

# Campus Expansion Task Force Status Report to Session

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July 21, 2011

## Phase I: Campus Beautification and Master Plan

### Overview of Progress

Last month the Session approved a two-phase approach for Tortolita's Campus Expansion (Phase I: Campus Beautification and Master Plan, and Phase II: Building for Future), and authorized the CETF to acquire a proposal from the Landscape Architects for professional support of Phase I. In response, a list of campus and facility needs obtained from the congregation through surveys and focus group meetings was presented to the Landscape Architects with a request for a new proposal matching the two-phase project approach. A revised scope of work was received on July 19, 2011 (see attached).

Having explored cost estimates and funding options for Phase I, we recommend using a "pay as you go" approach, requiring no debt or major capital campaign. Essentially, beautification projects included in the Campus Master Plan would be prioritized and completed in succession as funds are available. By design, Phase I is highly dependent upon congregation and community volunteers, and will thereby provide an opportunity to build a sense of ownership and excitement for all involved.

Some costs associated with Phase I not related to specific campus improvement projects require additional funding (i.e., architectural services). For such costs, the CETF recommends using a menu of methods to raise necessary capital (see "Financial Plan" below). This could include a Phase I Fund Drive in coordination with the Finance Council's 2012 Stewardship Campaign.

Finally, to encourage congregational support, regular communication through the bulletin, verbal announcements, newsletter, website, and face-to-face conversation, and invitations to participate are, Again, Session support in advancing the vision and creating enthusiasm for the impact this project will have is very necessary. We are anticipating unveiling the Campus Vision Plan and kicking off the Phase I: Beautification Project to the congregation at our 25<sup>th</sup> anniversary celebration in October 2011.

### Phase I Professional Support: Wheat Scharf Associates (WSA)

After receiving our needs list from the NA/FS Team, and through discussions with Jim and Annette Trask, Wheat/Scharf Associates Landscape Architects have provided the CETF with a proposal for a revised scope of work to include:

- Data collection and analysis (input from the church committees and review applicable
- codes, zoning, utilities, topography, etc.)
- Generation of initial Master Plan concepts for review with you in a hands-on session
- Preparation of final concept for review and confirmation with you
- Final Master Plan graphics: illustrative site plan (see samples on p. 4)

Additional services not included with this proposal:

- Construction cost estimator
- Additional design support (civil, electrical or structural engineering, architecture)

By combining meetings and reducing the extent of the final graphics and final presentation, WSA has reduced the proposed fee for their professional services as outlined above from \$13,260 to \$9,860.00.

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The CETF strongly believes that engaging professional support adds value to our campus expansion efforts, and to that end we are working with WSA to clarify measurable receivables for such engagements. The result of engaging the professional support of a Landscape Architect would be a beautiful graphical site plan showing the overall vision for Tortolita's Campus Master Plan, including "3D" views of shade areas, landscapes, and campus improvements, as well as the approximate location of parking, drainage and future building expansion (Phase II).

## Phase I Financial Plan

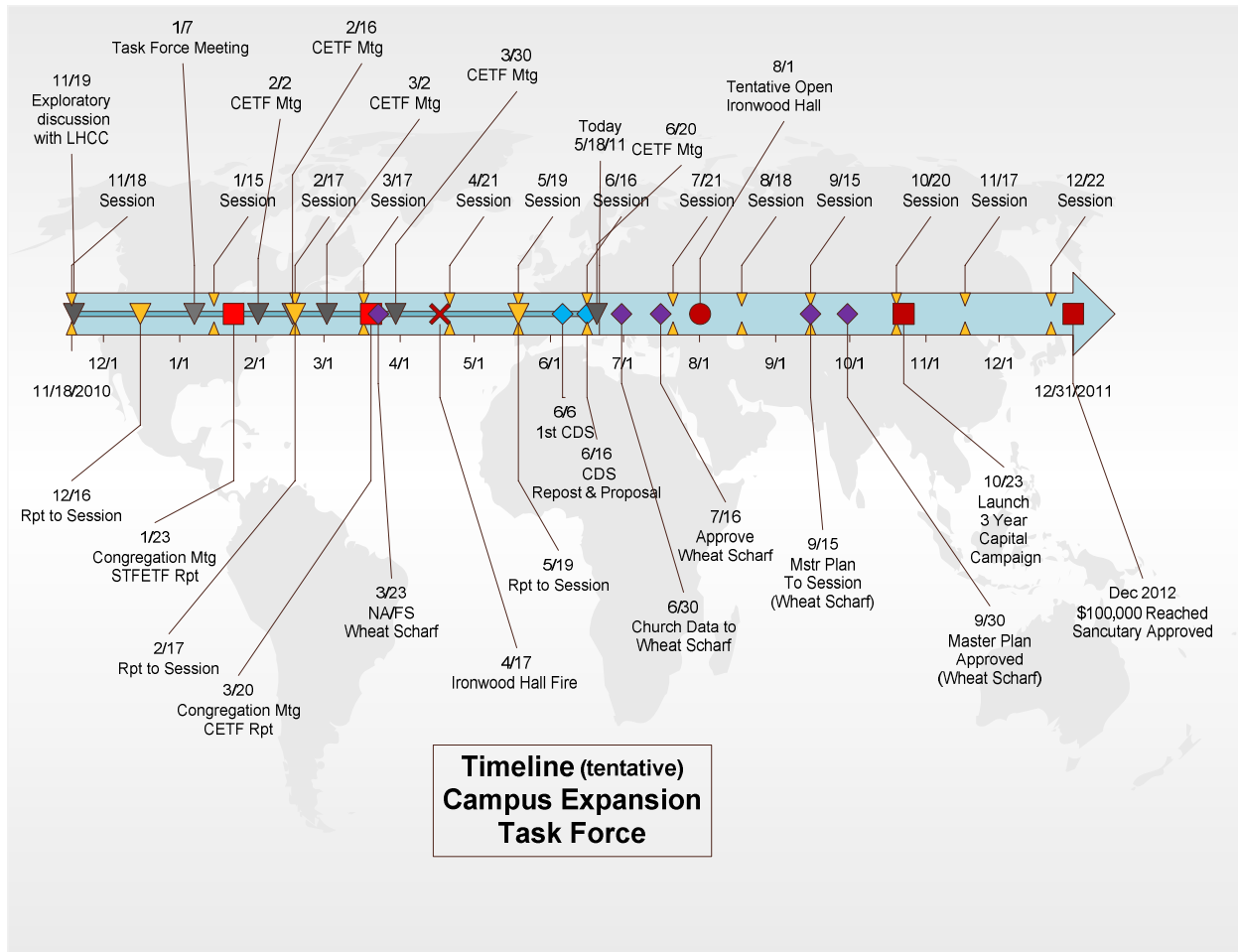
A realistic Financial Plan is critical to the success of Tortolita's campus expansion efforts, and defining the vision, costs, and funding strategy are its primary components. To this end, the CETF has outlined the following Phase I Financial Plan:

1. **VISION:** Define & communicate a compelling Vision (What are we trying to accomplish?)
  - a. Formation of Campus Vision Team to articulate a vision for the use of Tortolita's campus
  - b. Creation of graphical Campus Master Plan
  
2. **COSTS:** Estimate project and professional Costs (How much is Phase I going to cost?)
  - a. **Campus Vision Plan** (WSA) \$ 10,000 - \$ 14,000
  - b. **Site Development Plan** (architectural fees, surveys, etc.) \$ 30,000 - \$ 50,000
  - c. **Site Improvements** (beatification projects) \$ 40,000 - \$ 60,000  
**Total Estimated Phase I Cost \$80,000-\$124,000**
  - d. **Maintenance** – Phase I annual maintenance costs are estimated at approx. \$2000/yr.
  
3. **FUNDING STRATEGY:** Clearly define the funding strategy (How are we going to pay for Phase I?)
  - a. **Campus Vision Plan**
    - *Sanctuary Building Fund* – current balance is \$24,249
  - b. **Site Development Plan**
    - *"Silent" Capital Campaign* – quietly invite those who are able to give (not a public campaign)  
[Goal: 10 families @ \$5000 = \$50,000]
  - c. **Site Improvements** – implement a *"Pay As You Go"* approach for site improvements – i.e., start with #1 priority, raise funds, build; then go to #2 priority, raise funds, build; and so on... Fund raising strategy to include:
    - *"Kingdom Builder" events/efforts* – sell engraved paver bricks, raffle for groundbreaking shovel, etc.  
[Goal: \$5000-\$10,000]
    - *Mini Capital Campaign* – in coordination with 2012 Stewardship Campaign & 25<sup>th</sup> Anniversary Celebration (Oct./Nov. 2011)  
[Goal: \$10,000-\$20,000]
    - *Bond Sales* – within congregation(s) and presbytery  
[Goal: 20 families @ \$1000 + 20 families @ \$500 = \$30,000]
  - d. **Annual Maintenance Expense**
    - *Rental Fees* – increase use of renovated Ironwood Hall, Sanctuary, and parking (Park & Ride)
    - *Membership Growth* – increase offering income to support annual operating budget

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## Tentative Timeline:



## CETF Recommendation:

### Motion for Session Action:

**Authorize the use of the up to \$14,000 from the Sanctuary Fund to develop a Campus Vision (including an illustrative site plan or Campus Master Plan) as follows:**

- **Engage WSA per their proposal dated 7/19/11 for \$9,860.00 (or less);**
- **CETF to provide additional inputs considered desirable, with first emphasis being on Parking, Entrance, Visibility and future Sanctuary Location, with Phase I projects that can be mostly done with volunteers from our congregation and community;**
- **CETF to coordinate with Finance Council to develop the most desirable funding sources described in the CETF report to Session on July 21, 2011;**
- **Final cost of Campus Vision Plan, Site Development Plan, and Phase I Site Improvements to be within funding limits stated (total \$80,000-\$124,000) and with further approvals by Session.**

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