

**ANNUAL MEETING MAY 2018**  
**2018/2019 CAPITAL IMPROVEMENT PLAN**  
*Building on Our Strong Foundation*

**Background**

Two years ago, via the World Café process, the congregation identified improvements to our facilities that would rejuvenate outdated architectural limitations and make our worship space more inviting, both in function and appearance. Also, ideas were proposed on how to increase income in order to fund both improvements and long-term maintenance. The World Café process generated the list of priorities shown below and the Strategic Planning Committee (SPC) developed recommendations to implement the goals and objectives. SPC worked with consultants, met with craftspeople and suppliers, visited other recently renovated UU churches, and hired an architect experienced in church renovations, Leila Hamroun of Past Forward Architecture. After researching and analyzing many alternatives, the facility improvements recommended below comprise the 2018/2019 Capital Improvement Plan. These improvements are designed to fit within the church's overall priorities for the near future that include, among other things, maintaining a sustainable budget, hiring a new minister in 2019, conducting major repairs, and managing Capital Campaign funds and other sources of income.

**World Café-Generated Goal and Objectives**

The goal is a more affordable, accessible, flexible and attractive facility. Specific objectives are:

- Increase income from underutilized space within the building and the exterior grounds
- Improve ingress/egress and accessibility between buildings
- Improve space utilization/flexibility in Parish Hall, Sanctuary, and kitchen
- Add ADA compliant unisex restrooms adjacent to Parish Hall
- Modernize AV systems in the Sanctuary
- Improve overall appearance and attractiveness of Sanctuary and Parish Hall

**Recommendations**

The Board of Trustees recommends implementing the Capital Improvement Plan in two Phases. Phase I comprises improvements that do not require either extensive decision making and logistical planning or obtaining detailed architectural plans, building permits, or bids from multiple general contractors. Improvements in Phase II involve these time consuming requirements. Three task teams will be formed to finalize numerous decisions on colors, designs, finishes, materials, equipment, etc.: Audio/Visual (AV) team, Chairs & floors team, Lighting, ceilings, & shades team. The specific improvements in each phase are listed below. Details of each improvement are described later herein aligned with the World Café Objectives shown above. Supporting information and alternatives considered are in the Supporting Notes. Improvements by Phase are:

*Phase I – Letting in the Light*

- Install mechanized shades on the Sanctuary windows
- Replace the accordion doors with moveable panels
- Replace the Whitby Rd entrance and interior vestibule doors with ADA compliant mechanized doors
- Move Parks' doors inside
- Replace the ceiling and lighting in the entry corridor
- Install a video display system in the Sanctuary
- Install a streaming video system in the Sanctuary
- Upgrade sound systems in the Sanctuary, Parish Hall and Warner room

## Phase II – *Rolling into the Future*

- Construct stair-free access between Sanctuary/Parish Hall and RE Wing levels
- Install ADA compliant restroom on the Parish Hall level
- Modify kitchen to accommodate the ADA restroom
- Replace pews with chairs
- Install new floors in Sanctuary and Parish Hall
- Install new ceiling in the Parish Hall

The following improvements align with the objectives generated by the World Café process:

