8 (Building 4 - North) - Major Maint. 2013	\$0
75	Building 4	HVAC	HVAC: Unit 12 (Building 4 - North) - Major Maint. 2017	\$0
65	Building 4	Floors	Building 4 Lobby Carpet	\$8,000
175	WAC	Remodel	Platform	\$7,500
149	83 Building	Remodel	83 Bldg Kitchen Remodel (walls, floors, cabinets, appliances, etc.)	\$7,500
179	WAC	Remodel	WAC Stairwells and Upper Level Baptismal Rooms	\$7,000
98	WAC	HVAC	HVAC: Unit 3 (WAC-North Of Choir)	\$6,500
109	WAC	HVAC	HVAC: Unit 4 (WAC-North Of Choir)	\$6,500

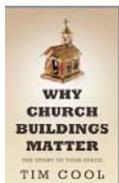


85	Chapel	HVAC	HVAC: Unit 21 - Chapel South	\$6,500
41	Building 4	Floors	Carpeting - Building 4 Upper Level Hallway	\$6,500
237	83 Building	Windows	83 Building Window Screens & Windows	\$6,500
273	WAC	Audio	aviom system DA	\$5,000
86	Game Room	HVAC	HVAC: Unit 22 - East of Game Room	\$5,000
87	Game Room	HVAC	HVAC: Unit 23 - East of Game Room	\$5,000
64	Building 4	Floors	New Preschool Lobby Remodeling Incl Carpet	\$5,000
166	Building 5	Remodel	Worship Kids Style	\$4,800
27	Chapel	Doors	Offices storefront door system (steel)	\$4,500
142	Misc	Misc.	Softener	\$4,000
44	Building 5	Floors	Carpeting - Building 5 Lower Level Children's Worship Area	\$0
92	87 Building	HVAC	HVAC: Unit 26A - Heat Pump (83 Bldg)	\$3,500
90	85 Building	HVAC	HVAC: Unit 25A - Heat Pump (83 Bldg)	\$3,500
88	83 Building	HVAC	HVAC: Unit 24A - Heat Pump (83 Bldg)	\$3,500
322	Cameras	Video	Fuji Non S17X6.6BRM-SD lens	\$3,000
323	Cameras	Video	Fuji Non S17X6.6BRM-SD lens	\$3,000
155	Building 4	Remodel	Building 4 LL Rooms 4005, 4018, 4020 Cabinets and Countertops	\$3,000
319	North Venue	Video	EDIROL LVS-400 VIDEO MIXER	\$2,000
181	83 Building	Rest Rooms	83 Building Restroom Refreshing	\$2,000
290	WAC	Audio	Practice v drums	\$1,500
346	WAC	Video	TVONE CS-520A SEAMLESS SCAN CONVERTER	\$1,500
345	WAC	Video	TVONE CS-520A SEAMLESS SCAN CONVERTER	\$1,500
344	Chapel	Video	TVONE CS-520A SCAN CONVERTER	\$1,500
338	Cameras	Video	Panasonic AG-DVC 200 Camera Body	\$1,500
339	Cameras	Video	Panasonic AG-DVC 200 Camera Body	\$1,500
335	Cameras	Video	Manfrotto Tripod 351MVCF	\$1,300
334	Cameras	Video	Manfrotto Tripod 351MVCF	\$1,300
327	WAC	Video	KRAMER VP-724DS SWITCHER/SCALER (BACK SCREEN)	\$1,200
328	WAC	Video	KRAMER VP-724DS SWITCHER/SCALER (LEFT SCREEN)	\$1,200



329	WAC	Video	KRAMER VP-724DS SWITCHER/SCALER (RIGHT SCREEN)	\$1,200
262	North Venue	Audio	AT AEW-R4100 WIRELESS RCVR 664.000mhz (GREEN HH)	\$1,200
326	North Venue	Video	KRAMER VP-724DS SEAMLESS SWITCHER	\$1,200
307	Basement	Music	Koehler Digital Piano	\$1,200
289	WAC	Audio	Practice keyboard	\$1,000
			Grand Total	\$386,199

How to Calculate Replacement Costs – Tim Cool

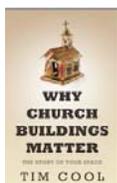


Life Expectancy of Building Components

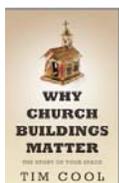
DISCLAIMER

1. The following is gathered from a number of reliable sources but is going to vary from building to building
2. The maintenance and care of building components can extend the useful life
3. The quality of the product will vary and will impact the useful life
4. The below is only to be used as a guide...nothing more.
5. This is not intended to be an exhaustive list.

