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June 28, 2011

Mr. Glenn Bell
Mr. Rudy Lee
Dr. Barry Jenkins
Session and Church Leaders
First Presbyterian Church
700 Park Avenue
Florence, SC 29501

RE: Facility Assessment

Dear Church Leaders and Staff:

It was great to be with Glenn, Rudy, Barry and so many of the staff and church leaders during our on-site assessment. It is great to see how the Lord is using First Presbyterian to impact your community.

Per our agreement, we performed a site visit on May 11-12, 2011 and reviewed aspects of the facility and operations including but not limited to:

1. Review of all current facility expenses and budgets
2. Evaluate facilities overall condition and care (“10,000 Foot View” – High Level)
3. Meet with ministry staff to evaluate the ministry program and how facilities might impact them
4. Investigate life cycle expectancies of the existing facilities
5. Review future development plans based on drawings provided to our team
6. Inspect the HVAC systems

With the above in mind, we performed a physical site inspection and made the following observations:

OBSERVATIONS

A. FRESH EYES

How many times do we look at the same weeds in the parking lot or the same stained ceiling tiles? The more we become “familiar” with our facilities, the less we notice things...thus the need for FRESH EYES. This service is designed to bring a new perspective to your facility condition. As part of our initial site visit we made a point to observe the campus and facilities as if we were a first time guest to the church...a person that may be seeking a church home or a person looking to find a personal relationship with Christ. The following were our observations:

1. Good street presence and signage...especially at first blush. The campus is very stately and attractive from the road.

2. When pulling into the parking near the sanctuary, the campus continues to provide a welcoming presence.
3. However, as a first time guest, unless you are going to the sanctuary, there is inadequate signage. This was very confusing to our team...and we are sure it would be for guest as well.
4. As you approach the entrances you begin to see significant wear of the facilities. In fact, we observed a great deal of peeling paint on exterior doors window sills and the like. This gives the appearance of a lack of interest or concern for the well being of the facility
5. There is not any central or "main entrance" to the facility. Given the circle drive, one would be led to believe that the education building is the "front door"...but upon trying to enter during the week, you find out that is not the case. On a Sunday, if this was perceived to be the initial point of entry, the initial impression could be adversely impacted.
6. A visit to the restrooms gives a very poor first impression. While relatively clean, there are very outdated and do not meet current codes or even model accommodations provided by other public facilities. This needs immediate attention.
7. Public circulation areas are less than adequate. The corridors are too narrow and they have an institutional feel. Not inviting.
8. The children's areas are less than desirable. There are stained ceiling tiles, exposed ducts and pipes, peeling paint, worn floor coverings and many have window mounted air conditioning units which are grossly inadequate and would promote a sense of "temporary" and again, a lack of interest in the facilities.
9. The sanctuary is a very lovely building...but as a first time guest we were immediately drawn to the water stained walls, dirty air vents in the ceiling, outdated lighting and deteriorating windows.
10. In trying to find the administration offices, there was not an identification of this once in the building and no real reception area.
11. The CLC is a more attractive facility with more modern conveniences...however, having to meander through the old sanctuary and "serving lines" of the kitchen, make the path from the other buildings less than appealing.
12. As a first time guest, the amount of directional signage in the parking lot, on the building and within the facility is lacking. If we had not had a guided tour, it would have been very difficult to navigate our way through the facility. This can leave a first time guest feeling anxious and frustrated...especially if they have children they are trying to get settled and assimilated.

We will not take the **FRESH EYES** portion beyond the above items. However, a synopsis of the team's over all First Impression...as guests....are as follows:

1. The facility has a very appealing curb appeal...from the road
2. Up close the exterior starts to give a worn impression
3. With the exception of the CLC, the facilities "feel" old and uncared for
4. For those on our team with small children, we agreed that we would not have left our children in the nursery or children's rooms
5. The buildings communicate a lack of interest or worse, that the church is in decline
6. The majority of the spaces are inefficient and outdated and in need of much care

B. GENERAL PHYSICAL OBSERVATIONS

1. **Summary:** The facility structures are typical as to when they were initially constructed. The observations included in this assessment fall into three phases, based on date of construction.
 - a. Phase one (fellowship hall & educational building) was built in 1952.
 - b. Phase two (existing sanctuary) was built in 1958.

c. Phase three (CLC) 1993.

