

ALL SAINTS-BY-THE-SEA EPISCOPAL CHURCH

Sanctuary Preservation and Readiness Project

Frequently Asked Questions

General Questions:

1. What prompted this project?

The various elements of this project have their genesis at different moments over the past decade or so. They all came together in 2010 when parish leaders recognized the necessity to address the interior needs of the Sanctuary in a holistic manner rather than separately. The Vestry conducted an “every member survey” in 2011 to gather input regarding the Sanctuary and its seismic instability, as well as how to best serve our older parishioners and those with disabilities; the addition of a memorial chapel; replacement of the organ; and other issues. An ad hoc committee was formed in 2011 to research how best to move forward.

2. What is the timeline for this project?

While architectural and engineering work was taking place from 2012 through to the present, planning for the potential of a capital campaign began with the financial goal feasibility study in 2014. The Vestry’s decision to launch a campaign and the enlistment of the campaign’s co-chairs and Cabinet followed in mid-2014. A key activity during this timeframe was to give tours of the Sanctuary to educate parishioners about specific needs prior to inviting support; this effort continues in 2015. It is unknown when construction might actually take place; however, it is possible that the Bell Tower will be deconstructed at the end of 2015. The timing of the reconstruction is dependent on fundraising progress and permitting issues. We believe the larger construction project could begin in the fall of 2016. Again, this would depend upon the status of fundraising.

3. Have other major improvements been made to the grounds over the years?

From 2008 through 2012, an extensive amount of attention was placed on All Saints’ buildings and grounds. Among the highlights were the replacement of the roofs on the office and the Sanctuary and a complete updating of the Rectory – its first in a decade. Hundreds of smaller repairs and fixes were made in each of the eight buildings on the campus, all of which were identified in a comprehensive survey conducted by a professional building inspector. All needs were addressed with the exception of the seismic and structural deficiencies and other required improvements of the Sanctuary and Bell Tower.

4. How does the Rev. Eyer-Delevette feel about this project and joining a capital campaign?

The Discernment Committee and the Vestry informed each of the candidates for rector that All Saints was embarking on a capital campaign to address long-standing needs of the Sanctuary and that each would have an opportunity to weigh in on the project elements and overall direction. Once called, Rev. Aimée immersed herself in the details of this significant and complex effort. She commented, “I have had an opportunity to meet with the lay leaders and consultants involved in this effort and have toured and considered the exciting aspects of this project. I am grateful and pleased to have an opportunity to not just learn about what has been accomplished thus far, but to weigh in on all key elements. You have created space for me to work alongside you and for this I am excited and grateful.” Her full letter to the parish is available on the All Saints website: www.allsaintsbythesea.org/Sanctuary.

Project Specific Questions:

1. What all will be included in the project?

The project will preserve the magnificent look and feel of the Church while addressing several areas of critical need:

- Bell Tower and Foundation – address major structural and seismic deficiencies
- Accessibility Improvements – including lowering the Communion rail, improve sound and lighting systems, and add accessible restrooms
- Pipe Organ – replace our failing pipe organ
- Memorial Chapel – create a chapel on the north side of the altar where organ pipes are now located and will no longer be needed; a columbarium will be installed in this space
- Seaside Chapel – update the vesting room to provide a sacred space for children, youth and family ministries, as well as new service seating and an intimate setting for weddings and memorials
- Sanctuary Working Areas – update the working areas of the Sanctuary, including for the altar and flower guilds, and the sacristy/robing areas
- Landscaping and Campus Improvements – replace current landscaping with drought-tolerant plantings, as well as address drainage issues
- Endowment/Invested Reserves – generate funds that would help to maintain the newly refurbished Sanctuary and grounds and help fund All Saints’ mission and ministries

2. Must all of these project elements be done at once?

There are three distinct advantages of taking care of all needs at once: first and foremost, handling the needed permits in a coordinated way will save time and money. Secondly, raising all the needed funds in a single campaign will avoid constantly going back to the parish for additional funds. Finally, coordinating the work will minimize the amount of time that the Sanctuary will be closed.

