

All Saints-by-the-Sea
Sanctuary Preservation and Readiness Project
Presentation for Town Hall Meeting Sunday, May 18, 2014

[Loop of old interior photos of Sanctuary running while audience is seated]

Chip Nichols, Senior Warden

1. Welcome and thank you for coming. We're glad you're here!

As those wonderful old photos show, our beloved Sanctuary has gone through many changes over the decades, each one enhancing its grace as the foundation of our worship, formation and outreach. We're here to talk about yet another change, with the same objective.

Since our last Town Hall Meeting in September, we have made progress and, while we are still in the preliminary planning stage, we promised then to keep you up to date, present our preliminary budget, and give everyone a chance to comment and ask questions, and so here we are. But to start, Fr. Bob has agreed to share with us his thoughts on why it's important to be doing this.

The Rev. Dr. Bob Honeychurch, Interim Rector

2. All Saints is a community of faith which has been blessed by God with a wide variety of resources... none of which are more important than you... the individuals who comprise this community. These include all of the resources which each one of us brings into the life of this community – our own personal faith in God, our skills and talents, our personal and professional expertise, our time, and yes our personal financial resources as well.

But there are other resources we have at our disposal as well, which God calls us to manage just as faithfully, and intentionally, and thoughtfully. Just as each of us has a whole list of resources we can identify in our personal and family lives, so too does All Saints – that corporate entity of which we are all a part. Those resources include our own history and legacy of being in this place since 1900; the leverage we have in partnering with others in ministry (whether that be the other M4 churches, or the Cleveland School, or People's Self-Help Housing, just to name a few) which is built on 114 years of collaboration and cooperation and visionary leadership we have offered in this community; and the connections we have as a part of the Episcopal Church and the Diocese of Los Angeles.

And most certainly, one of our most visible resources with which we have been blessed by God is our campus... this amazing piece of property and all of its buildings which we hold so near and dear to our hearts – a campus which is not really ours, nor even one which has not simply been entrusted to us, but rather a

plot of holy ground which has been entrusted – through us – to future generations, and we are simply the keepers of the keys for right now and right here. In the year 2000, many of you were a part of the centennial campaign, which raised funds to provided long-overdue improvements to the parish house next door, the patio, and the rectory (in addition to other projects around the campus). In fact, as it has been described to me, the centennial campaign addressed all of the significant structural needs of our campus almost 15 years ago now... save one. The one part of our church campus which didn't receive the same kind of attention was this space you are sitting in right now, our sanctuary.

And so, that brings us to this moment in our story together. This sanctuary renovation program which we are contemplating and its accompanying capital funds campaign isn't about dollar signs, and it isn't about bricks and mortar. It's not about raising money. And it's not about fixing up our church. It is about doing the kind of stewardship God calls us to do with relation to all of the assets and resources which have been entrusted to us by God. It's about believing that God isn't finished with us yet here at All Saints... that our work isn't done... that God leads from the front of the pack... that our best days still lie in front of us... that there will continue to be new people, new challenges, new opportunities for service, new hopes, new dreams, new visions – not only which we have for ourselves, but which God has for us – as together we build the future which God has in store for us.

This is exciting work, my friends... not just because of the specific details of the plan which will improve and enhance our worship here at All Saints. It's exciting because it marks the beginning of the next chapter of that love story between God and God's people called "All Saints-by-the-Sea." You know, in so many ways, that you stand at the precipice of a new day. By God's grace, a new rector will join this congregation in the coming months. And together with that person, you are preparing yourselves to walk hand-in-hand into that bright future which God intends for this place. That is work not to be entered into lightly or unadvisedly... but boldly, fearlessly, and with the assurance that God is walking alongside you every step of the way. So I invite Chip to return now to walk us through the various elements of this project.

Chip Nichols

3. Before reviewing where we are, let's talk about how we got here.

[PowerPoint "Summary of Sanctuary Project Elements"]

This project is not something new—it has been evolving toward this for a long time.