- 2. Phase One & Two Observations:** (See Appendix "A") This portion of the complex is indicative of the age of the structure. Very little modernization or updating have been performed and there is an inordinate amount of deferred maintenance that is evident
- a. Electrical system, HVAC system and plumbing are not up to new codes and requirements.
 - b. The wood framed windows are single paned glazing which are very inefficient, condensation develops regularly on the inside glass and runs down the interior walls as well as soaking into the sill, causing the wood to rot.
 - c. The ceilings are indicative of the original construction time period. Many are stained throughout the rooms and public areas. There is a high possibility of them being made of asbestos which is a concern.
 - d. Much of the tile floor is showing significant wear and we are concerned that it may contain asbestos.
 - e. Bathrooms do not comply with ADA requirements and are in need of modernization.
 - f. There is not a fire sprinkler system (not required at the time of construction but required under new building codes)
 - g. Plumbing fixtures are also indicative of the original construction time period, stained from years of use and inefficient.
 - h. Water supply and waste line are rusted. Corrosion has built up inside the pipes greatly reducing the volume of water flow.
 - i. Electrical wiring is the cloth type insulation which is very brittle. Screw in type fuses are in the panel boxes. Again, are indicative of the original construction time period but inefficient and unsafe.
 - j. Duct work lining is rotting and being blown out of the supply lines. (Appendix "B").
 - k. HVAC diffusers a very dirty and it cannot be determined if the discoloration is merely dirt/debris or mold/mildew.
 - l. Lighting in the sanctuary is in adequate with low lumens. In addition, the controls are not adequate for the use of the space.
 - m. The jute backing material that covers the inner springs of the pews is dry rotting and falling to the floor.
 - n. Boiler unit in sanctuary is cracked and leaking water as the temperature increase causes expansion.
 - o. Plaster walls throughout are cracking and paint is peeling.
 - p. There is NO fire alarm system in these buildings - While they were not required at the time of construction, best practices would indicate that they should be a minimum feature to alert occupants of such a peril.
- 3. Phase Three Observations:** (Appendix "B") The CLC is building is overall in very good condition.
- a. It may not completely meet accessibility requirements or fire codes based on current codes.
 - b. Some ceiling tiles are missing in the gymnasium.
 - c. Carpet shows normal wear and staining for the type of application it is being used.
 - d. There is no fire alarm system.
- 4. HVAC Observations – See attached report from STR Mechanical**
- 5. Exterior Building Observations:** (Appendix "C") The exterior of the building indicates years of neglect as far as painting and caulking is concerned.
- a. Window sills, fascia and soffit etc. show signs of water damage.

- b. There is a significant amount of rotted wood due to neglect.
- c. Gutter and downspouts are missing in areas and the gutter that is installed is damaged and leaking throughout.
- d. Some of the concrete steps are chipped which may cause tripping hazards.
- e. Appears that ventilation to attic spaces have been sealed off which could impact the life expectancy of the shingles
- f. Steeple is in need of re-caulking and paint.
- g. Roofing shingles seem to be in pretty good condition. A few nail pops are revealed throughout.
- h. The flat roofing needs to be resurfaced as well as flashed. Existing asphalt flashing is cracking.

6. Grounds and parking lot observations: (*Appendix "D"*) Overall condition of the grounds, landscape and parking area are in relatively good condition.

- a. Landscape is good and appears to have been well maintained.
- b. Entrances to the property lack adequate directional signage.
- c. Existing signage is faded and needs to be replaced.
- d. Parking lot markings are faded as well.
- e. Parking lot pavement seems to be in good structural condition and does not display any signs of structural failure.
- f. There are several locations in the pavement that are holding water, indicating that there is a slight runoff problem.
- g. The cracking in the pavement appear to be longitudinal cracking. (Where the original seams are located). These cracks allow water to enter and freeze/thaw cycle which will promote further damage. The parking lot is a good candidate for a complete overlay. (Not just surface sealing).
- h. Parking bumpers/curbs have been dislodged and broken.

C. REVIEW OF OPERATIONAL BUDGET

We reviewed several of the budget documents that were provided to us. Based on our review and subsequent discussions, we have the following observations:

1. There was an 8.3% increase in facility utility cost from 2009 to 2010. As art of this increase, the water expenditures were up about 22%. This needs to be watched and may be a result of the issue with the boiler and other water leaks on campus.
2. The following represents the church's operational costs as compared to regional bench marking:

| COSTS | First Pres. | Bench Mark | Unit | \$/SF | %/SF |
|---------------------|-------------|------------|------|----------------|------------|
| | | | | OVER/UNDER | OVER/UNDER |
| Utilities | \$1.53 | \$0.90 | SF | \$0.58 | 61.05% |
| | \$1.53 | \$1.25 | SF | \$0.28 | 22.40% |
| General Maintenance | \$0.84 | \$2.00 | SF | -\$1.16 | -58.00% |
| Landscape | \$5,200.00 | \$5,500.00 | ACRE | Included Above | |
| Janitorial | \$1.53 | \$1.50 | SF | \$0.03 | 2.00% |