- Objective: Increase income from under-utilized space within the building and the exterior grounds.
  - Continue to explore renting space within the building; leasing the library lot for appropriate development, such as a bank branch, or other income sources such as solar electric.
  - Improvements would be paid for out of the existing Capital Campaign fund after \$500,000 is set aside so that the interest income can accrue to the chronically underfunded Maintenance Reserve. When income from other sources is sufficient to fully fund the Maintenance Reserve, the \$500,000 could then be used for additional improvements.
- Objective: Improve ingress/egress and accessibility between buildings.
  - Install new, automatic, glass doors at the Whitby entrance to provide ease of entry/exit and greater security, as well as update the appearance of the church entryway.
  - Relocate Charles Parks' wood doors inside to prevent further deterioration and maintenance of the wood.
  - Install a wheel chair accessible lift or elevator connecting the Sanctuary/Parish Hall level to the office level. Several options are being evaluated including a small elevator installed at the Sanctuary side of the Warner Room that would still allowing ample group seating and gathering.
  - Install a wheel chair lift at the steps leading to the classrooms for ADA compliant access.
- Objective: Improve space utilization/flexibility in Sanctuary, Parish Hall and kitchen.
  - Replace wooden pews with specially designed chairs to allow for a variety of worship configurations, as well as make the Sanctuary available for other uses and events.
- Objective: Add ADA compliant unisex restroom adjacent to Parish Hall.
  - Convert the kitchen pantry and exterior doorway area into restrooms while still allowing use of the Warner Room.
  - Reconfigure the kitchen to make best use of the space remaining after installing the restroom.
- Objective: Modernize audiovisual (AV) systems in the Sanctuary.
  - Install a video display system; upgrade audio for the congregation and hearing-impaired; and capability to stream worship services and events as well as recordings for future use.
- Objective: Improve overall appearance and attractiveness of Sanctuary and Parish Hall
  - Brighten and modernize appearance of Sanctuary corridor by replacing soiled and obsolete accordion doors with foldable panels.
  - Replace wooden doors connecting the entryway to the Sanctuary and Parish Hall with glass doors to complement and enhance overall glass-front-entrance effect.
  - Install new corridor ceiling with LED lighting to complement glass panels and further brighten the connecting space.
  - Replace broken and missing Sanctuary window blinds with modern shades that can reduce sunlight when necessary and modify Sanctuary brightness for a variety of functions.
  - Replace existing wooden pews and cushions with movable chairs specifically designed for worship and other gatherings.
  - Cover the existing damaged tile floor in the Sanctuary and tiles in the Parish Hall to complement other improvements.

- Replace the old-fashioned acoustic tile ceiling in the Parish Hall with panels that will refresh appearance and improve acoustics.

If the plan is approved, the Board and SPC will periodically inform the congregation of implementation status and fund expenditures. Potential sources and initial cost estimates of improvements are shown below. Much of the Capital Campaign Fund was recently reinvested to avoid exposure to falling stock prices but some of the value is subject market fluctuations. Different improvement alternatives are being evaluated in order to complete as many improvements as possible within limits of available funds without sacrificing quality or functionality.

POSSIBLE SOURCES OF FUNDS		COST ESTIMATES	
Capital Campaign Fund	\$ 1,250,000	ADA restroom(s) & kitchen changes	\$ 150,000
Endow Maintenance Reserve	\$ (500,000)	electric Sanctuary shades	\$ 45,000
Capital Improvements Now	\$ 750,000	refurbish basement bathrooms	\$ 50,000
		new ADA ramp or elevator & lift	\$ 350,000
Remainder of \$179,000	\$ 22,900	replace PH accordion doors (glass)	\$ 180,000
Old RE wing floor	\$ (2,500)	new Parish Hall floor	\$ 20,000
architect Fee	\$ (9,700)	chairs & new Sanctuary floor	\$ 100,000
paid to architect so far	\$ 3,300	glass ADA front & vestibule doors	\$ 30,000
Available Now	\$ 764,000	Parish Hall ceiling	\$ 65,000
		corridor upgrades	\$ 60,000
PNC construction bond	\$ 36,000	required electric upgrades	\$ 8,000
Stained glass fund	\$ 70,000	upgrade all electrical	\$ 20,000
sale of pews	\$ 2,000	screen & projector	\$ 28,000
Chalice Lighter AV Grant	\$ 20,000	stream & record video	\$ 30,000
chair contributions	\$ 10,000	upgrade Sanctuary audio	\$ 25,000
POSSIBLE in FUTURE	\$ 138,000	sub total	\$ 1,161,000
		15.0% design & project mgt (not on all items)	\$ 98,000
POTENTIAL TOTAL	\$ 902,000	grand total	\$ 1,259,000

The Capital Campaign Fund contains \$1,250,000 (as of Feb. 28, 2018). Transferring \$500,000 to endow the Maintenance Reserve leaves \$750,000. Just over \$20,000 remains from the \$179,000 of accrued interest on the Capital Campaign Fund the congregation approved in 2015 for critical repairs, including new blinds for the rebuilt windows. The chair supplier believes we will easily sell the old pews. The congregation will be encouraged to contribute to the purchase of a new chair. A plaque will be placed in the vestibule with names of all those who contributed to the Capital Campaign fund and to the 2017/18 Capital Improvement Plan. A grant application for AV upgrades will be submitted to the Central East Region Chalice Lighter Program.

