

CICC Final Summary Report

July 2019 - December 2023

This Final Report of the work of the Capital Campaign Implementation Committee is to highlight the carrying out of the various capital projects, share lessons learned and provide a record for the archives.

Executive Summary

In July of 2019, Janelle Brittain was asked to chair and form a committee to carry out the projects chosen from the Capital Campaign list with the projected pledge income of \$1,067,377. Martha Holman, who was a leader of the Capital Campaign, worked for several months to get the pledge tracker built and to help establish the committee. We were pleased to have these people on the team, at various times: John LaPlante, Ann Peterson, CJ Presto, Vickie Doebele, Sandy Danforth, Janelle Brittain as Chair and Sandra Robinson, Executive Operations Director, and we began seeking people to lead projects. After reviewing all the initial projects that were on the wish list, we identified 8 that had already been completed or we deemed no longer needed attention. Thus, we narrowed the list to 10 major projects to complete and laid out a project timeline over a 3-year timespan.

Congregants input and participation

CCIC at various times worked with the Building & Grounds Team, Green Team and the Accessibility & Inclusion Team. We held several Town Halls, focus groups and surveys. We involved over 40 members in various volunteer roles. And we communicated frequently on updates in the e-newsletter and in Member-to-Member on Facebook.

Lessons Learned & Challenges Overcome

There were many “surprises” as we progressed, the biggest being Covid, which required the church building to be shutdown. This also caused supply chain issues which slowed down some timelines. However, we used the “Closed church” time to do projects that would be easier to do without church members being around.

We were all struck hard when both John La Plante and Ann Peterson passed. But we knew we needed to continue to carry out their dreams for these capital projects. Thus, we were pleased to add Greg Grabowski and Sandy Danforth on the core CCIC team.

The majority of the other surprises were within our walls. Any project that required plumbing or electrical had surprises/challenges due to the age of the old resources.

Also, it's important to keep in mind that most of the project cost estimates were put together 2-4 years before the project was done.

A practice we had that really worked well was Sandy Danforth worked with Vickie Doebele in monitoring the incoming pledges. Sandy gently followed up with those who had not completed their pledge. We ended up with **95%** of pledges completed thus far. That's an amazing completion rate. Note: About 3 people will be continuing to make small payments into 2024 to complete their pledge. That will go directly into the Building Reserves Fund.

When the next Capital Campaign begins, we'd recommend that any projects that would have an environmental impact, have more research done upfront to figure the potential costs. Because that couldn't be done for this campaign, options for renovation solutions were sometimes limited.

Communications

Throughout the existence of the CCIC, many measures were taken to keep communications flowing about project progress and asking for input from the congregation. There were times when we had to handle high emotions when people really felt strongly. We tried to practice our Covenant and use communications resources to the best of our abilities.

Final Outcome

The completion of the 10 projects took 4.5 years (not 3 years). We have been impressed with the dedication of our congregation carrying out their pledges. Overall (including two special gifts) we brought in \$1,075,957. (This includes an additional targeted CC gift of \$10,600 for the ramp and a special pledge gift of \$10,000.) The original pledged amount was \$1,067,377. Some projects were over our original expense estimates, and some were under. The bottom line is that we came in about \$13,300 **under** overall budget. This excess will go into the Building Reserve Fund, which currently has \$85,000 left of the \$110,000 allocated, making that available account at about \$98,000.

Project Descriptions

Kitchen Renovation

Project Team Leaders: Carol Nielsen & Sandra Robinson

Our kitchen has always been a warm and welcoming gathering place before, during and after events for our congregation and for rentals. However, our old kitchen was cramped and not up to current safety and sanitation standards, so renovation was vital to our needs. The entire kitchen was gutted, and new cabinets, sinks, counters, lighting, and plumbing was replaced, and this provided us with an organized beautiful design. Everything is easier to use, utensils and dishes easier to find, and everything is clean and easy to maintain. The new commercial grade dishwashers can clean a load of dishes in 3 minutes and dishes dry quickly. The new Coffee Station saves us from lugging a 100-cup coffee percolator back and forth. It brews a gallon of coffee in minutes with two brewing carafes that keep coffee hot for a couple of hours and hot water for tea is readily available. And with the new wiring we aren't blowing fuses! All new cupboards make storing dishes and utensils easy and accessible. To increase the functionality of the kitchen, the UCE Endowment Fund provided a generous grant to buy new cups, dishes, silverware, and housewares. This reduces our footprint by not using compostable plates, utensils and cups and it saves over \$4000 a year in disposable ware. Many, many thanks to Carol Nielsen and Sandra Robinson for working on this project even during the Covid shutdown.

