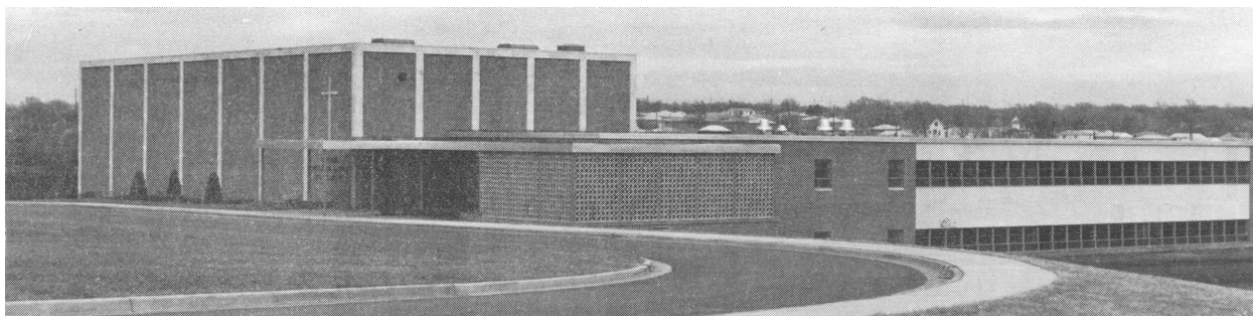




# Relocation Logistics Study Team

## Report and Recommendations

Fall 2021



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# Mission Statement

The committee recognizes that all decisions made by the Association will be in alignment with our mission to:

***“equip young people to be faithful disciples of Jesus Christ by providing an excellent Christ-centered education.”***

## School History and Strategic Initiatives

Leaders of Trinity, Redeemer and Calvary Lutheran Churches formed the Lincoln Lutheran School Association in the late 1950's. The mission of the newly formed Association was to create a separate Junior High School to address a lack of space faced by the existing K – 9 schools operated by Calvary and Trinity. Leaders looked to the edge of Lincoln to find available land suitable for a new building. In the fall of 1962, the doors of the new Lincoln Lutheran Junior High (grades 7-9) were opened at 1100 North 56th Street.

By 1993, the Association had grown to six churches with three elementary schools and the Junior High. A task force was formed to study the possibility of expanding Lincoln Lutheran to include high school. In the fall of 1995, a 10th grade was added, and Lincoln Lutheran officially became a Junior-Senior High School. The first senior class graduated in 1998, with 28 graduates. Sixth grade was added for the 2005-2006 school year, making Lincoln Lutheran a 6th – 12th grade Middle and High School. The Association currently consists of eight Member churches, four Mission Partner congregations, four elementary feeder schools and the Middle and High School.

Strategic planning has helped to drive the important work of the Association for the past 20 years. After 18 months of work on the latest strategic planning process, the Association, along with the Lutheran Education Foundation, adopted a [Unified Strategic Plan - Vision 2025](#) in the Fall of 2019. Four Critical Targets were developed:

1. **Campus Resources** - An environment conducive to learning enables us to pursue and maximize our mission in and out of the classroom.
2. **Finance and Management** - Effective management of financial resources ensures fiscal sustainability while encouraging generous support for our mission.
3. **Student Outcomes** - Lincoln Lutheran offers dynamic programs and pursues external partnerships to create additional opportunities for student success.

4. **Connecting** - Lincoln Lutheran effectively connects people to our ministry through a caring and inviting community.

Work is now being completed on each of these four targets. The current Logistics Study is part of the Campus Resources target. The first step for the Campus Resources target was to determine the long-term plans for the future location of the school. After a thorough study, a Long-Range Site Committee brought forward a recommendation in June of 2020 to begin plans for relocating the campus as the Association's best opportunity to pursue the mission 2030 and beyond. You can read more about this study and **"why"** the Association is looking for a new future home [HERE](#). There is currently a Future Site Committee tasked with identifying an ideal location for the future site. This Logistics Committee is tasked to answer the question: **"What must the Association do to facilitate the necessary generosity and support for a site relocation in 2030 or beyond?"** This report intends to answer this question.

Please note: the **"why relocate"** question was answered by the Long-Range Site Committee in the report mentioned above. This current report will not spend time on that specific question.