- a. Utilities are averaging 22.4% to 61% **over** the regional bench marks. This is a critical area and attention needs to be given to reduce this cost. If the church can reduce the utility consumption to a mid-point of the bench mark range, you could save almost \$30,000 annually which could be applied to the shortfall in General Maintenance.
 - b. The monies spent on General Maintenance is grossly low and appears to be a major contributor to the deferred maintenance issues associated with the current condition of the campus. Given the size of the campus, the general maintenance fund should be approximately \$110,000 for building maintenance and upgrades.
 - c. The monies budgeted for janitorial expenses are in line based on regional bench marking for other churches.
3. There does not appear to be an adequate Capital Reserve Account. This should be investigated and implemented immediately. Based on a 55,600 Square Foot campus, we can determine that the Current Replacement Value (CRV), based on \$125/SF, would be nearly \$7 Million. At a deterioration rate of 1-2% annually and the 2009 average (according to the International Facility Managers Association) of 1.55%, the church should set a goal to set aside about \$100,000 annually for reserves. The attached Capital Reserve Calculator can be used to be more specific based on actual line items.
 4. Based on the budget numbers we reviewed, the HVAC Preventive Maintenance efforts are minimalistic at best. This should be evaluated further.

D. "GREENING" THE FACILITY

There are many items that can help "green up" the campus. Some have greater impact than others, but all should be incorporated at some time:

1. Many of the HVAC systems are dated and inefficient, including the window units. Replacement of said units would be a tremendous benefit to the church. At the very least, some form of programmable or networkable thermostat or building automation systems should be implemented. This could save 10-25% on the HVAC useable and expense. Generally speaking,

- 50-75% of most churches power consumption is attributed to the cost to heat and cool the buildings. These types of modifications can be a significant part of reducing your utility costs.
2. Transition to a high Volume HEPA filtered backpack vacuum. They are quiet, light weight, have more suction capability and capture more of the particulates without releasing them back into the space being cleaning. In addition, a Backpack can allow the personnel to clean 2-3 times the amount of space in the same time.
 3. Make the change from T12 to T8 fluorescent fixtures. Tthe EPAC Act of 2005 (http://www.epa.gov/oust/fedlaws/publ_109-058.pdf) states that all old technology relating to electrical products (IE: T-12) will no longer be manufactured after 2010...so have you made the transfer? If not...you better get started. So what are some of the benefits of T8 over T12 (besides the obvious one that T12 components are not being manufactured any more)?
 - Save 35%-50% in Electricity
 - T8 Lasts 80% Longer
 - Better Quality Light
 4. Same for converting all Exit Signs to LED. This could save you over \$30/year per exit sign.
 5. Consider incorporating Motion Sensors in rooms...especially those without windows. The use of these can reduce the energy consumption in these areas by 20-35%
 6. Consider transitioning to some “day cleaning”...either early AM or late afternoon to avoid lighting and heating/cooling the facility late at night when it would otherwise be unoccupied. Many facilities are seeing a 10% reduction in energy usage by converting to day cleaning practices.
 7. Install commercial grade “scrubber and wiper” matting at all doors. These should be long enough for a person to step 3 times with each foot.
 8. Switch to microfiber cleaning rags and mops to save on cleaning chemicals and other apparatus while being more efficient in your cleaning processes.

E. CURRENT AND FUTURE PROGRAMMING NEEDS AND EVALUTATION

The follow are observation and recommendations for physical facilities based on our observations and data gathered from our Discovery interviews.

1. Sanctuary:

- a. Seating capacity does not appear to be an issue at this time. Pews need to be replaced or refurbished within the next several years.
- b. The choir loft is undersized and needs to be expanded.
- c. Visibility in the choir loft is severely affected by the privacy screen. This impacts not only the “communication” of the choir to the congregation but can adversely impact the acoustical value.
- d. Access to the choir loft does not meet code, but is minimally functional.
- e. The speaking platform (chancel) is undersized and needs to be expanded.
- f. Question of loss of seats if platform / choir loft is expanded. This needs to be addressed as part of the long term plan of the facility.
- g. Based on the varied space requirements for the contemporary service and the traditional, strong consideration should be given to moving the contemporary service to the CLC. This would free up some space from their equipment and provide a more “relaxed” environment for the contemporary service.

- h. Adding projection screens in the Sanctuary are desired, but will be a challenge due to the location of the organ pipes and speakers. Suspending retractable screens is not a good idea due to movement. This needs further study.
- i. There is a desire to have a better connection between the choir loft and the speaking platform. This may be difficult considering the difference in elevation of the two areas. This should be evaluated further and modifications made.



