

**STRATEGIC PLANNING IMPLEMENTATION TASK FORCE:
DRAFT PLAN FOR POTENTIAL CAPITAL IMPROVEMENTS**

February 18, 2014

I. INTRODUCTION

Overview

This paper represents a summary of potential capital improvement investments flowing from the Strategic Plan, which was approved by the Congregation in June of 2013 (See Attachment 1). These capital improvements are meant to enable key goals and objectives found in the Plan, including to:

- 1) Strengthen and enhance congregational practices that support reflection, connection and transformation among members/friends and the larger community;
- 2) Improve governance, engagement and staff development;
- 3) Create a campus that uses and showcases state-of-the-art, sustainable practices and infrastructure; and
- 4) Cultivate and expand UUFSD's spiritual practice of engaging both the congregation and the wider community as a leader and institutional engine of social change.

The potential investments presented here directly support the third Strategic Plan goal; that of building and showcasing a sustainable campus. They are also in many ways integral to all of the other goals as well. Each goal requires the right physical infrastructure be realized. Just as a fertile soil is a pre-requisite to a viable crop, so too is adequate physical infrastructure a necessity for us to flourish in spirit and influence.

Approach to Developing the Implementation Strategy

Initially, drafters of the Strategic Plan sought wide participation from the Fellowship in the Implementation Task Force. The nature of the response to this request, particularly for programmatic aspects of the Strategic Plan, dictated that we have a narrower initial focus. Partly as a result of that and partly based on a desire to have tangible results that create interest and excitement within the Fellowship, we decided to focus on capital improvements in the early phases of implementation.

Before selecting initial areas of investment, we believe that it is essential to have an overview of all potential capital improvements so that each specific proposal can be considered within a more integrated and systemic context.

We felt that the group focusing on infrastructure needed representation from Building and Grounds, the Design Review Committee, and either Stewardship or Finance, and we encouraged members with real world experience in building and design, architecture, and engineering to participate. This identification of possible capital projects is the result of the contributions of: Joe Penny, Clint Stoddard, Ken Schultz, Greg Brown, John Sherman, and John Atcheson. We've also turned to Walter Kanzler on several occasions for his architectural knowledge and insights.

And, Reverend David Miller has been a continuing resource and guiding hand throughout the process.

Some Key Assumptions

- 1) The character of the Campus and Fellowship should be retained. The natural setting and the bucolic nature of the buildings and grounds are an asset and should be preserved in any new construction.
- 2) The investments have to support the goals and objectives within the Strategic Plan, including state-of-the-art sustainability in construction and operation.
- 3) The scope and size of the projects outlined here is based on the potential growth of the Fellowship to approximately 400 members. (Estimates of needed classroom sizes for RE for this membership was prepared by Joe Penny and is included as Attachment 2.)
- 4) All new construction and refurbishing should be designed to be multi-functional – for example, classroom space should be configured to serve as meeting space when not in use as classrooms.
- 5) New buildings should be sited to minimize their impact on the environment.

General areas of infrastructure investment and links to the Strategic Plan

We grouped the spectrum of infrastructure improvement investments that we considered into the five general areas listed below:

1. Increase office and program space to support larger staff (professional and volunteer) and more Fellowship programs that involve/engage members **Supports Goals 1, 2, 3 and 4.**
2. Make the amphitheatre more attractive, functional and efficient by adding a shade cover; accessible bathrooms; improved AV; improved stage and lighting. This would not only aid in increasing membership, but it would also enhance our ability to use our site to generate more income through weddings, concerts, etc. **Supports Goal 1 and Goal 3**
3. Upgrade the core area, kitchen and bathrooms, and increase the utility of Palmer library. **Supports Goals 1, 3 and 4.**
4. Address critical safety and capacity issues for existing classrooms, offices, and other buildings. **Supports Goals 2 and 3.**

5. Improve the parking lot area as required by other facility upgrades or to facilitate access and egress. **Indirect support**

Each of these general areas is discussed in more detail below.