### Supporting Notes

#### INCREASE INCOME

The Maintenance Reserve has been underfunded for years so additional income is needed to augment pledge and other income in order to ensure major repairs are properly funded. SPC is continuing to seek optimal ways of increasing income from underutilized facilities including the vacant library lot. Until new sources of income are secured, SPC recommends setting aside some of the Capital Campaign funds for the Reserve.

SPC received several offers to buy the vacant lot adjacent to the church but believes leasing the land would provide more income than investing sale proceeds while retaining ownership and control of the land. SPC concluded a branch bank would be a good use of the site since most branches are closed on Sunday and the

church could use the parking. So far, none of the banks approached expressed interest. Owners of the adjacent property are willing to join our properties to increase the pool of possible lessees but, despite help from a local developer, no suitable lessee has been identified yet. Suitability is a key criterion for any lessee. SPC continues to search for a suitable tenant and evaluate other ways of increasing income, including solar electric.

#### IMPROVE INGRESS, EGRESS, AND MOVEMENT

The SPC evaluated many alternatives for providing greater accessibility within our facility. For instance, a new fully enclosed ramp from the RE wings into a new vestibule at the Halstead Road door and lift opening into the back of the sanctuary is feasible, but very expensive. Just covering the ramp rather than enclosing it is less expensive but would be open to the weather and less secure. The existing office hallway could be rebuilt as a ramp, new doorway cut into the offices, existing doors closed off and an all-weather platform lift installed outside the building opening into the back of the sanctuary. Or the lift could open onto the existing landing but it would be cramped. Installing a stair mounted lift from the office level to the sanctuary was considered but the stairs are not wide enough. A wheel chair elevator from the Halsted vestibule opening into the Warner Room and stair-mounted wheel chair lift at the stairs leading to the RE wings may be optimal pending full evaluations which are underway. Alternatives for improving accessibility of the Whitby Road doors were also evaluated. Mechanizing the existing wood doors at the church entrance was considered, but is surprisingly expensive, continues exposing the deteriorating wood to the elements, and would neither increase security nor let in light, as would transparent glass.

#### IMPROVE SPACE UTILIZATION AND FLEXIBILITY

Other congregations told us they were glad they replaced fixed pews with moveable chairs which greatly expanded their seating flexibility and configuration options for different events. Refurbishing the pews and replacing the cushions would cost about the same as new chairs but would have to be staged over a long period of time with large segments removed for renovation. A wide range of seating options are available. Examples selected on the basis of appearance, functionality, and durability will be presented to the congregation. The chairs can be stacked in order to make an open area in the sanctuary, but creating a space to store all of the chairs would require a building addition that would not be cost effective. The chair vendor assures us that our old pews can be easily sold so few, if any, would be scrapped. Several redesigns of the kitchen and storage areas next to the parish hall were considered including swapping the chair and general storage area with a totally new kitchen but the cost is prohibitive. Several configurations of restroom(s) and back door access to the kitchen were considered.

#### MODERNIZE SANCTUARY AV

An upgraded AV system in the sanctuary with better sound, video display capability and streaming video would modernize, enhance, and enliven worship experiences. Privately streamed video will allow home-bound congregants and those at retirement homes to share services and other church events when they are unable to get to the church. The ZOOM videoconference service, already used by many congregants, can live stream and record services just as it does now for meetings. Enhanced audio would improve worship for many parishioners, not just those with hearing problems. Multiple contractors were consulted in order to select the optimal set of upgrades.

### FREQUENTLY ASKED QUESTIONS – FAQ's

***Q. Estimated costs exceed available funds. How will priorities be managed?***

A. Lower cost alternatives are being evaluated and we are seeking additional sources of income which could free up some or all of the \$500,000 set aside. If these measures don't close the gap, then we can choose between foregoing or postponing some improvements or raising more funds. In any event, the World Café process identified ingress/egress, accessibility, flexibility and AV improvements among the higher priorities.

***Q. Why not just sell the adjacent former library lot?***

A. The lot could be sold for ~\$1 million. It is assumed that proceeds from the sale would be placed in a stable and safe investment. However, interest income on the proceeds provides less income than a lease and, importantly, leasing means we continue to own and have control of the lot.