Recommendations: Consider a “face lift” of the main seating area, but give serious consideration to expanding the choir loft and speaking platform. Consider padded chairs in lieu of pews for the first few rows in case a temporary stage needs to be brought in for special events. Further structural research needs to be done to see if the front of the choir loft can be lowered and the height of the choir risers increased. It would be much better visually and acoustically if the choir risers were 12-18” in height vs. the current configuration. The privacy screen should be minimized for better visual and acoustic connection between the choir and the congregation. A traffic flow study needs to be done to consider how people will move between the new Welcome Center and the Sanctuary including child pick-up at the end of the service. Handicap access to the facility needs to be addressed. In addition, a study should be performed to determine the practicality and potential cost of adding a balcony to the sanctuary for future growth.

2. Narthex:

- a. The narthex is small with little room for congregating. There was a wide range of opinions on the frequency of use of the front doors, but it is typically the entrance a guest would use. A study that would evaluate which of the entrances are most used and by whom (i.e. guests vs. regular attendees, Sr. Adults vs. younger members, etc) should be performed.
- b. The side area of the narthex could be used as a bride’s room, but there is a need for a bathroom in this general area for that to be practical. Access to plumbing may be an issue.



Recommendations: Consider a “face lift” in conjunction with the Sanctuary. Further research needs to be done on the accessibility of plumbing to add the rest room. A vanity and make-up mirrors could be added along one wall and hidden by sliding doors if there is a desire to use this area as a bride’s room.

3. Music Area:

- a. The Choir Rehearsal room is tremendously undersized. There is little room for the actual choir and no room for potential accompanists/musicians
- b. Robe storage is in a closet within the room and is inadequate
- c. Access to the Choir Loft is satisfactory
- d. The choir director’s office is inadequate.
- e. There is no music storage room; music storage is in cabinetry in the corridors, upstairs and in access areas to the Sanctuary. This is inconvenient and problematic as some of the music has a buildup of mold infestation.
- f. The rest rooms in this portion of the building are inadequate and do not meet handicap code.
- g. There is no handicap access to the second floor.
- h. Stairs are in violation of existing codes.
- i. Access to the mechanical unit and organ blower under the choir loft is extremely limited.

- j. The Sessions Room on the lower level is hardly ever used. It is suggested that this room be re-purposed for the hand bells that are currently located upstairs.
- k. Upstairs classroom sizes are minimal, but functional for small groups (but need handicap access).
- l. Consider the amount of toilet facilities needed in this area if a new Welcome Center is developed. This should be studied further.



Recommendations: Consider adding a small addition on the back of this building to house a new choir rehearsal suite. Re-purpose existing rooms on the first floor to accommodate all of the music departments needs. The second floor rooms can be used as small adult classrooms and can be connected back to the existing Education Building (future Welcome Center) to provide handicap access. Renovate the bathroom areas, but take into consideration the potential new traffic flow once the Welcome Center is developed.

4. Education Building:

- a. Supposedly the “front door” to the campus, the entrance is downplayed and difficult to find. Once inside, the entry corridor is extremely tight and uninviting.
- b. The sizes of the classrooms on the front side of the building are acceptable, but due to the off-center corridor, the rooms on the back side are only effectively used as support spaces (both floors).
- c. The size of the Children’s Worship space is minimally adequate but offers little opportunity for growth.
- d. The location and dimensions of the existing stairs do not meet existing code.
- e. The restrooms are inadequate and do not meet handicap code.
- f. The current corridors and access to the second floor do not meet handicap code.
- g. Security for the children’s classrooms is minimal and must be addressed.
- h. There is a desire for the facility to meet South Carolina DHEC Daycare requirements, which it currently does not.
- i. If the daycare is reinstated, an office for the director should be conveniently located.
- j. Aesthetically, the exterior of the building blends well with the rest of the campus, but the interior spaces are inadequate for the current education programming.



Recommendations: Consider creating a new children’s education building (location to be determined) that houses 10 classrooms (one for each age group) of approximately 450 sf per room. This will allow about 15 - 20 children per room which more than meets the current needs plus some room for growth. If at all possible, create “pods” of classrooms so that only people with children are entering that area. The new Children’s Worship space should also be within the “pod”. The office and a workroom should be convenient to the classrooms. Rest rooms should be located within classrooms or shared between two classrooms so children and teachers do not need to leave the security of the space. The location of the new children’s building needs to be convenient to the Welcome Center and the Sanctuary since children start their Sunday in the Sanctuary and move to their classrooms during the service. The existing building can be “gutted” and renovated as the new Welcome Center with new central rest rooms and vertical circulation (stairs and elevator) that can act as a hub to the campus. A new exterior entrance should be designed to invite people to this location.