# Executive Summary

The Logistics Committee began its work in the fall of 2020 with a task to answer the question: **“What must the Association do to facilitate the necessary generosity and support for a site relocation in 2030 or beyond?”** The committee is excited to share initial ideas about how to facilitate a relocation to make **Vision 2030** possible. Initially the goal was to provide a report by March 31, 2021 but that deadline was extended to develop a draft report by September 30, 2021.

The committee was composed of members from a variety of Association Congregations. Team members included:

Derek Trutna - Redeemer - Co-Chair/LEF Trustee  
Bill Miller - Holy Savior - Co-Chair/LLSA Board  
Scott Ernstmeyer - Messiah - Staff  
Lloyd Wagnitz - Christ - Staff  
Diane Mendenhall - Messiah  
Wayne Luebbe - Christ/LEF Trustee  
Joel Stoltenow - Faith  
Randy Wilcox - Trinity /LEF Trustee

## Work Completed:

- Developed a general Timeline for a relocation - Pages 19-21
- Developed a 15-year Advancement Plan - Pages 12-13
- Developed a compelling “Vision” for the campus relocation by 2030 - Page 7
- Developed initial ideas about which current and emerging supporters must learn more about **Vision 2030** to relocate
- Solicited feedback (lessons learned) from three different ministries who have experienced significant relocations - Pages 9-10
- Solicited feedback (lessons learned) from Concordia University Nebraska (CUNE) about its recent (and most successful ever) advancement campaign - Pages 9-10

As this committee completed its work, it also kept in mind some initial logistics ideas developed by the Long-Range Site Committee found [HERE](#).

## Recommendations Overview:

- Prayer will be essential throughout the process
- There must be strong and faith-filled leadership
- Prepare to be stretched and pursue bigger dreams and goals
- Must be no negative impact on current ministry
- New partnerships must be developed

- The donor base and capacity must be expanded
- New staff (FTE) must be added to the Advancement team
- Advancement efforts must keep both current and future support in mind
- A maximum level of debt should be determined
- Intentional communication and ongoing engagement efforts will be essential
- A group must be formed to help execute the recommendations within this report

The committee believes that through careful and intentional planning the Association can generate the resources necessary for a campus relocation.

# A Vision for the future

## **Vision 2030 and beyond:**

Lincoln Lutheran provides a vital service to the Lincoln community through its high-quality, Christ-centered education and is positioned to serve students today, tomorrow and well into Lincoln's future.

## **Education:**

Highly talented staff dedicate themselves to helping students "Be More" in academics, athletics, the arts and numerous other activities. Students maximize their God-given potential by taking advantage of modern, flexible spaces easily adapted to today's and tomorrow's learning needs. Graduates of Lincoln Lutheran are prepared to live out a Biblical Worldview and find themselves heavily recruited by post-secondary schools and employers.

## **Community:**

***As an educational leader, Lincoln Lutheran is positioned to impact the greater Lincoln community by educating a growing student body and leveraging creative partnerships with like-minded organizations in pursuit of its mission.*** We work with the Lutheran Education Foundation and Association partners to serve students from nearly 30 churches in the greater community. By maximizing these and other community relationships, students can "Be More," thriving as servant leaders in their community, nation and world.

# Need for a Logistics Study

The Lincoln and Lancaster County Planning Commission recently completed its comprehensive plan for 2050. The report indicates a projected increase of nearly 50,000 households in the greater Lincoln community by the year 2050. Lincoln is growing and changing and the LLSA needs to grow and change with its community.

In the summer of 2020 the Association and Foundation determined the best opportunity to pursue the mission of Lincoln Lutheran would be to relocate the ministry to a site better able to serve families and the community as Lincoln continues to grow and expand. It was determined that in our current location there are too many limitations to fully realize our preferred future.

**The purpose of this study is not to prove the why, but to begin discovering the “how.”** Any relocation process brings with it many challenges and obstacles. One of the greatest challenges will be to fund the cost of this transition. To fully realize our vision to serve students on a new campus, leaders and supporters will need to be diligent and generous. We recognize this process may take up to 10 years or longer. This can create planning challenges, including maintaining strong momentum and support. The recommendations included in this report are intended to provide a realistic road map to realize the best possible future for the ministry.