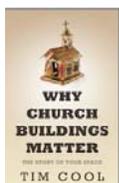
CEILINGS & WALLS	YEARS
Acoustical Tile Ceiling	40+ (older than 25 years may contain asbestos)
Ceramic Tile	50+
Concrete	75+
Gypsum	50+
Wood Paneling	20 to 50
PAINT	YEARS
Exterior Paint on Wood	4 to 10
Exterior Paint on Wood (sunny side)	3 to 5
Exterior Paint on Wood (coastal)	1 to 3
Exterior on Aluminum	20+
Exterior on Stucco/EFIS	7 to 10
Exterior on Stucco/EFIS (sunny side)	3 to 6
Hardi - Cementious Board	15+
Interior Wall Paint (2 coats)	5 to 10
COUNTERTOPS	YEARS
Concrete	50
Cultured Marble	20
Natural Stone	100+



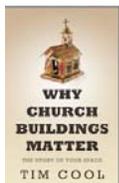
Laminate	20 to 30
DOORS	YEARS
Fiberglass (exterior)	25-30
Fire-Rated Steel (exterior)	25 - 30
Vinyl (exterior)	15-20
Wood (exterior)	30-50+
Wood (hollow-core interior)	20 to 30
Wood (solid-core interior)	30 to 50+
Roll Up - Commercial	15 to 20
Door Closures	10 to 15
Entry/Lock sets	10 to 15
ELECTRICAL	YEARS
Bulbs (compact fluorescent)	8,000 to 10,000+ hours
Bulbs (halogen)	4,000 to 8,000+ hours
Bulbs (incandescent)	1,000 to 2,000+ hours
Bulbs (LED)	30,000 to 50,000+ hours
Fixtures	40
Lighting Controls	30+
Service Panel	60
FLOORING	YEARS
All Wood Floors	50+
Brick Pavers	50+
Carpet	6 to 10
Concrete	50+
Slate	50+
Terrazzo	50+
Tile	20 to 50
Vinyl	12 to 20
HVAC	YEARS
Air Conditioner (central)	7 to 15



Air Exchanger	15
Boiler	40
Condenser	8 to 20
Dampers	20+
Dehumidifier	8
Diffusers, Grilles and Registers	25
Ducting	60 to 100
Electric Radiant Heater	40
Evaporator Cooler	15 to 25
Furnace	15 to 25
Heat Exchanger	10 to 15
Heat Pump	10 to 15
Hot-Water and Steam-Radiant Boiler	40
Induction and Fan-Coil Units	10 to 15
Thermostats	25 to 35
PLUMBING, FIXTURES & FAUCETS	YEARS
Hose Bibs	20 to 30
Instant (on-demand) Water Heater	10
Tank Water Heater	6 to 12
Sewer Grinder Pump	10
Sump Pump	7
Toilet Tank Components	5
Toilets and Urinals	30 to 40
Backflow Preventer	5 to 10
Vessel Sink (stone, glass, porcelain, copper)	5 to 20+
Well Pump	15
ROOFING	YEARS
Aluminum Coating	3 to 7
Asphalt Shingles (3-tab)	20
Asphalt (architectural)	30
BUR (built-up roofing)	25-30
EPDM (ethylene propylene diene monomer) Rubber	15 to 25
Green (vegetation-covered)	5 to 40
Metal	40 to 80
Modified Bitumen	20
Slate	60 to 150



TPO	7 to 20
WINDOWS	YEARS
Aluminum/Aluminum-Clad	15 to 20
Double-Pane	8 to 20
Skylights	10 to 20
Window Glazing	10+
Vinyl Windows	20 to 40
Wood	30+
ELEVATORS	YEARS
Hydraulic - High Use	15 to 20
Hydraulic - Low Use	30 to 35
Elevator Door Operations	15 to 20
Cab Carpet	1 to 3
Gearless Traction	50+
FIRE AND LIFE SAFETY	YEARS
Fire Alarm	15 to 20
Fire Pumps	25 to 30
Sprinklers	25 to 30
Security System	10 to 15