***Q: Why not install solar panels on the library lot? How much can we save?***

A: Solar panels are still an option but probably won't provide as much income as leasing. We need to explore all viable options so we can select the best. Economics of a solar project will be presented to the congregation along with economics of other options when they are available.

***Q. Will we need the library lot for parking?***

The Brandywine School District (BSD), which owns the lots across Whitby, told SPC that deed restrictions limit use of that land to educational purposes. The District is unlikely to build on the lots in the foreseeable future and is happy to let us park there indefinitely so we won't need the library lot for parking. If the District does decide to build, the process is long and public so we would have time to make other plans. BSD reminded us that they cannot afford to plow or resurface the lot so we may have to consider paying for some maintenance in the future.

***Q: Do we need approval from the donors to use the capital campaign money for improvements?***

A: Legal counsel advised that the envisioned capital improvements are consistent with the uses described at the time of the capital campaign so we are not legally required to obtain permission. Nevertheless, we will try to ensure donors have the opportunity to review and comment on the new plans.

***Q. Do we need congregational approval of the plans and to spend the money?***

A: Yes. The scope of proposed changes and the amount of funds committed requires approval of the congregation.

***Q. Why not just build the Narthex-New Sanctuary project proposed years ago?***

A: That plan only achieves some of our objectives and is so expensive - approximately \$6-\$8 million - that we could not afford to meet the other objectives without raising much more money. One of our guiding principles with the architect has been to work within the existing walls in order to keep costs down so we can achieve as many objectives as possible with the existing funds.

***Q. How did we pick the architect we're working with?***

A: We sent the Goal and Objectives to church-experienced candidates and decided on the architect whose proposal best met our desires and whose cost was comparable to others.

***Q. Who reviewed all of the alternatives discussed with the architect?***

A: A Capital Improvement Sub-team advised the architect before the full Board of Trustees reviewed her Feasibility Study and final proposals.

***Q. How would a stair-mounted chair-lift and elevator work?***

A: Operation is fairly intuitive and training will be provided to regular users and caregivers. An access code will be needed to prevent improper use.

***Q. What AV systems are envisioned for the Sanctuary? Who designs it? Who works it?***

A: Church-experienced contractors recommended improvements for sound, video display, streaming, digital hymnals, better hearing assistance, etc. A top end system may require a part time professional operator. In any event, we will need a number of well-trained volunteers.

***Q. How will the Sanctuary blinds work?***

A: Two motorized blinds are installed on each window: one light filtering to cut down direct sunlight and one room darkening for viewing movies and presentations. Controls are mounted in the rear of the sanctuary out of the reach of children. A hand-operated system was evaluated, but was deemed to be too limited and inconvenient.

***Q. Will we be compliant with the UUA Accessible Sanctuary Program?***

A: The Capital Improvement Plan includes some steps supporting compliance but decisions on achieving full compliance will be deferred until the new minister arrives.

***Q. I usually have to move where I sit on a pew so I can see between people. How will I be able to see when we have chairs? Won't chairs reduce overall capacity and what about overflow contingencies?***

A: The chairs can be staggered so that people can see in between the chairs in front of them. Chairs will provide about as much seating capacity as the pews do now. Folding chairs can accommodate overflow as they do now. In addition, the new AV system with video display will allow more viewing options.

***Q. Can we still use the Warner Room as before?***

A: Yes! The east door will now lead to restroom(s) rather than the kitchen pantry. If an elevator down to the office level is installed, the cabinets on the west wall may need to be relocated.

***Q. How were the costs estimated?***

A: International Consultant Inc. prepared the estimates based on a set of conceptual design drawings from the architect and are developed and documented according to the Construction Specification Institute's (CSI) Code of Accounts based on first quarter, 2018 construction unit prices. No escalation has been included. Once a construction period has been established, the appropriate escalation factor, based on four percent (4%) per year must be added. A 15% design contingency is included to account for unforeseen conditions, which is a conservative estimate for capital planning purposes. The estimate does not include professional design services (architectural, engineering, project management) to prepare the required construction documents. These services may add 10 to 15% to the cost estimates.

***Q. How accurate are these cost estimates?***

A: Some estimates, such as those for window shades, are already firm bids from contractors. SPC believes the architect's estimates are conservative. Multiple bids will be obtained from both general and sub-contractors.