3. Will the Sanctuary be available for all Sundays? Where will we worship if not?

Once construction begins, the Sanctuary will be unusable for a considerable period of time. Worship could take place in the Parish Hall, on the patio or in neighboring buildings or churches.

4. Who is the project architect and general contractor?

The Vestry retained Bob Easton, AIA as the project architect and Richard Thorne, AIA, a local architect with a career in project management, as the Church’s project manager. Once the permitting process has begun, All Saints will solicit bids from area general contractors. This is expected to begin in the summer of 2015 in preparation for the deconstruction of the Bell Tower.

5. How was the need to strengthen the Bell Tower and Sanctuary foundation determined?

Under the direction of Bob Easton, the renowned structural engineering firm of Parker Resnick prepared a thorough review of the Bell Tower and Sanctuary. Their report is available to read on the All Saints website: www.allsaintsbythesea.org/sanctuary. Earlier reports informed our parish leadership about various engineering challenges, including a September 2012 report by structural engineering firm Studio Engineers, Inc. and a November 2011 report by construction firm Dalziel & Associates. These reports state clearly that the Bell Tower lacks any structural reinforcement and the Sanctuary foundations exhibit a number of weaknesses, some inherent in

outmoded construction techniques common in 1900 and others resulting from settling and alterations over the Sanctuary's history. Each of the firms strongly recommends significant structural enhancements to minimize the risk of substantial damage and possible injury or loss of life in an earthquake.

6. What changes will I notice?

A major goal of the project is to respect the architectural integrity of the interior and exterior of the Sanctuary. The work to reinforce the Sanctuary foundation should not be especially noticeable. The most likely approach to the Bell Tower is to deconstruct it and rebuild it around a reinforced concrete core. Lowering the Communion rail will be an obvious change. Other noticeable changes will be better lighting and new access to the proposed Seaside Chapel.

7. Is the organ failing? How old is it and will we obtain another that will last?

Yes, the organ is failing. It was installed in 1985 and includes pipes from the existing organ and some used parts from other organs. The type in place now, an electro-pneumatic organ, was introduced in the 1980s and has not stood the test of time in most churches where it was installed. That has been particularly true here because of the ocean air. A new organ would be built especially for the needs of our congregation and space. A committee of parishioners is now meeting with organ builders and will be making a recommendation to the Vestry as to the best solution for All Saints, likely in the summer of 2015.

8. Where will the organ console, the choir and guest musicians be located?

Discussions are underway with organ builders regarding the exact type and location of the organ console, the pipes, the wind chests and other components. A clear priority is to leave in place our historic reredos. It is likely the choir and guest musicians will be arrayed along the back of the altar platform and generally facing the congregation as they are now.

9. How will the columbarium be funded? Will non-parishioners be allowed to reserve a niche in the columbarium? What about the approval of our neighbors who opposed the outdoor memorial garden several years ago?

The Memorial Chapel would be built with funds raised via the capital campaign and located in space made available by the relocation of all organ pipes now to the sides of the altar platform. A columbarium will be installed in this space and furnished by parishioners who wish to reserve niches. It is hoped that by locating the columbarium niches inside the Sanctuary and accessible only by parishioners during normal church hours that the concerns expressed by some neighbors will be eliminated. A program of reaching out to our neighbors will begin in summer 2015.

10. What are the plans for the Vesting Room/Sacristy/Altar-Flower Guild work areas?

Based on input from the various ministry leaders who use this space, a specific plan will be refined in the summer of 2015 and presented to the parish for further input and refinement this fall (2015). Rev. Aimée has already articulated ideas about what is now the Vesting room, which will be renamed the "Seaside Chapel." She can see tremendous opportunities—from bringing together the youngest parishioners for meaningful moments to learn about God, to providing truly sacred space in which to host All Saints' ever-deepening spiritual formation ministries.

Because plans include installing accessible restrooms in place of the two small restrooms now adjacent to the clergy sacristy, this is the time to give a "facelift" to other working areas,

including the altar and flower guild working rooms. Vital storage space for the Sanctuary will also be added as part of the project.

11. What other improvements will be made to the Sanctuary and campus?

One element of the project will be to address the campus landscaping in order to create a cohesive feel, conserve water and establish spaces designed for reflection, fellowship and group activities.