Project Challenges, Changes & Budget

Both plumbing and electrical challenges appeared once walls were opened up. Some delays due to city permits took awhile, especially considering Covid shutdowns. The kitchen project ended up costing \$13,000 over original projected cost of \$110,000.

Parking Lot Renovation

Project Team Leaders: Greg Grabowski and Sandra Robinson

With various points of wear and tear and even failure including cracks and the “sink hole” at the south end of the parking lot, UCE decided to replace their existing parking lot as part of the Capital Campaign. This work included replacing all four existing stormwater catch basins. Also rolled into the project was the task to determine and fix the problem of the parking lot lights not working correctly. The Parking Lot Team was tasked with investigating different paving methods including: permeable pavers, porous asphalt, porous concrete and asphalt. We also considered combination solutions, e.g. parking spaces paved with permeable pavers and driving/driveway sections paved with asphalt. With an agreed on scope of work and estimated costs for the various paving options, we selected and installed the asphalt paving option. We sent out requests for proposal to various stormwater, electrical and paving contractors, the result being the parking lot as you see it now. UCE can now enjoy its new parking lot for many, many years, especially if we follow the recommended routine maintenance. A big thank you goes out to Greg Grabowski, Sandra Robinson and Dick Whitaker, and posthumously, to John LaPlante and Ann Peterson.

Project Challenges, Changes & Budget

The original plan was just to replace the parking lot surface, then we learned of the failing stormwater catch basins. And, in the meantime the lighting system was failing. So those needed to be added to the project. The allocation for this project was \$60,000. We needed to authorize an additional \$6500 to complete it.

Sanctuary Cooling

Project Team Leaders: Greg Grabowski and Sandra Robinson

Cooling (air conditioning) our Sanctuary was determined to be a priority from our Capital Campaign. The Social or Kinship Area, directly connected to the Sanctuary on the south, where coffee and food are served and shared, was also to be cooled. Various attempts have been made in the past in hopes of creating a more comfortable Sanctuary and Social Area. These included opening the air-conditioned mezzanine level office doors and placing fans to direct that air down toward the Sanctuary, turning on the church’s existing fans and adding additional fans, here and there. This did not satisfactorily cool the Sanctuary and unfortunately, it increased the electrical bill. A Cooling Team was formed and one of its initial tasks was to take another look at a geothermal, aka ground source heat pump system (water-to-air type), last looked at in 2006. Also considered were the following cooling systems: geothermal chiller with ice storage, and also without ice storage, a conventional air-cooled chiller with ice storage, and without, variable refrigerant flow cooling and conventional split-system cooling. For various reasons, the main one being initial capital cost and budget, a conventional split-system was selected and provided. For this system, new evaporator cooling coils were retrofitted on top of UCE’s existing Trane 92% efficient furnaces and new compressor-condenser units were installed outdoors

immediately west of the church. This new equipment has a seasonal energy efficiency ratio, or SEER, of 19. Other key components of the cooling system include new controls. Some of the main control components are three new Ecobee programmable smart thermostats with additional zone sensors provided for even better control in various zones. The indoor temperatures are monitored and adjusted at these thermostats, but also, by smart phone, via the Ecobee app. Thanks to Greg Grabowski, Sandra Robinson, Michael Drennan, Andy Schlickman & Dick Whitaker.

Project Challenges, Changes & Budget

About 2 years of research was put into evaluating what our building needed, what the furnace system could handle in conjunction with the cooling system, and what environmental impacts and options were viable. In the end, our budget defined more which system we chose. This project was allocated \$200,000. It came in under budget at \$155,500.

Hearing Aid Loop

Project Team Leader: Jon Siegel

To increase our accessibility and be more welcoming, we installed a state-of-the-art hearing loop system in our sanctuary. This is an inductive loop system for anyone wearing a hearing aid that is equipped with a t-coil. To hear clearly, individuals simply switch their devices to the telecoil program and automatically receive clear customized sound. The system eliminates most background noise and greatly improves understanding of speech and music. There is no need to arrive early, stand in line, or wait to return equipment after an event or meeting. This system was installed beneath our floor so it is invisible, and yet ever present to assure our messages and music are clearly heard. Many thanks to Jon Siegel for overseeing this project and applying his expertise to find the right solutions for us.