5. Fellowship Hall Building:

- a. The existing space is used for medium sized gatherings that are too small to be in the CLC. The functionality of the space is hampered by the fact that it is also the only

connection between the main campus and the CLC, so pipe and drape is used to create a “corridor”.

- b. The proximity to the kitchen is excellent, but we question the utilization of the room since the CLC was constructed.
- c. The Grace and Truth classroom is used extensively and also benefits from its proximity to the kitchen.
- d. The electrical closet adjacent to the stage is cramped and the equipment is tremendously outdated.
- e. **This space has extensive functional and physical obsolescence**



Recommendations: The use and location of this facility really limits the cohesiveness of the campus. With the addition of the CLC, this location needs to be a major circulation artery and would also be an ideal location for the children’s building. Consideration should be given to razing this area and constructing a two story building housing the children’s ministry, circulation and a new medium-sized meeting facility to accommodate the smaller to medium sized fellowship events. The upper story could house the elementary age children and serve as a connecting link between the Youth Area of the CLC and the upper level of the Welcome Center.

6. Chapel / Office Building:

- a. There seems to be sufficient physical space for the current needs of the offices, but there is a need for some reorganization. Hal has done a plan that may serve the needs, but we did not receive a copy of it.
- b. The location of the exterior entry to the office space is not great and the exterior signage is poor. The receptionist is currently located in a closet and there is no room for guest seating immediately available.
- c. The chapel serves its purpose well but is not ideally located. The location of the kitchen at the front of the building limits the use of that space.
- d. There has been some discussion of doing some renovation to the chapel and create a new entrance where the kitchen is now for functional and aesthetic cohesiveness.



Recommendations: Consider renovation of the area including absorbing the “Snack Room” and “Two Yr. Olds” room into the office program space. One idea would be to eliminate the kitchen and re-open that area as a secondary welcome area to the church for those who park in the lot near there and have the space double as the Office Lobby. It is a natural entrance point to the campus and consideration should be given to make it so. A dedicated Reception/welcome/waiting area needs to be incorporated into this area.

7. Christian Life Center (CLC):

- a. Appears to be the most-used building on campus with the large meeting room and the kitchen. The physical size of the main room, bathrooms and entry lobby appear more than adequate.
- b. The stage seems a little minimal, especially if the contemporary service is relocated to this space.
- c. The acoustics in the room are adequate, but may need to be reevaluated based on the future use (i.e. contemporary worship).
- d. The sound system is minimal and the controls are not ideally located.
- e. The second floor is not handicapped accessible.

- f. The Youth area appears to be functional, but the youth pastor sees the need for one more break-out room.
- g. The 2nd, 3rd and 4th grade rooms function well from a size standpoint, but are not ideally located in relation to the rest of the children's ministry.
- h. The folding partition between the 3rd and 4th Grade rooms does not work well.
- i. There are no rest rooms on the upper levels.



Recommendations: Consider upgrading the main meeting room with a larger stage (thrust out into the space), readdress acoustical treatments, upgrade sound system and video screens, especially if the contemporary service moves here on a regular basis. If the recommended two-story Children's Building is built where the Fellowship Hall is currently located, then the Youth area will be accessible from the rest of the campus (by removing the single run of stairs) and will have handicap access. The requested additional youth room could be incorporated into the older elementary classroom area (2nd, 3rd and 4th). Once these classes move, additional Adult classrooms will be available on the far side of the CLC (although not HC accessible). Add at least one toilet room on this side of the building on the second floor.

8. Exterior:

- a. The biggest observation is the lack of signage and direction to the different ministry spaces inside the building, particularly the offices.
- b. The front parking lot is not very convenient to the ministry spaces.
- c. The back parking lot will need signage directing to the new Welcome Center and have easy access to that space.
- d. Based on our interviews, the Columbarium did not appear to be an element of the campus that was driven by the ministry of the church but rather a desire that has been created due to a donation. We see this as low priority and we also strongly recommend that if it is implemented that it be located in a different location than what is currently proposed.

CONCLUSIONS

Given our observations, we would rank the overall condition of the facility between a "C" and "C-" with the CLC ranking above those marks and other areas ranking below. There are significant items that need to be addressed immediately. Some will improve the "first impression" experience of guests while others will increase the efficiency of the operation. This is not an "either/or" scenario but rather a "Both/And". It is important to develop a plan that will meet the long term and short term needs of the campus that is sustainable and will meet the budget constraints. Establishing a proactive Preventive Maintenance Program is a significant part of this initiative. See attached "Baseline Best Practices for Developing a Proactive Preventive Maintenance Program."