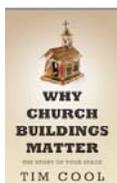


RULES OF THUMB REPLACEMENT COSTS

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2. Costs are going to vary from location to location
3. The quality of the product will vary and will impact the cost
4. The below is only to be used as a guide...nothing more.
5. This is not intended to be an exhaustive list.
6. You must also factor the cost of the removal of old systems/components

FLOOR COVERING		
VCT (non-athletic area)	\$	2.25 SF
VCT (slip resistant)	\$	4.00 SF
VCT (athletic w/painted lines)	\$	3.00 SF
Carpet 28oz. Level loop	\$	3.00 SF
Carpet 32oz. Cut pile	\$	3.75 SF
Athletic Carpet w/lines	\$	4.00 SF
Mondo (6-8 mil)	\$	8.00 SF
Ceramic Tile	\$	9.00 SF
Ceramic Base	\$	8.00 LF
Porcelain Tile	\$	12.00 SF
Stained Concrete	\$	6.00 SF
Sheet Vinyl	\$	5.50 SF
Rubber Treads	\$	15.00 lf
Masonite - Painted Black (platforms)	\$	3.75 SF
Quarry Tile (kitchens)	\$	10.00 SF
Epoxy (in lieu of paint)	\$	3.25 SF
WALL COVERINGS/CEILINGS		
Latex washable flat	\$	0.65 wall SF
Latex washable semi-gloss	\$	0.95 wall SF
Epoxy	\$	1.75 wall SF
CEILINGS		
2X2 ACT	\$	2.40 SF
Tegular upgrade	\$	2.95 SF

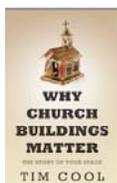


2x4 ACT	\$	2.10	SF
Painted Gyp Board	\$	1.85	SF
Tectum/pre-finished	\$	5.00	SF
Painted Structure	\$	1.00	SF
ROOFING			
30 year architectural asphalt shingle	\$	3.00	SF of roof
Architectural standing seam metal	\$	9.00	SF of roof
Membrane roof	\$	6.50	SF of roof
WINDOWS			
Standard storefront	\$	45.00	Glass SF
Ballistic glass	\$	60.00	Glass SF
Stained glass (leaded)	\$	150.00	Glass SF
HVAC			
Heat Pump/Furnace	\$	2,750.00	Ton
Chiller	\$	3,500.00	Ton

EXAMPLE: HVAC Replacement

1. 10 tons x \$2,750 = \$27,500 (CRV)
2. Add to spreadsheet with number of years remaining
3. Add contingency (possibly 10% +/-) for other factors such as:
 - a. Duct cleaning
 - b. Upgrade to controls
 - c. Change to supply/return air grills or filter location
 - d. Unexpected labor for dismantling old unit or using a crane.
 - e. Clean up and haul-off

TOTAL - \$30,250 Budget



Capital Reserve Terms and Definitions

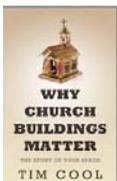
DIA	Diameter
SF	Square Feet
GSF	Gross Square Feet (area)
GSY	Gross Square Yards (area)
HP	Horsepower
LF	Linear Feet (length)
BTU	British Thermal Unit (a standard unit of energy)

- Capital reserve (also known as the replacement reserve) – Money the organization puts in a fund to replace or repair major capital items. The money in the capital reserve comes from the annual or monthly transfer (capital reserve contribution) from your operating budget and any additional lump sum contributions you may make.
- Capital items – The major parts of your building, major pieces of equipment, and other property elements that you will have to replace at some time. These include:
 - Major building components, such as roofs, exterior walls, doors and windows, and waterproofing,
 - Major building services, such as heating and hot water systems, septic tanks and air handling systems,
 - Basic equipment, such as stoves, fridges, toilets, sinks, counters and cabinets, safety features, such as fire alarm systems, fire fighting equipment, emergency lighting,
 - Interior floors and carpeting, and
 - Parking lots and garages, garbage systems, intercom systems, fences, laundry equipment, water softeners for well water.

The costs of replacing capital items or major repairs are paid for out of capital reserves.

Inexpensive parts, such as locks or taps, are not capital items, even though they were part of the original building. These should be replaced through your operating budget.