II. INCREASED OFFICE AND PROGRAM SPACE TO MEET THE NEEDS OF A GROWING FELLOWSHIP

Statement of Need

The existing Office and Classroom space is reaching the limit of its design life, with extensive termite and weather damage. Moreover, it is not efficient in terms of energy use, and we could incorporate rainwater recovery into any refurbishments or new construction. Finally, UUFSD has been growing, and getting younger for the last several years, and demand for meeting space and classroom space has outstripped capacity.

After discussions with Alison, Rev D and others, and based on Joe Penny's projected growth, we propose to provide sufficient classroom, meeting and administrative space to accommodate the needs of a 400-member congregation.

If we ultimately are to have classes based on two-year age increments, this would require enough space for seven classes for each service by year five of this plan. Initially, in the first two years, we would phase in capacity to assure sufficient space for four classes at each service.

In keeping with the objectives of insuring that new spaces are multi-functional and minimizing new-construction footprint on the site, we propose adding one new building and refurbishing existing spaces. A proposal for new construction is outlined in this section. Renovation of existing buildings is covered in section V.

Description

The new building would be two-stories high and would house classroom space (approx. 900 sq. ft., or roughly 30 ft. x 30 ft.) on the first floor that would also serve as meeting space. The second floor (approx. 900 sq. ft.) would house the Minister's office and administrative space. Using the existing sloping grade will allow both floors to have ground level access.

NOTE: the above building area sizes are based on initial estimates (shown in attachment 3) and are subject to revision as a more detailed analysis of space requirements is developed.

III. UPGRADING THE AMPHITHEATRE

Statement of Need

The Amphitheatre and Kiosk area is one of the Fellowship's most valued assets. Its unique setting makes it ideal for worship and offers the potential for raising revenue through rentals for weddings and other celebrations. However, much of the infrastructure is showing signs of age, and the kiosk lacks the amenities that would make it marketable for celebrations. Moreover, for older members and those with mobility problems, restrooms that are nearer and more accessible would be desirable.

Description

Possible amphitheater improvements involve a number of separate projects of varying complexity and cost. These possible projects are described below.

Walkways to amphitheater

1. Refurbish the walkway, and look into a long-lasting material, such as sustainably harvested Ipe hardwood.

Ipe is a hardwood from Brazilian rainforests that has garnered lots of attention in the past decade or so. Why? For one thing, it's as hard -- or *harder* -- than nails. Ipe is so dense that it often needs to be predrilled before pieces are connected. Some compare its strength to that of steel. Other attributes of ipe wood are:

- Durability: Ipe can last more than 25 years outdoors (Mold, fire, weather, pest and scratch resistant).
- Eco-friendly: 100% natural wood.

The term **ipe lumber** or **ipe wood** is often clustered with other tropical hardwoods that share similar characteristics, especially for outdoor furniture. (**Pronunciation:** Eee-pay).

2. Replace the metal mesh on the walkway sides with a material which will not rust.

3. Improve the appearance and functionality of the posts on the walkway beyond the greeter's area. For example, we could make them all the same height or add ceramic or other sculptures to the taller posts with UU quotes or inspirational messages or symbols.

4. Place more local plantings along the walkway. There are currently areas of bare soil, some of it dumped from clean-up of erosion that spilled onto the stage.

5. Replace trex railing along the walkways with Ipe wood railings.

Kiosk at top of amphitheater

1. Significantly enlarge the kiosk, extending its length both toward the walkway area and toward the west, and perhaps include a small arrival space/courtyard between the main path and the kiosk. This would enhance the beauty of the entrance as well as provide a waiting/sitting area for people involved in special events.
2. In the new kiosk, there would be both a men's and women's bathroom, a sound room with modern equipment, a changing room for weddings, etc., which could also serve as a "crying room" during services. This room would have a glass front, with a shade, or perhaps one-way glass. There would be a storage room as well. A lower level could be devoted entirely to dead storage for brooms, tools and the inevitable clutter required to care for plants and clean the amphitheatre. We'll have to build deep pilings and retaining walls, so we might as well use that structure. The kiosk would include updated audio-visual equipment.
3. Provide a sound barrier to mute the highway noise. The expanded kiosk itself would provide some sound reduction.