# Process Used / Information Collected

The Long-Range Site Committee utilized a small sub-committee to uncover some initial ideas around logistics and feasibility. The Logistics Committee considered the recommendations listed below as its work began.

## ***Long-Range Site Committee Preliminary Recommendations (Summer 2020):***

1. Factor in the value of our current campus - \$4M - \$6M
2. Cost of new property should be minimal
3. Realistic cost to build out stadium/parking at current campus
4. Consider Realistic Advancement Projections - not putting rest of ministry in jeopardy (\$450K per year for support of debt service and continued fundraising for projects - this is an “above and beyond amount”)
5. Little to no impact of the debt load on the operating budget (debt support from operations to stay at or below 10% of annual budget)
6. Maximum amount we can borrow at any one time is likely \$9-10M
7. Future (increasing) construction costs
8. Establish advancement metrics = 75-80% pledged/received prior to project start
9. Establish a maximum length of time to accomplish the goals
10. Short-term HVAC/Roofing needs will be accomplished regardless of other work

## **Best Practices Review**

The Logistics Committee reached out to 4 ministry leaders from around the country. Each ministry leader was asked to describe a “change” experienced by their ministry, what went well, and what didn’t.

1. Victory Christian Academy (formerly San Diego Lutheran High School) went through a process of consolidating ministry between two churches, an elementary and high school to buy one property resulting in a K-12 ministry with a church included.
2. Parker Lutheran High School went through a consolidation of three high schools into one and had to determine which location would be the most viable long-term.
3. Westminster Christian Academy in St. Louis purchased property in the early 2000’s taking nearly 15 years of planning/dreaming before relocating to a new campus.
4. Concordia University Nebraska just wrapped up the largest comprehensive campaign in its history (nearly \$100M) as it renovated and added on to its campus and endowment.

## **Key Takeaways**

### **Leadership**

- Importance of a small decision-making group of key stakeholders to keep process moving forward
- Be visionary and willing to step out on faith

- Have a laser-focused vision - focus on outcomes - kids - souls

### **Communication/Support**

- Once a direction is determined, build support - don't keep asking for permission
- Continue demonstrating the "why" throughout the process
- Today's decisions are not for current families - stay focused on the future!
- Once momentum starts - keep it going - a slow process kills support

### **Consultants**

- Use of consultants is a mixed bag - would need to know when and why
- Make sure the consultant knows Lincoln and gets us
- Consider a Genesis Study of some sort

### **Finances**

- Make sure the math works once the move is completed (projected enrollment growth)
- Borrowing money will be easier if you prove you are currently financially healthy
- The property appraisal will have an impact on securing debt

### **Campaigning**

- Don't tie campaign goals to "dates" - rather overall dollar amounts/targets
- Don't go public too soon with a campaign
- Strong impact of a steering committee as well as a bold board
- Keep growing the donor base
- Make sure the Advancement team is the right size to raise support
- Make sure donors know what is happening - true costs - how they can help - this can lead to bigger and surprise gifts