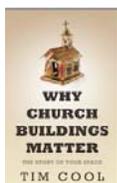
- Capital reserve plan – Sometimes known as a replacement reserve plan. A capital reserve plan sets out:



- The replacement the organization must make each year to keep its property in good repair, and
 - How much money the organization must set aside each year to pay for the replacements.
- Eligible capital expenditures – The types of major repairs or replacement that can be paid for out of the capital reserves fund.
 - Ton of Air conditioning: One (1) ton of air-conditioning is equal to 12,000 btu/hr.
 - Effective Age: The difference between Useful Life and Remaining Useful Life. Note that this is not necessarily equivalent to the chronological age of the component.
 - Fully Funded Balance (FFB): The Reserve Balance that is in direct proportion to the fraction of life “used up” of the current Repair or Replacement cost. This benchmark balance represents the value of the deterioration of the Reserve Components. This number is calculated for each component, then summed together for a facility total.

$$\text{FFB} = (\text{Current Cost} \times \text{Effective Age}) / \text{Useful Life}$$

- Inflation: Cost factors are adjusted for inflation at the rate defined in the Executive Summary and compounded annually. These increasing costs can be seen as you follow the recurring cycles of a component on Table 5.
- Interest: Interest earnings on Reserve Funds are calculated using the average balance for the year (taking into account income and expenses through the year) and compounded monthly.
- Percent Funded: The ratio, at a particular point in time (typically the beginning of the Fiscal Year), of the actual (or projected) Reserve Balance to the Fully Funded Balance, expressed as a percentage.
- Remaining Useful Life: The estimated time, in years, that a common area component can be expected to continue to serve its intended function.
- Useful Life: The estimated time, in years, that a common area component can be expected to serve its intended function.
- Building Envelope Assessment – A study of the building’s exterior. They are not the same as a full building condition assessment.



Additional Resources:

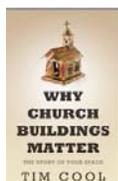
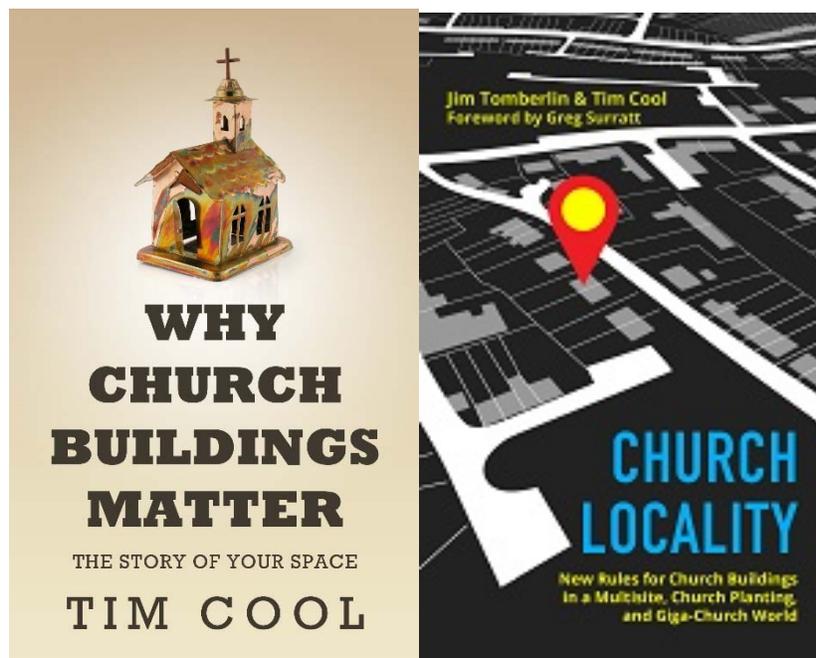
Tim Cool – tim@coolsolutionsgroup.com and at @tlcool

Why Church Buildings Matter – by Tim Cool: Available in print and e-book at:
http://www.amazon.com/Why-Church-Buildings-Matter-Story/dp/0615951813/ref=tmm_pap_title_0?ie=UTF8&qid=1390310323&sr=8-1

Church Locality: New Rules for Church Buildings in a Multisite, Church Planting, & Giga-Church World - By Jim Tomberlin and Tim Cool:
http://www.amazon.com/Church-Locality-Buildings-Multisite-Giga-Church/dp/0692203133/ref=sr_1_1?ie=UTF8&qid=1397668512&sr=8-1&keywords=church+locality

BLOG: Cool Conversations Live - <http://coolconversationslive.com/>

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