There also appears to be some significant functional and physical obsolescence with the facilities. Based on the data obtained as part of our Discovery process, we also believe that there are critical ministry driven needs for space allocation. This is especially evident in the children's area.

RECOMMENDATIONS

The following are our team's recommendation based on the site inspection, review of financial documents and interviews with staff and leaders. These are initial recommendation, but each item requires additional research and study to refine the practicality, cost and impact to the current and future ministry initiatives of the church. In addition, we believe that all facility initiatives must be coupled with 2 principles in mind:

1. Are we being good **STEWARDS** of all of the resources God has entrusted to our care? This must include money, facilities, ministry initiatives, vision and people/souls. This is far more than just a "money" issue. We believe that we will be held accountable for our stewardship in all of these areas.
2. Does the initiatives we are planning...whether a ministry initiative or facility initiative...help us as a church accomplish the vision and mission of the church? If not, then reconsider.

Recommendations and Priorities

1. There is an inordinate amount of deferred maintenance that must be addressed. There are some items that need immediate attention and others that need to be systematically addressed over the next several years. We believe that there is about \$300,000 - 500,000 of work required to address the issues related to deferred maintenance. Our recommendation would be to set aside a portion of the current monies (say \$75-100,000) to address the most serious issues and then budget at least \$75,000 annually to systematically address the remaining items.

BUDGET: \$75,000-\$100,000

2. The Sanctuary is in immediate need of a new HVAC system and a "face lift". While the pews are in the twilight of their life cycle, they are very comfortable and are adequate for another 3-5 years. We recommend that the choir loft and chancel area be studied and expanded as part of the initial project to provide a better worship experience for both the worship leaders and congregants. Based on the data that is provide herein, the HVAC system upgrade, in an amount equal to \$120-150,000 should be allocated for this process. In addition, there should be approximately \$30-50,000 allocated for new lighting and circuitry and fire alarm for this building, \$150,000 for renovations to the chancel/choir loft and \$150-200,000 for painting (interior and exterior/steeple), remedial work of windows and other general upfit issues.

BUDGET: \$450,000- \$550,000

3. Address the asbestos issues of the facility. If the recommendation is taken to raze certain structures and gut others, then you would be Addressing a "removal" process which would reduce the remediation in the other facilities.

BUDGET: \$75,000 - \$100,000

4. Raze the current fellowship hall and "gut" the existing education building. We believe that the "shell" of the education building has aesthetic and "legacy" value and could be the central hub of the campus given the current and future circulation patterns and the driveway with circular drive.

BUDGET: \$75,000- \$100,000

5. Upfit the existing education building to the new central hub of the campus with large welcome center, gathering space, elevator and some classrooms – SEE ATTACHED PLAN – 8,400 SF.

BUDGET: \$850,000 – \$1,100,000

6. Construct new Children/Education building. This will accommodate the current and immediate growth requirements for the children and youth as well as small group fellowship – SEE ATTACHED PLAN – 10,624 SF

BUDGET: \$1,400,000 - \$1,600,000



7. In addition to the project costs above, the church should budget for design and engineering services as well as some initial testing for asbestos and other related testing:
BUDGET: \$175,000 - \$200,000
8. The music suite is a critical part of this project but given its proximity on the campus could be a “Phase 1b” or a Phase 2 depending on funds. Based on the attached plans, there is about 1,800 SF of new construction and some renovation to the exiting space.
BUDGET: \$250,000 - \$300,000
9. Capital Reserve Account planning. As stated above, the church needs to set aside designated funds to address the current deferred maintenance issues. In addition, a budget line item should be established and is protected in the amount of \$100,000 annually for capital improvements and repairs. Given the monies needed for the deferred maintenance fund for the next several years, it may be more palatable to initiate the Capital Reserve fund through a graduated process starting at \$25,000 for the first year and then growing proportionally.
10. There needs to be budget consideration for the office space renovation as well as the Chapel renovation and new entrance.
BUDGET: \$200,000-225,000

BUDGET SUMMARY

| | |
|------------------------------|---|
| PHASE 1a: Items 1-7 | BUDGET: \$3,100,000 to \$3,750,000 |
| PHASE 1b: Item 8 | BUDGET: \$250,000 to \$300,000 |
| PHASE 2 or 3: Item 10 | BUDGET: \$200,000 to \$225,000 |

Thanks you for this opportunity to serve you and First Presbyterian Church. Please let us know if you need for us to develop additional services to assist you with the planning and implementation of the recommendations.