Brick flooring throughout the amphitheater area

Some of the bricks have become loose, and some have ridden up, to the point that edges are above the walking surface. This is a potential hazard. One suggestion is that we investigate permeable flooring for the entire area. Bricks laid in sand provide a somewhat permeable layer, but also shift with compression, roots intrusion, and erosion. Eco-rubber or permeable paving tiles are an option. (Installed cost: \$15/ft²; \$4/ft² materials only) New brick installed on an engineered base is another option.

Sun cover

This is probably mentioned most often and is the most sought-after enhancement. There are a variety of sun sails and shades, but, for a space as large as the amphitheatre, we would need to have sophisticated and well-engineered anchors and supports. The acoustics of the space will change with a sun cover in place so testing would have to be done to determine whether or not modifications are required to the sound system. Ideally the device would be retractable.

Lighting

This upgrade includes an overall lighting system for aisles, seating and stage areas. It would be based on the most efficient strategy provided by a design professional. The design may include permanent light standards along both sides of the seating area, going down to the stage, as well as improved lighting along the walkways, and at the top of the

amphitheater.

Sound and Electrical

This upgrade includes rewiring the sound and electrical systems throughout the space.

Seating

Another possible upgrade to be investigated is an outdoor seating system with cushioning.

Area on the hillside around and behind the stage

Refurbishing this area would include:

- 1) Providing more attractive plantings around and behind the stage. (We would hire a landscape architect to advise us on what can be done in this regard.)
- 2) Hiding the plastic drainage pipes that are currently easily visible.
- 3) Replacing a couple of the trees near the stage that look to be on their last legs.
- 4) Extending the retaining wall (where now there is Trex planking holding back the sand) with a Gerry Thiebolt ceramic wall design would be something to consider and would tie the Fellowship campus together aesthetically. Alternatively, we could improve the appearance of the Trex boards with a ceramic sculptural band on their face. We'd have to design it to allow shoveling out the area behind the Trex and sculpture without damaging the sculpture.

General Considerations for Amphitheater renovations

As with all of our plans for Fellowship infrastructure, consideration for process is important, and a general and comprehensive plan should be in place before any renovation is undertaken. Specifically for the amphitheater, electrical, plumbing, and shade cover plans would follow a sequential order generally starting at or below ground level and working upward and proceeding from rough to finished.

Next Steps

Our next steps would be to sequence the projects and develop cost estimates, based on inputs from architects.

Suggested initial project

Our recommendations are to first improve the Kiosk, as well as lighting, and AV systems since they have the potential to not only improve the service and assist in growing the

Fellowship, but also to raise revenue as well. The current Conditional Use Permit (CUP) has restrictions on nighttime use of the amphitheater, although it hasn't been strictly enforced. We may be able to get those restrictions relaxed when we get a revised CUP.

IV. CORE AREA, KITCHEN, PALMER LIBRARY

Statement of Need

The structure of Founders' Hall offers an opportunity to increase space and improve the functionality of the core area, while minimizing the size of the building footprint on our campus.

The SPITF interviewed volunteers who use the kitchen to determine their needs and integrated them into a plan for the core area. In addition, we are proposing:

- to upgrade the acoustics in the Palmer Library increasing its functionality and insuring that it serves the needs of all our members,
- to increase bathroom capacity to match demand and improve the appearance and functionality of the existing bathrooms.