12. How will lighting and sound systems be improved?

The Sanctuary's sound and lighting systems are about 30 years old. New technology will mean vastly improved ability to hear music and spoken words, as well as read the bulletin and hymnal, while complying with current energy-conservation regulations.

Funding Questions

1. What is the fundraising goal?

The preliminary campaign goal is \$11.6 million—\$10.1 million for construction and planning-related costs and up to \$1.5 million for an endowment and invested reserves fund. A local, highly respected general contractor was retained to provide a highly detailed cost estimate of all project elements. Significant contingency reserves for changes necessitated by unexpected conditions discovered during construction are included in the \$10.1 million construction budget. Both our Facilities Committee and Finance Committee are dedicated to keeping costs in check and monitoring all spending.

2. How will the money be raised?

Through All Saints' *How Firm Our Foundation* campaign, we plan to raise \$11.6 million in outright charitable gifts and commitments, which may be paid over one to five years. The campaign, involving more than 100 volunteers, will seek the generous support of Vestry members, parishioners, church staff and other supporters of All Saints-by-the-Sea. We are currently in the quiet organizing phase of the campaign. The parish-wide effort will launch in early 2016. Project leaders have already provided numerous inspiring gifts to the project. As of May 2015 more than \$3 million has been committed from 39 gifts.

3. What happens if the goal is not attained or if the campaign is oversubscribed?

Through the generous giving of our parishioners and others, we are confident that the overall goal will be achieved. However, in the event the full amount is not secured, the Vestry will carefully assess how much money is available and prioritize the project phases to fit the available funds. We will not incur any long-term indebtedness to fund the project. Our desire is to raise even more money than what is called for in the campaign. By surpassing the goal, the Vestry can designate more for the endowment and invested reserves and also consider additional needed improvements to All Saints' physical plant.

4. How will the project leaders ensure all the funds will be spent properly and minimize cost overruns?

All Saints' Project Finance Committee and Facilities Committee meet regularly to carefully review all project financial reports and to monitor cost estimates and updated projections. To ensure that the project meets our highest expectations at the best price possible, the Vestry engaged an experienced project manager who will oversee the work of the architect and builder

on our behalf. Project leaders are committed to ensuring that funds are spent appropriately and that no long-term debt is incurred as a result of this project.

5. Is it right to devote funds to a building when we could be giving to our ministries?

All Saints is committed to strengthening and expanding its ministries and outreach efforts. Because many of those ministries are fulfilled through the use of the Sanctuary, this project will enable us to accomplish our mission even more effectively. We have worked hard to make our Sanctuary improvement project economically feasible while at the same time long lasting and highly functional. The work we accomplish today will help ensure the permanence of All Saints' mission for the future, and indeed the establishment of the endowment and funded reserves should free up maintenance funds from the operating budget for programmatic support.

6. What will the endowment and reserves fund be used for and how will it be invested?

This campaign includes an endowment and invested reserves component of up to \$1.5 million. Earnings from the endowment and invested reserves are essential to underwriting ongoing facility maintenance and repair costs, which in turn frees up more operating support for our ministries. An endowment works over the long-term because only the income—not the principal—is spent, while reserves provide income and, if needed, principal to support our missions. The fund will be managed by qualified and experienced professionals according to investment policies set forth and approved by All Saints' Investment Committee and Vestry.

How to Get More Information / Organization

1. Who is leading the project and what is the organizational structure of the capital campaign?

The Vestry approved the appointment of Bitsy Bacon, Sheri Benninghoven and Edward Birch to serve as the Project Co-Chairs. They in turn enlisted a Campaign Cabinet that is charged with oversight of all facets of the project, subject to the overall direction of the Vestry. Chairs of the numerous campaign committees include Raye Haskell, George Ittner, Ken & Francie Jewesson, Tom Mack, Chip Nichols and Pen Tudor.

More than 100 parishioners have already volunteered to serve on one or more campaign committees. Please let us know if you would like to learn more about becoming a project volunteer. We welcome your assistance!

2. If I have additional questions, whom should I call?

Please contact:

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