Sincerely,

Timothy L. Cool
VP

APPENDIX "A"

Discovery Class ceiling tile loose



E-202 ceiling stain (roof leak)



E-205 ceiling stained



Ladies bathroom ceiling peeling



E-113 ceiling coming down



Ladies bathroom ceiling stain & peeling



E-109 exposed piping, ceiling tile stained



Exit door, not sealed, rotting, non-insulated



Fellowship hall ceiling cracked & water stained



Sanctuary supply grille, insulation blowing out



Men's bathroom, not handicap



Bottom side of pews, padding dry-rotted



APPENDIX "B"

Hall in front of kitchen



CLC



CLC classroom



APPENDIX "C"

Building exterior window, wood rot



Wood rot, paint peeling



Wood rot, peeling paint



Peeling paint



Peeling paint, dried caulking



Entry steps, broken & unlevel



Flat roof stone is very sparse



Fascia decayed



Doors decaying, peeling paint, non-insulated



Flat roof flashing brittle & cracked



APPENDIX "D"

Parking lot holding water



Driveway at street, holding water (ice hazard)



Parking lot paint faded



Faded paint



Parking lot patch & cracking



Parking lot longitudinal cracking



Longitudinal cracking



Faded signage





HVAC Report





Plan Recommendations



Baseline Best Practices for Developing a Proactive Preventive Maintenance Program

The art of preventive maintenance involves noticing small problems and fixing them before major ones develop. A structural or mechanical breakdown is usually preceded by a long period of deterioration, which is often neglected because it is not obvious. A piece of equipment that is not lubricated on schedule, for example, will continue to function until a bearing burns out. Similarly, eroded mortar joints may be overlooked until a brick wall buckles. Preventive maintenance does not necessarily require a high degree of technical skill on the part of the Facility Manager. It is essential, however, that the manager understands what services are needed and arrange for competent service.

The following is a preliminary “checklist” of items that should be on every church’s “radar” as a minimum baseline for maintaining their facility.

PREVENTIVE MAINTENANCE CHECKLIST FOR CHURCHES

1. A regular schedule for changing Air Conditioner/Furnace filters has been established per manufacturer’s recommendation. (quarterly)

_____ Completed _____ In Progress _____ Not planned

2. A regular schedule and/or a preventive maintenance contract has been established for the air conditioner and heating. This should include an inspection of the centralized control software or other temperature control devices (quarterly)

_____ Completed _____ In Progress _____ Not planned

3. Per local codes, boiler/chiller maintenance and repair are scheduled. (quarterly)

_____ Completed _____ In Progress _____ Not planned

4. Electrical outlets in public spaces, especially Children’s Services, are child-proofed. (ongoing)

_____ Completed _____ In Progress _____ Not planned

5. A schedule is developed to replace batteries in devices using batteries as their primary power supply (i.e. rest room sensors, paper product dispensers, etc) (ongoing – depends on life expectancy)

_____ Completed _____ In Progress _____ Not planned

6. Domestic Water heater is inspected and drained per manufacturer recommendations (annually)

_____ Completed _____ In Progress _____ Not planned

7. A regular schedule of maintenance is determined for drinking fountains to address functional issues such as chemical build-up. (quarterly)

_____ Completed _____ In Progress _____ Not planned

8. Elevators and other lifting devices are inspected regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

9. Fire Extinguishers are placed per local fire codes and a regular inspection schedule is established to insure proper operation. (annually)

_____ Completed _____ In Progress _____ Not planned

10. A regular schedule is established to maintain the floor covering (carpets, tile, wood, floor mats, Etc.) (ongoing)

_____ Completed _____ In Progress _____ Not planned

11. Replacement bulbs and any equipment necessary to replace light bulbs is on-hand. (ongoing)

_____ Completed _____ In Progress _____ Not planned

12. Replacement bulbs and any equipment necessary to replace outdoor lighting is either on-hand or the source is established. (ongoing)

_____ Completed _____ In Progress _____ Not planned

13. Contracts for regular maintenance and/or materials and equipment are established for maintenance of grounds, including lawn, flowers, shrubs, trees, flag poles, yard irrigation, etc. (ongoing)

_____ Completed _____ In Progress _____ Not planned

14. Contracts and/or equipment and materials are established to maintain parking (as needed)

_____ Completed _____ In Progress _____ Not planned

15. Maintenance of exterior signage is planned. (as needed)

_____ Completed _____ In Progress _____ Not planned

16. A plan for painting of parking lot stripes is established (as needed)

_____ Completed _____ In Progress _____ Not planned

17. Materials and equipment is on-hand or contracted for maintenance of restroom fixtures, including seals, valves, etc. (semi-annual)