Project Challenges, Changes & Budget

When we first set the goal of installing the Loop, we were concerned about how/where we would put it and how it would be installed. But as time passed, technology changed which made it easier to install under the sanctuary floor, so it is invisible to people in the sanctuary. Project was allocated \$21,000. It came in under budget at \$20,500.

Security Cameras & System

Project Team Leader: Adam Gough with installation help from Robb Geiger

Because we want to make sure people in our church facility are safe, another Capital Campaign project was to add more cameras around the church and update our monitoring system. We now have a total of 13 security cameras both upstairs and downstairs, with motion sensor and recording ability. Key staff can monitor the system and the system can send out alerts. Many thanks to Adam Gough and Robb Geiger for technical expertise and installation skills.

Project Challenges, Changes & Budget

When this project originally was established, we had quotes from vendors that were much higher than Adam was able to design when it was finally time to implement. Also, technology changed over time, making it easier to purchase the cameras and link them to computers. This project was allocated \$24,000 and came in under budget at \$2,500.

Sanctuary Chairs

Project Team: Janelle Brittain, Carla Williams, Kristin Larsen, Johna Vandyke, Sandra Robinson

Our current chairs were designed when the church building was new... about 55+ years ago. While having a sleek architecturally pleasing design, they were old and were breaking at an average rate of 19/year. They were not comfortable to many and did not support the accessibility needs for many. So, getting New Sanctuary Chairs was a designated Capital Campaign project which the church voted on. A dedicated team researched many options, surveyed members and brought in many test chair styles over a 3-year timespan. We are very excited about our new chairs that bring a new energy to our sanctuary, plus comfort and safety. The new chairs match the design of our sanctuary, the upholstery is a "performance driven" coated fabric, resistant to moisture and staining and they are ecofriendly. Many thanks go to Carla Williams, Janelle Brittain, Kristin Larsen, Johna Van Dyke, Sandra Robinson and Rev. Eileen Wiviott.

Project Challenges & Changes

We saved the implementation of this project to near the end because we thought the pricing could be more flexible. However, we started research early to try to figure out what the possible pricing might be, so we'd know if we'd have money left over for any other projects. Choosing the chair types & features ended up being a very complex issue with much emotion around it. The team worked to listen to and have input from all interested parties. After much input from congregants we chose a wooden chair with upholstery on the seat and back in 3 styles: without arms, with arms and a folding chair style. We sold 53 of our old chairs to congregants for \$30 each making, the remainder of the viable chairs (170) to the Schweikher Foundation, 10 chairs to Salvadge One and 10 chairs to a non-profit for \$10 each. This project originally was allocated \$105,000. It came in under budget at \$87,300 plus revenue from sold chairs of about \$3,500.

Lobby and Wing Refurbishment

Project Team: Sandy Danforth, Gillian Lawrence, Johna VanDyke and Sandra Robinson

After 30 years the lobby and wing received a makeover which included new flooring, carpeting, furniture, a children's area for welcoming families and providing a space for children to read or be read to. A welcome desk was designed specifically for the space with a large UCE sign and chalice, which serves as a perfect place for newcomers and congregants to be greeted. It also holds many supplies for hospitality. Two new monitors were purchased for better visibility of the listing of activities in the building and a 3 station wooden waste receptacle was designed to complement the Welcome Center.

Both lobby bathrooms were painted a lovely neutral shade, light fixtures cleaned and painted and new artwork hung. Bulletin Boards were redesigned and provide an organized way to see what UCE is about. In the office, Room 2 and 3 new solar shades installed, new vinyl floor tiles, repair of Room 3 closet doors, and new carpet and furniture for Room 2. The overall effect is efficient, comfortable, and inviting.

Project Challenges & Changes

One challenge was in the advice provided by the flooring company in how to finish the new floors. Bottom line, they had to be redone. Budget for this project was \$107,000. It came in under budget by \$4,000.

Intergenerational Playscape Garden

Project Team: Sandy Danforth and Sandra Robinson

Following the installation of our lift several years ago, the east lawn was in desperate need of landscaping. Artist Indira Johnson worked with our team to create a space that would be welcoming for adults and children alike. Nature's Perspective took the concept and developed a landscape plan to include native plants, a brick paver walkway, and a children's labyrinth. Indira worked with families to make mosaic tiles for hopscotch and a walkway to the labyrinth. Two teak tables with four chairs each were placed near the windows in the shade for outdoor meetings and contemplation. A matching bench was placed near the ramp. The David & Alma Woods family donated funds to build an accessibility ramp for those with mobility issues to enter and exit the building. As it turns out, it is also useful for carrying food outside for the picnic handsfree. Accessibility buttons were installed inside and outside for easy ingress and egress. We are pleased with the results. In the spring we will install a sculpture and piece of play equipment for the children's area west of the ramp.