One element of it goes back to 2006, when we got quite far along toward receiving County approval under our Conditional Use Permit for an outdoor memorial garden for interment of ashes and urns, but ultimately withdrew our application to avoid a protracted hearing caused by several vocal neighborhood opponents.

In 2009, your Vestry commissioned a study by an independent building inspector of the safety and building code compliance of All Saints' 9-building campus, which identified numerous necessary repairs to our buildings, completed by 2011 at a cost of some \$275,000 in budgeted and invested funds

With that done, in 2011 the Vestry began a very thorough and deliberate future-directed needs assessment, which included a parish-wide survey. Through this process it was determined that a number of important improvements should be made to make this beautiful and sacred building ready to serve the needs of our congregation and our broader community for the next 100 years. These included seismic upgrades to the Bell Tower and Sanctuary, to protect against the Tower crumbling and the Sanctuary slipping off its foundations in a significant earthquake, resulting in a total loss of this sacred place—not to mention the risk to congregants. As an aside, you probably know that the Sanctuary suffered horrific damage in the 1925 earthquake, when it was considerably younger, more firmly anchored and more agile.

It was clear we had to address the seismic issues, and then the question was: do we proceed with that separately, or do we try to address all these issues together, with one master plan, master permit, project architect, engineer and general contractor, and a single capital campaign.

It seemed to us that a piecemeal approach would be cost-inefficient, would require repeated disruptions to the usability of the Sanctuary, and would involve us in an endless succession of fund-raising appeals that would be antithetical to what our time together should be about. We decided to ask you how you felt about it, in another Parish-wide survey in August 2013, and a Town Hall Meeting in September, and the consensus was to proceed, cautiously, keeping the Parish informed each step of the way, and making no change to the “look and feel” of the Sanctuary that was not necessary.

That's why we're here before you with this update on our planning to date.

Sanctuary Foundations and Bell Tower. In the Survey and Town Hall Meeting, we described an engineering approach to the Bell Tower that would have involved inserting steel rods through each of the two towers down into underground footings, then attaching this structure to the framing of the Sanctuary. With further study, we discovered this approach would not protect, and might damage, the iconic masonry of the Tower, and would make the Sanctuary even more vulnerable in an earthquake. With a new engineer at the helm, the plan now is to de-construct the Bell Tower, rebuild it around a steel-reinforced concrete core with secure footings, and replace the existing sandstone facings over the new core. The end result will exactly replicate the appearance of the current Tower while greatly enhancing its seismic integrity.

The original plan for strengthening the Sanctuary foundations remains the same—to build a new, stronger foundation within the existing stone foundation perimeter and tie the building down to it securely, again with no change to the “look and feel” of the Sanctuary.

Accessibility Improvements. Many of us feel that the Sanctuary should be accessible to those with physical challenges, and there are a number of elements to this, including creating a wheelchair accessible lavatory, installing a discrete automated lift toward the rear of the Altar platform, and providing a proper ramp connecting the patio and the Sanctuary. But the element that has had the most attention is bringing the Communion Rail to the bottom of the Altar platform steps, so that all congregants can share in this Sacrament together.

Our original plan involved eliminating the front rows of pews to make space for the Communion Rail, but at a time when we are planning for growth in our congregation, eliminating pew space seemed counter-intuitive. And our clergy told us that in fact our Altar platform is much larger than is usual—nearly one third of the total floor area of the Sanctuary-- and much larger than necessary, particularly if we install a new organ with a proper, more compact, rear-ward facing console and eliminate the three inch wooden step up to the Altar area, which is a trip-hazard and a waste of space.

So the new plan would be to move the steps and the center section of the Altar platform back, to line up with the next roof buttresses, while leaving the pulpit and lectern essentially where they are, to avoid the pillars becoming a visual obstruction between the preacher or reader and the congregation. This would create ample space for the existing Communion Rail to be relocated to the foot of the new steps. I know this is a little hard to visualize, and we are going to be previewing a “virtual” depiction of this that I think you will find really helpful.