### **Planning**

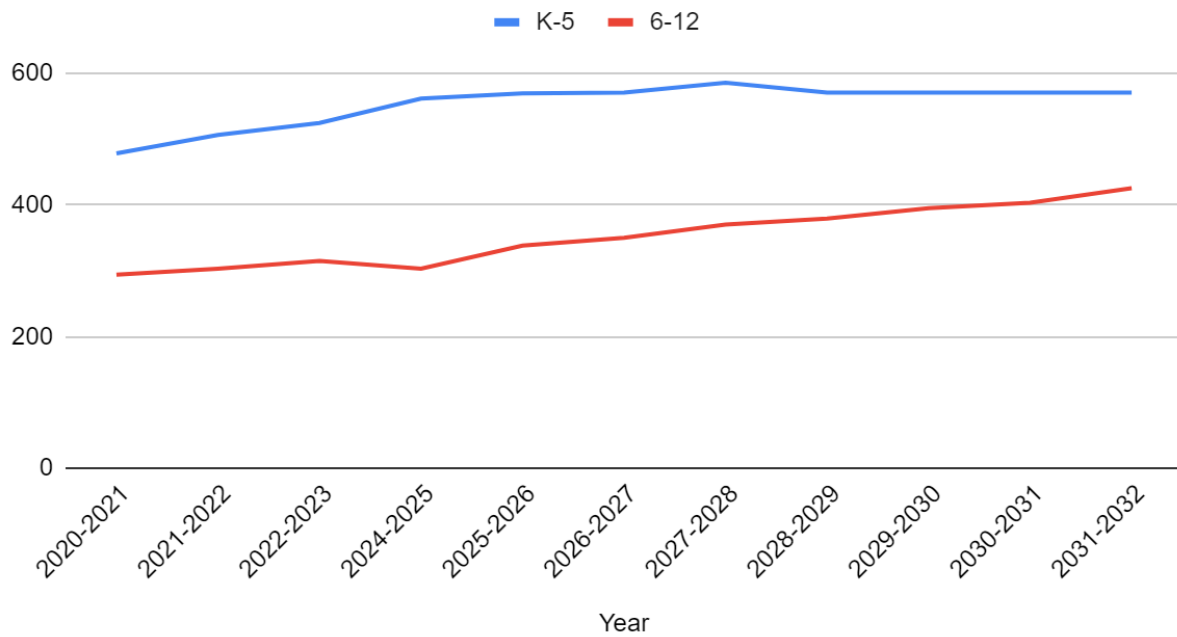
- Location Matters - do your homework
- Leverage expertise through a building committee
- Planning and initial design will have costs - so be ready to spend some money
- Once land is purchased, things get real and pressure will grow
- Involve people who can think big (and with extra zeros)
- Determine the needs of the school community and broader community when considering partnerships and make sure they align with your vision
- Can this process work to "unify" the Association - building greater "buy-in" for Christian Education?

## **Elementary Enrollment Growth**

The general health of the Lutheran Schools of Lincoln elementary schools is as strong as ever, especially in the lower grades. Enrollment the past three years for lower grades has established a new baseline for students entering the system for elementary school. This growth is projected to lead to more students migrating to Lincoln Lutheran for Middle and High School. ***The combined class size for lower grades (K-2) for 2019-20 (pre-covid) approached an average of 95-100 students per grade.*** If that trend should continue, it would result in the overall elementary enrollment in three years moving from just under 500 students (K-5) to approximately 570. Lincoln Lutheran has averaged 67% of 5th grade feeder school students

enrolling in 6th grade. Should that trend hold over the next 8-10 years the student enrollment could grow by upwards of 40%. Being ready to serve more students in the near future will be an important strategic move for the Association.

## LSL Enrollment Potential 2020-2032



# Impact of Advancement

A healthy and vibrant culture of generosity will be critically important to allow for a successful relocation process over the course of the next 10-15 years.

## 2021-2025

Between now and 2025 the Association, in partnership with the Lutheran Education Foundation, will work to update a number of areas on the current campus (to include several classrooms, the parking lot, HVAC and rooftops) while also raising initial funds for the purchase of a future site. During the course of this campaign the Advancement Team will be working to expand and grow relationships in preparation for the next campaign. We also anticipate there may be an opportunity to launch a side campaign to begin “establishing” the new site by developing a stadium, practice fields and parking.

Advancement Planning 2021-2035						
	Campaigns	LL Warr. Fund	Debt	Interim Needs	LEF Assets*	Other Funds
2021-2022	<b>\$4 M</b>	\$157,500			<b>\$2.4M</b>	
2022-2023		\$160,000		<b>\$1-2.5M</b> Purch Property		
2023-2024		\$162,500				
2024-2025		<u>\$165,000</u>	<b>\$0</b>			
		<b>\$645,000</b>			<b>\$3.45M</b>	
2025-2026	<b>\$20-25M</b>	\$167,500	**\$ freed up	<b>\$3-4M</b> Fields/Parking		
2026-2027		\$170,000				
2027-2028		\$172,500				
2028-2029		\$175,000				<b>\$4-6M</b> Sell Property
2029-2030		<u>\$177,500</u>				
		<b>\$862,500</b>	Borrow <b>\$10M</b>		<b>\$3.6M</b>	
2030-2031	<b>\$4-5M</b>	\$180,000	\$250-350K			
2031-2032		\$182,500	\$250-350K			
2032-2033		\$185,000	\$250-350K			
2033-2034		\$187,500	\$250-350K			
2034-2035		<u>\$190,000</u>	<u>\$250-350K</u>			
		<b>\$925,000</b>	<b>\$1.25-75M</b>		<b>\$3.7M</b>	
2040					<b>\$5.4M</b>	
*Factoring in minimums on planned giving projections and campaign goals						
**\$200K+ will be freed up each year during this portion of the campaign depending on other debt acquired?						