_____ Completed _____ In Progress _____ Not planned

18. Procedures are established to repair, replace or add interior signage as necessary. (ongoing)

_____ Completed _____ In Progress _____ Not planned

19. A regular plan to inspect, clean and maintain smoke alarms and carbon monoxide detectors is established including battery replacement if necessary. (quarterly)

_____ Completed _____ In Progress _____ Not planned

20. Materials and procedures for snow and ice removal are established (as needed)

_____ Completed _____ In Progress _____ Not planned

21. A plan for regular maintenance of interior and exterior trash receptacles as well as recycling receptacles is established. (ongoing)

_____ Completed _____ In Progress _____ Not planned

22. Vendors and sources are established for repair and/or replacement of windows, doors and associated hardware (annually)

_____ Completed _____ In Progress _____ Not planned

23. A regular schedule of termite and other pests inspection and treatment is established. (monthly or as recommended by vendor)

_____ Completed _____ In Progress _____ Not planned

24. A regular schedule of roof, mortar and foundation by a professional is established (annually).

_____ Completed _____ In Progress _____ Not planned

25. A regular cleaning maintenance schedule is established including daily, weekly, monthly and other routine tasks. (ongoing)

_____ Completed _____ In Progress _____ Not planned

26. Emergency and exit lighting is in place and a regular schedule of inspection is established to insure proper operation and battery backup. (semi annually)

_____ Completed _____ In Progress _____ Not planned

27. The facility is compliant with all electrical codes as determined by a professional (annually)

_____ Completed _____ In Progress _____ Not planned

28. A regular schedule of painting interior and exterior building components (ongoing and as needed).

_____ Completed _____ In Progress _____ Not planned

29. A regular schedule of pressure washing exterior of buildings (annually).

_____ Completed _____ In Progress _____ Not planned

30. A regular schedule to inspect back flow preventer(s) (annually).

_____ Completed _____ In Progress _____ Not planned

31. Fire Alarm and Sprinkler Systems are inspected regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

32. Kitchen exhaust hoods should be tested regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

33. Grease interceptors/traps should be inspected regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

34. Inspect and update First Aide and AED components (quarterly)

_____ Completed _____ In Progress _____ Not planned

35. Drain and test baptistry (if one exists) including the heater and auto-fill (semi-annually)

_____ Completed _____ In Progress _____ Not planned

36. Inspect and adjust playground equipment (quarterly)

_____ Completed _____ In Progress _____ Not planned

37. Perform flow and pressure tests on private fire hydrants (semi-annually)

_____ Completed _____ In Progress _____ Not planned

38. Clean gutters and down spouts (early fall and early winter as a minimum/ongoing)

_____ Completed _____ In Progress _____ Not planned

39. Inspect, test, lubricate any pumps including but not limited to sump pump, water pumps, lift stations, circulation pumps, compressors, etc. (quarterly)

_____ Completed _____ In Progress _____ Not planned

40. Clean and inspect all building appendages and towers such as steeples and cupolas (annually)

_____ Completed _____ In Progress _____ Not planned

41. Test and run diagnostics on CCTV cameras, monitors and software (quarterly or as recommended by manufacturer)

_____ Completed _____ In Progress _____ Not planned

NOTE: This is not intended to be a comprehensive list, but rather to provide a starting point for the development of a facility specific PM program for your facility.



LIFE CYCLE/ Capital Reserve Calculator

INFLATION FACTOR PER YEAR **3.0%**

| Item/System | Location & other notes (bldg, room, area, etc) | Current Replacement Value | Years | Projected Total Replacement Cost (calcd) | Amount to be budgeted annually (calculated) | Installation date (m/yy) (OPTIONAL) | Estimated replacement date (CALCULATED) |
|------------------|--|---------------------------|-------|--|---|-------------------------------------|---|
| Interior Paining | | \$50,000 | 5 | \$57,500 | \$11,500 | 01-2010 | 1-2015 |
| Roof replacement | Main auditorium bldg | \$250,000 | 20 | \$400,000 | \$20,000 | | |
| Carpet | Classrooms - Family life center | \$13,000 | 10 | \$16,900 | \$1,690 | | |
| | | | | - | - | | |
| HVAC | | \$300,000 | 15 | \$435,000 | \$29,000 | | |
| | | | | - | - | | |
| Roof | | \$58,000 | 20 | \$92,800 | \$4,640 | | |
| | | | | - | - | | |
| | | | | - | - | | |
| | | | | - | - | | |
| | | | | - | - | | |
| | | | | - | - | | |
| | | | | - | - | | |
| | | | | - | - | | |
| | | | | - | - | | |
| TOTAL | | \$671,000 | | \$1,002,200 | \$66,830 | | |

CAPITAL RESERVE CALCULATOR