Description

Connect Founders' Hall to kitchen building

One particularly innovative idea proposed by Clint Stoddard involves constructing a loft and possibly additional office space on the back of Founders' Hall. This idea is contingent on the remodel of the kitchen building from the ground up including a new modern kitchen and a second story. Founders' Hall and the rebuilt core/kitchen building would connect at the second story level (the height of the bottom edge of the hall's centered north wall windows) by an enclosed breezeway.

The reason for the Breezeway is to create gallery seating on the north wall of Founder's Hall between the two angled timber support struts. The gallery/breezeway would breach the north wall window at second story height and cantilever approximately 3'to 4' into Founder's Hall to facilitate access to the bleacher-type seating by way of an aisle running in front of the seating and contained by a railing overlooking the hall. The overall shape of the seating would be suggestive of bleachers, which would rise up to accommodate five or six rows of "pews" and would allow good viewing for all. Access to the gallery could be accomplished in either of two ways or even both: an exterior enclosed staircase along the south exterior wall of the kitchen, which would enter the breezeway behind the bleachers, or access through the second story space above the kitchen. Both access points would be better, and may be required as fire exits.

The gallery could be used by the choir, allowing more seats to be saved for congregants and as all-purpose seating in well-attended meetings in Founders' Hall. The second story of the kitchen could be office space or an all-purpose meeting room, to name just a couple ideas.

Upgrades to the Kitchen

Initial plans were to upgrade the kitchen to commercial standards, but it was determined that this could require training and permitting of kitchen volunteers as set forth by municipal rules. Accordingly, the following upgrades were suggested:

- Replace range, microwave, hood and ovens with commercial grade equipment
- Replace or refurbish cabinets, drawers, and counter area
- Install overhead racks for pots and pans and generally redesign the kitchen for better usability

Improved acoustics in the library

The library has, for years, been the major meeting place for small groups, such as the Board of the congregation, the Men's Groups, classes held by the minister, and different committees. Unfortunately, the acoustics in that space are marginal, and with our members' ages averaging over 50 and with many members of the important leadership committees being much older, the poor acoustics are a recurring problem.

Proposed Next Steps

Under the general heading of improving the core area, we recommend the following next steps:

- Have a sound engineer provide an analysis and a cost estimate of required improvements to the acoustics in the library.
- Add a new restroom for Sandy Hill children adjacent to the existing ones on the east side of the Library building.
- Improve the fixtures and brighten up the finish materials in the existing bathrooms.

V. ADDRESSING DECAYING INFRASTRUCTURE, CRITICAL SAFETY AND CAPACITY ISSUES FOR CLASSROOM AND OTHER BUILDINGS

Statement of Need

As outlined in Section II, the combination of aging buildings and congregational growth demands that we upgrade existing space as well as increase overall space.

Description

Treetops, Pinecones and Footsteps classroom buildings all require extensive remodeling. Sandy Hill has requested expanding Pinecones, which should be done if feasible. Expansion would require a building permit but could be included in the process for whatever other construction we are doing. This could allow redesign and total replacement of the building, which we can't do with Treetops and Footprints due to ADA requirements.

When the new office/classroom building is built, existing spaces can house new functions:

- The current office building can house YRUU in the Minister's office with the administrative office space available for common use. This would require a thorough inspection and any necessary refurbishment of the building.
- If the current YRUU building is not razed, the building could also be refurbished and repurposed.

VI. PARKING

Statement of Need

Any new buildings that increase the area of assembly space, (e.g. Founders' Hall loft, or the new multipurpose meeting space) will trigger automatic increases in parking spaces required by the City of Solana Beach. In addition, we currently have only one entrance to the parking lot. This creates a bottleneck, and the move to two services makes the issue more problematic.

Description

The hillside facing Solana Drive could allow for a separate exit, which would smooth traffic flow, increase safety and possibly add space for additional parking slots. Any proposed changes to parking must include a budget for designing, grading and paving whatever additional spaces may be required.