## **2025-2030**

A 5-year campaign of \$20-25M between 2025 and 2030 will be the most aggressive in Lincoln Lutheran's nearly 65 year history. Donors and friends will be asked to embrace the God-sized goal of building classrooms, offices, two gyms and a fine arts center along with any additional parking necessary. It is anticipated that the ministry will also find it necessary to take on up to an additional \$10M of debt after a successful campaign and sale of the existing property.

## **2030 and beyond**

At the conclusion of the "relocation process" there will likely be some projects not yet completed. Work in the area of Advancement will focus on funding such projects as well as raising the necessary support to keep debt service from negatively impacting tuition for families.

## **Advancement Staffing**

Leaders on the Lutheran Education Foundation's Executive Committee have already begun discussion regarding the need for additional staffing in the area of Advancement as campaign goals increase. To be successful in an historically large campaign, more staff will be necessary.

## **Role of Planned Giving**

Planned gifts are an important tool for donors who have a heart of generosity matched with unique estate planning needs. The Advancement team will work with these donors to determine if they can match their heart for generosity with current or future ministry needs. These types of gifts of size can have a positive impact on the overall success of the advancement goals. The Advancement team will work with influencers (financial and task advisors and attorneys) to continue to grow the LEF Legacy Society.

## **Role of Feasibility Study**

The committee spent time discussing the wisdom of completing a feasibility study. The two types of studies that would best impact the process are a study of donor capacity/readiness or a study of how a move would impact the financial and enrollment viability of the ministry. The later study appears to be more important than the initial study from the perspective that the location selected will need to be in a strategic area to attract new students and a move will create a sustainable financial future through strong enrollment. The donor readiness study may not yield the information we would find useful as a campaign of the size and scope necessary (likely between 2025 and 2030) has never been attempted as the Association has never had a goal or dream to stretch its current and future donor base.

## **Additional Donor Development Software**

The Lutheran Education Foundation purchased a license for iWave (wealth assessment tool) to assist in planning the current and future campaigns. This software will allow the Foundation and Advancement Office to evaluate current and emerging donors to determine both capacity and potential support. This type of information will mirror that provided by a readiness/feasibility study.

# Stakeholder Engagement

Connecting with and generating support from all Association stakeholders will be of great importance to experience a successful relocation.

## Internal Stakeholders

- Sustain excitement for how we are executing ministry at our current site while we put in the work to relocate
- Share examples of how we are financially investing in the current ministry while shifting some of our Advancement focus to a new campus
- Stay focused on students and mission
- Make every effort to engage with those who struggle with the idea of relocation
  - Focus on how a move will improve our student's experience and education
  - Emphasize the greater capacity for an eternal impact on future families and students

## External Stakeholders

- Share the story about how the new campus and ministry will benefit the community at large
  - Determine what we can provide that is unique and beneficial (education or other)
- Discover how we can partner in new ways with external entities
- Cast a vision for how Lincoln Lutheran will shape the next generation of the Lincoln community

## Engagement Considerations

- There must be a budget for engagement
- We must remain vigilant in generating new relationships, partnerships and leads

# Communication

Outstanding communication will continue to be essential to fully realize **Vision 2030**. By maintaining a balance of quality and timely communication, we will better be able to engage a broad audience over a longer period of time.

The committee recommends the following:

- Regularly share with constituents about how they can pray for the process
- Regularly engage in communication with our partners in ministry
- Develop an intentional marketing plan for internal audiences
  - This should include target dates and messaging
- Develop an intentional marketing plan for external audiences
  - This should include target dates and messaging
- Engage community partners who know Lincoln and recognize Lincoln Lutheran as an important investment
  - Create consistent touch points to keep people engaged over the entirety of the relocation process
- Utilize significant milestones to maintain engagement and to pull in new people
- Celebrate often - communicate victories (expected and surprising)

# Opportunities and Challenges

A relocation project of this size will provide a chance to open some new doors. It also carries with it some challenges along the way. Below you will find a list of some opportunities and challenges identified by the committee.