Enhanced Lighting, Acoustics and Sound System. We all know the existing lighting is ineffective and, frankly, inappropriate in design for this beautiful structure, and the same is true for the boxy loudspeakers hanging everywhere. We also want state-of-the-art electronic aids, such as Loop or Bluetooth, in the pews for those who need them, and to enhance sound quality for all of us, we need to address the sound absorptive surfaces in the ceiling and on the floors and stiffen the exterior wall behind the organ pipes. Our iconic Sanctuary, with all its asymmetric changes over the years, will never be a concert hall, but we owe it to our ministries of music and the spoken word to make it all that it can be. To do this we have received advice from the acoustician who created the amazing acoustics of Disney Hall in Los Angeles.

New Pipe Organ. In the Survey and Town Hall Meeting we talked about the failing health of our 1980's electro-pneumatic organ, and as you will see, we are budgeting to replace it with a traditional tracker pipe organ—with all of the connections between the console and the pipes being mechanical rather than electrical, and with

its pipes all arrayed facing the congregation, behind the Reredos. But to assure that this is the right approach, we have established an Organ Search Committee—Bitsy Bacon, Mary Collier, Tom Mack and Craig Moore—to work with Steve O'Connor to test the assumptions underlying the decision to invest in a tracker pipe organ.

Memorial Chapel. What ever decision is made about our new organ, it is a certainty that the organ pipes now lodged in the room behind the North Chapel will be eliminated. That will create a perfect space for a small, private Memorial Chapel with niches for urns. The original plan had been for a two-story chapel, with exterior stairs to the lower floor, but a far better approach would be a single story, 10-foot high chapel with the new stained glass rose window high on the east wall. This also avoids a change to the exterior of the Sanctuary to provide for steps.

New Chapel/South Side Seating and Access. We had a remarkable turnout this Easter, including many folks who were in our Sanctuary for the first time. Both services were wonderful, but the congestion and confusion of setting up folding chairs in all the aisles was not the first impression we want to give to newcomers. The plan is to open the wall to the Vesting Room, replacing it with wood panel doors that when open would create a new “wing” of the Sanctuary for expansion seating and direct access between the Sanctuary and the patio, and when closed would create a new Chapel for smaller weddings and other services that might feel lost in the main Sanctuary. With movable seating rather than pews, we'd also have more meeting space, something in short supply for this active parish.

All Saints Campus. Part of the Project will involve work throughout the Campus to bring it all together with a common look, create areas for meditation, fellowship, youth activities and the like, and further enhance the patio area. We have engaged a marvelous landscape architect, Puck Erickson of Arcadia Studio, to work with us. She is a devoted St. Mark's parishioner and is donating her time for free.

Endowment and Reserves. As part of our planning, we engaged Jeff Conway and Associates to conduct a series of interviews with parishioners for yet another sounding of how they feel about the Project and whether funding it is feasible. He found very broad support for the various elements of the Project and learned that many of you felt we should establish as part of it an Endowment and invested reserves to fund the future maintenance and preservation of what we build, and support the missions and ministries for which the Sanctuary is the hub. I am happy to say that Jeff's role has now become campaign counsel, and he is here with us today if any of you have questions about his insights gained from his interviews and campaign organizing efforts to date.

4. So, how do we get from here to there?

[PowerPoint Preliminary Project Budget]

Several months ago we engaged the construction firm of Giffin and Crane to analyze our plans and prepare a construction cost matrix as a basis for a very preliminary budget, which they did, applying prevailing area square foot construction costs for the different types of construction involved in the various elements as well as more detailed estimates where available, such as the Bell Tower and foundation seismic work. These figures were then translated to this Preliminary Budget.

Let me say first that these budget lines have contingency factors built in, on top of the Construction Contingencies you see separately budgeted. When we have our detailed construction plans ready, we will invite competitive fixed price bids and will award the work to the best bidder on a no-over-runs basis. That will give us firm cost figures for the various elements, though we will of course include a contingency reserve in our final budget, to cover any change orders that may result from discovering unknown issues in the course of construction. But we intend to run this very tightly, with a professional project manager and a full service architectural firm, and will keep within our contingency reserve.