Project Challenges, Changes & Budget

It has been challenging finding the right focal point item for the center of the brick circle. We tried a birdbath, but that was deemed dangerous and are now looking for a sculpture. It has also been challenging to find the right play equipment for the small space behind the ramp. As mentioned, these two items are still being researched and we hope to install in the Spring. The original budget was \$66,600. We have \$2,200 left in this project budget.

Accessible and Inclusive Bathrooms Lower Level

Project Team: Sandra Robinson and Michael Skilton.

Following the construction of the LULA (Limited Use Limited Access) Elevator we found ourselves in a situation where the lower level was accessible, but those with limited mobility had no accessible bathroom. The 60+ year old bathrooms desperately needed to be upgraded. Former member Mark Miller was hired to design a new accessible bathroom. Eric Barton of Biltmore Homes made the project happen. Despite many roadblocks with piping, electrical and other issues, we now can enjoy these new facilities. Both are gender inclusive. The bathroom on the right has two stalls with partitions that go almost to the floor and a new vanity and sinks. We have successfully created accessible and gender inclusive space for expanding our comfort and welcoming for all.

Project Challenges, Changes & Budget

As electrical and plumbing changes were being made, there were many challenges due to the 60-year-old original construction. Also, we ended up having to redesign the spacing in the wheelchair accessible bathroom. And parts were sometimes slow to arrive due to supply chain issues. The original budget for the bathroom renovations was \$30,000. It ended up costing \$64,443. Funds were re-allocated from other projects to cover this.

Sidewalk from Greenwood

Project Team: John LaPlante, Sandra Robinson and Greg Grabowski

Long time beloved member John LaPlante had a dream. He wanted congregants and guests to enter from Greenwood when walking to UCE. John and Sandra worked together on a plan that was literally laid out the Sunday before he passed, on the following Tuesday. Sandra and Greg continued on with this plan creating space for a pollinator garden, a bike rack area and a sidewalk that leads to the west entrance. The path was widened to accommodate wheelchairs and provide a safer walkway from the sidewalk to the accessibility ramp. Protective barriers were installed that provide for plantings throughout the seasons. Recently we installed (with funds donated at John's memorial) a bench in his memory. He wanted a place where people could wait for their ride. This pathway to the church is John's dream come true for all of us who are now enjoying the ease of access, safety and comfort as we enter UCE.

Project Challenges, Changes & Budget

There was a challenge with the electrical for the lights along the sidewalk, but that was corrected along with the lighting for the parking lot. The original budget for this was \$9,000 for the sidewalk. We ended up combining funds leftover from the cooling project to build the garden around the condensers and including sidewalk construction. That total was \$35,600.

Northwest Gardens

Project Team: Sandy Danforth and Sandra Robinson

As part of the Sanctuary Cooling project, covering the view of the condensers was a key component in our plan to honor our architecture and our building's presence in the historic district. The team worked with Nature's Perspective to design a natural garden including pollinator plants, evergreens, bushes and a tree. Barbara Butz and a team of volunteers created a pollinator garden just east of the bike racks. This has resulted in a wonderful environment for pollinators, bunnies, and people who sit and enjoy nature. The gardens are enjoyed from the lobby as well.

Project Challenges, Changes & Budget

Creating these gardens was not originally thought of as part of the projects, but we discovered this needed to be done as we had to hide the condensers and there was a large pile of dirt between the sidewalk and bike rack. Note: the pollinator garden created by Barbara Butz didn't cost anything because all of the plants were donated by congregants. See above sidewalk reference for budgeting.

In Conclusion

The Capital Campaign Implementation Committee faithfully stayed for the long term (4.5 years) to see these projects through to their completion. We worked together through many types of challenges. There is great gratitude to the congregants for making and keeping their pledges that made all of these capital improvements possible. As a result, we now have a church building and gardens that are more safe, efficient, beautiful, and welcoming. And we have a Building Reserve Fund that can help to maintain the building over the coming years. This is all a

great way that UCE congregants and staff show their love for each other and promote our ability to continue to nurture the human spirit for a world made whole.

--- Respectfully submitted to the Integrated Stewardship Council and the UCE Board of Trustees
by Janelle Brittain, Chair, CCIC