## Opportunities

- Broaden our ministry impact throughout the Lincoln Community and as a result growing God's Kingdom
- Lincoln's projected growth over the next 10 years provides good potential for an increase in families outside the Lutheran community who may be seeking a Christian based education
- Tell our story and invite families to discover we are not "just for Lutherans"
- Engage in new and creative partnerships within the community
- Engage with the Lincoln community in a much deeper, more tangible way
- Develop a site buildout plan to allow for early access for certain groups or activities
- Shape the campus based on future educational needs
- Reassess what's important to the mission of Lincoln Lutheran and adapt the school/facilities accordingly
- Learn from other schools both (public and private) that have built new schools "recently" about what they like the most about their new school and what they may have done differently
- Engage new donors and "stretch" existing ones
- Lincoln Lutheran becomes front and center in Lincoln news and conversations

## Challenges

- Maintain momentum throughout the relocation process
- Maintaining stakeholder buy-in as decisions are made
- Raising sufficient financial support required to execute a relocation
- Raising \$20-25M in the second five year phase while at the same time maintaining a high educational experience at the current site
- Potential of donor fatigue
- Attracting donors of greater impact
- Making timely decision making throughout the process - avoid "paralysis by analysis"
- Engagement and availability of volunteers with the right skill sets
- Staying focused on God's path through the process and acting boldly
  - Shifting paradigms and thinking boldly may a difficult change - "trust God's bold plan"
- Making it clear when the campaign ends and when the new one starts so that the lines are not blurred between the two



- We may come across site opportunities that appear attractive, but timing might not be right
- Make sure our “feeder” elementary schools or member churches don’t get frustrated in any way
- At some point in the future God could ask us to reassess the initiative to relocate

# Recommendations

The Lincoln Lutheran Schools Association finds itself at an exciting place in its 60 year history. The work ahead will not be easy. It will need to be attacked with passion and intentionality, leaning into faith and prayer. **The committee believes that through careful and intentional planning the Association can generate the resources necessary for a campus relocation.** The committee shares the following recommendations (presented in no particular order):

1. The entire process of relocation must include intentional prayer - seeking the Spirit's guidance in all decisions
2. A relocation will not be possible without strong and faith-filled board leadership
3. Leadership must remain responsive to God opening doors and stretching the Association into an bigger and more bold reality
4. Relocation must not have a negative impact on current ministry to students and families
5. New partnerships must be developed - where costs can be shared while pursuing common ministry goals
6. The donor base and capacity must be expanded:
  - a. Alumni
  - b. Lincoln Community
  - c. Next-level giving from current donors
7. New staff (FTE) must be added to the Advancement team in the next couple of years
8. All work in the area of Advancement must be pursued with both current and future support in mind
9. A maximum level of debt should be determined so a relocation does not adversely impact the financial health of the ministry
10. Intentional communication and ongoing engagement efforts will be essential to the overall success of a relocation
11. A group must be formed to help execute the recommendations within this report

## Timeline/Targets

The timeline below begins to paint a general picture of how a relocation could take place. This timeline is simply a draft that will need to be revisited often during future stages of planning.

### 2021-2022

Finalize a Vision for the Future

- For our close partners
- For the greater community

Develop lists of potential partners

- Include large 'naming' donors, non-traditional partners, grants, etc.
- Include traditional 'close' partners

Develop strategies around lead gifts

- Consider proper timing for use of a feasibility study
- Targets for lead gifts of varying sizes totaling at least \$15-17M
- Develop a framework for “naming rights”

Create initial funding budget

- Phase 1 = \$35M
  - \$1.5M 2025 Campaign
  - \$15M Lead Gifts - include milestones to get to \$17M
  - \$9M Borrowed for Phase 1
  - \$5M 2030 Campaign
  - \$5M Sale of existing campus

### **2022-2023**

- Purchase land
- Solicit lead gifts in 2025 campaign and raise support to purchase land
- Develop a detailed list of internal and community supporters via iWave
- Begin developing/strengthening relationships with donors of impact

### **2023-2025**

- Design the campus
- Begin casting the vision with internal and community stakeholders
- Design the campus to allow for staged build out and use
  - Consider Phase 1.A - field/stadium/parking
- Develop Virtual Tours
- Determine how much money needs to be committed before groundbreaking
- Further develop/strengthen relationships with donors of impact