Starting at the bottom, you will see the preliminary project costs are estimated to total \$8.3 million. The goal feasibility study that Jeff Conway conducted was aimed partly at determining whether All Saints could reach that number, and it was determined that it is quite feasible to achieve \$7 million and, if our early major donor objectives can be achieved, even \$8.5 million. We will establish and announce the ultimate goal of the Project once those milestones are reached and before we begin the parish-wide effort. It is our intention to secure commitments for at least 75% of the ultimate goal before commencing construction, though prudence may dictate beginning on the Sanctuary foundation work sooner. Regardless of the final project cost, we will not incur any long-term debt to accomplish this project.

So going to the top, Bell Tower & Sanctuary Readiness includes

- \$375,000 for the Bell Tower
- \$200,000 for the foundations seismic upgrades
- \$200,000 for acoustical and lighting upgrades
- \$450,000 for handicapped-accessible lavatory, altar platform and patio ramp and other compliance upgrades, and
- \$130,000 for new heating and air conditioning systems

The rest of the lines are self-explanatory, I think, but I should say again that Construction Contingencies is for change orders that may be required during construction if we discover structural issues we don't now know—that's 25% of total hard construction cost of \$3,120,000, which I think is fairly standard.

If you have questions on any of this I'd be happy to go over it in the Question and Answer session.

Those of you who have been involved in capital projects know that each begins with an early, quiet organizing stage. We are in that stage right now, but I am pleased to share with you that three great leaders of this Parish have agreed to serve as Co-Chairs of the Project and have been confirmed by the Vestry—Bitsy Bacon, Sheri Benninghoven and Ed Birch. They are already hard at work, and among other things are enlisting members of the Campaign Cabinet and key working Committees, many of whom I see here today. As another critical early step, the members of the Vestry are prayerfully considering their own stretch gifts to support the Project.

5. In a moment we would like to entertain questions and comments, but first, to help us all visualize how our Sanctuary would look after the improvements currently planned, we would like to debut a very interesting piece of virtual reality, created, with the aid of Sheri Benninghoven and Robbie Boyd, by noted architect and digital artist Keith English, using Jock Sewall's marvelous preliminary plans. Keith has only been working on this for a couple of weeks, and it's not precisely what we are planning on, but it has the "look and feel" I think.

Sheri, could you guide us through this?

Sheri Benninghoven

6. The animated rendering of the lowering of the communion rail to floor level was created in order to provide the parish with the most realistic view possible of this aspect of the project. We realize that this was the most visible and most controversial, and frankly, the hardest aspect to visualize. Because this affects every aspect of our time together on Sundays and our ability to hold Eventide in the manner we have all come to expect and enjoy, it was vital that we show the proposed solution as accurately as possible.

As you view the clip, you initially see the interior of the church from the center aisle as it is today. You are not seeing a photograph but a rendering based on blueprints and actual measurements of the space. As you watch, it transforms into the proposed move of the communion rail, kneeling plinth and cushions to floor level – roughly where the steps going up to the altar now begin. The front of the altar platform is moved backward about six feet. The bannister now on the front of the altar platform also moves back to ensure no one steps off the front of the altar.

The scene then changes to illustrate what the overall view would look like with exposed organ pipes at the very back of the altar, surrounding and behind the reredos. The animated rendering shows this scene, which is a very exciting prospect!

You are then taken to the left side aisle for a view of the current altar scene and then this changes to the proposed view.

Chip Nichols

7. Thank you. I think that is an amazing visualization tool. Could you just leave up that one “after” view of the communion rail?

OK, we have come to the last part of the program, your comments and questions. We have here today a number of folks who have been deeply involved in planning to date, and I hope you will all feel free to jump in with your thoughts. If you have a question or comment, could you raise your hand and the microphone will be brought to you.