### **2026-2030**

- Begin some level of build out
- Start using facilities (activities, etc.)
- Begin process to sell the current 1100 N 56th campus - \$5M

### **2031-2035**

- Complete the phase 1 of building
- Move into classes on new campus
- Continue build out plan

## **Additional Considerations**

### **Now – 2025**

- There are some early limitations for pursuing financial support for the future site based on the current campaign's \$4M goal. However, with a successful campaign, Lincoln Lutheran will be debt free and the current campus will be in great physical shape.
- If we have to take on any initial debt to acquire land, it must be factored into the overall plan once the cost for land is confirmed. Overall, the cost of land is a small amount in the bigger scheme of an overall project.
- The other "unknown" regarding costs will be professional fees to begin initial stages of design

### **2026-2030**

- Develop major milestones for this window to allow for triggers around when to build
- Beyond 2025 the primary ongoing Advancement needs will be for annual support (our current Warrior Fund - by then around \$170K+ per year). Planned giving will also need to continue its growth as to add to endowed needs-based aid.

### **2031-2035**

- Move into Phase 1 campus
- Advancement must factor in support of newly incurred debt to prevent a negative impact on tuition
- Begin Phase 2 fundraising

# Frequently Asked Questions - FAQ

Below you will find answers to questions asked throughout the planning process.

## Frequently Asked Questions:

1. *How will we protect the financial health of the Association during this relocation?*

The Association has never been stronger financially. Leadership will work hard to establish reasonable projections and triggers to allow each step to take place at the appropriate time and level of funding.

2. *What will happen with maintenance of the current campus as funding is focused on the future site?*

The current Embark multi-year campaign will provide the necessary funding to upgrade all areas of campus with a strong need. Once those upgrades take place, we believe the campus is in a good place for the next 10-15 years.

3. *How will a relocation impact Association church support?*

It would be the goal to use the relocation process as a launching point for a renewed commitment to Christain Education throughout the Association. By working to meet the needs of our Association, church support should remain strong.

4. *How will a relocation impact tuition costs for families?*

The goal would be no impact on tuition as a result of the move. All Advancement planning will keep in mind funding the gap created by higher costs resulting from debt that is incurred as a result of the relocation.

5. *What is a realistic timeline for a relocation? What could make it happen sooner or take longer?*

We've set a goal of 2030 for the conclusion of a future campaign to raise the necessary funding to make a move possible. This timing will be impacted by the ability to inspire generosity of current and future donors. The pace at which we identify and receive gifts of great impact could result in a more aggressive or delayed timeline.

6. *What's wrong with the current campus?*

The current campus has been and continues to be a blessing to our ministry. As stated earlier, a previous committee assessed the "best opportunity" for future ministry and determined that the current campus creates some limitations that will make it hard to realize a maximized future ministry. You can read that report [HERE](#).

7. *What happens if Pledges and Giving fall behind a projected build-out schedule?*

The goal would be to tie dollars received with our building timeline. So, if giving slows, that will have the impact of delaying the build-out process.

8. *What impact might this move have on our neighbor - Trinity Elementary?*

The relationship between Lincoln Lutheran and Trinity has certainly been mutually beneficial. Our campus' proximity has allowed families to feel like they have a "one-stop-shop" for their family's Christian Education needs. We will do everything we can to include Trinity in the planning process as they assess how the elementary school serves its families and how a Lincoln Lutheran move would impact their decisions regarding future ministry.

9. *With current LL enrollment just above 300 students, what enrollment trends support a move?*

As mentioned earlier in this report, enrollment at our elementary schools is seeing a nice upward trend. Should that trend hold over the next 8-10 years the student enrollment at Lincoln Lutheran could grow by upwards of 40%. Being ready to serve more students in the near future will be an important strategic move for the Association.

10. *What costs are associated with delaying the next steps of relocation?*

On average we can expect an increase in costs of 4-5% for each year we delay taking action on both acquisition of property or building out a new campus. A 5 year delay could add nearly \$10M to the cost of the project.

### **Additional Questions**

If you have additional questions, be sure to reach out to committee co-chairs Bill Miller or Derek Trutna. You are also welcome to reach out to LLSA Executive Director Scott Ernstmeyer.

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