

Space Reassessment Task Force Report
Prepared by Cathy Cole and Paige Hall Smith
with input from Marion Hirsch and Brad Kosiba
September 2016

EXECUTIVE SUMMARY

The Community Church of Chapel Hill Unitarian Universalist needs new and improved spaces for the Religious Education program for both children and adults, to accommodate substantial growth in other programs, and to provide space for regular meetings by 23 ministries and committees and six different choirs, and for irregular meetings by an additional 28 ministries and committees. Since 2013, these space needs and ways of addressing them have been identified by a Space Assessment Team (later evolving into the Space Exploration Team) and now by the Space Reassessment Task Force. We had initially considered partnering with the Chapel Hill Cooperative Preschool in addressing these space needs; but the Preschool has now decided to move to a new location at or soon after the end of their lease in late 2017.

The Space Reassessment Task Force held eight group discussions in July and August involving 72 members representing all the different constitutions of our church community. Twelve key points were raised in listening sessions.

- A. *Use capital campaign receipts to pay off our previous renovation loan first.* Starting in 2018, we will no longer receive net revenue of \$55,000 from the Preschool. Paying off our mortgage loan of \$484,039 (as of December 31, 2016) will offset the loss of this revenue and thus relieve pressure on our operating budget.
- B. *Make our entire facility ADA compliant.* This can be accomplished either by: 1) discontinuing use of the downstairs of the Jones Building, building four new rooms on ground level, and building a ramp to make the upstairs of the Jones Building accessible; or 2) building a multistory addition to house an elevator and additional new rooms.
- C. *Fully meet the needs of the Children and Youth Religious Education (CYRE) Program.* This program needs seven rooms on Sunday, four of which would provide much-needed meeting space for other church groups. The rooms can be provided by refurbishing existing spaces and building new spaces. Additionally, the program needs a large room for children's worship on Sunday which can be provided by improving the Community Room and adding a small fellowship hall.
- D. *Improve the Community Room.* Improvements can be made in flooring, acoustics, window treatments, wall treatments, and lighting.
- E. *Build a small fellowship hall.* This space would handle functions too big for the classrooms, but not requiring a room as large as the Community Room or Sanctuary. It would free up the Community Room, and by extension the entire Jones Building, for use by the CYRE program on Sundays.
- F. *Build a new music room and convert the Straley Room into a Parlor.* The Straley Room is not fully adequate to meet the needs of the music program. Building a new music room could meet these needs and simultaneously allow the Straley Room to be upgraded to a more formal space for grieving families before funerals, brides in advance of weddings, and musicians before concerts.
- G. *Improve the bathrooms near the Commons and add new bathrooms.* There is a need for restrooms to meet gender neutral and family needs.
- H. *Improve the kitchen.* This would involve some reconfiguration of space and upgrade of equipment.

- I. *Add storage space.* We may convert the downstairs of the Jones Building to this use or configure new and renovated space for storage.
- J. *Provide way for parents to hear and see Sunday morning service outside the Sanctuary.*
- K. *Investigate possibilities for more parking.*
- L. *Investigate the possibility of selling our current facility and moving elsewhere.* Upon research, we have found this option is not feasible, as the value of our property is less than half what it would cost us to move elsewhere.

We hope that the congregation can agree upon space priorities, a design plan, and a prospective budget in the fall of 2016, and that we will proceed with a capital campaign by April 2017.

BACKGROUND

In 2006 the Community Church of Chapel Hill Unitarian Universalist embarked on a capital campaign to improve our campus. The plans included three critical areas: (1) improvements to our Sanctuary and Commons; (2) office space for staff; and (3) a Religious Education Pavilion. The funds raised during the capital campaign were not sufficient to accomplish all of these objectives, so the congregation prioritized improvements to the Sanctuary and Commons, including adding the Straley Room for choir rehearsal and meeting space and adding an administrative wing for staff offices. The needs of our growing RE program were put on hold. The congregation realized that this was a difficult decision that had negative implications for our RE program and promised to revisit this when feasible.

One of the reasons for our current space dilemma is our rental of space to the Chapel Hill Cooperative Preschool, which has been a tenant since the 1960s. Our agreement with the Preschool gives them access to five rooms upstairs in the Jones Building and all the space downstairs in the Jones Building. The rooms downstairs are used by our CYRE Program on Sundays (for our infants, toddlers and pre-kindergarten-aged children). The rooms upstairs are available for use by the church outside of school hours but, because they are decorated for small children and contain children's furniture, are never used by the church. The Preschool also has access to the Community Room on weekdays, hampering our ability to conduct daytime programming and social events using the kitchen.

Since 2006 our congregation has grown moderately, but our programs have grown extraordinarily. In addition to an active children and youth religious education program (CYRE) we now have a religious education program for adults called Spiritual Education for Adults (SEA). Today we have a membership of around 385, 170 children and youth are enrolled in CYRE, and about the same number of adults participate in SEA. We also have 23 ministries and committees that meet regularly, an additional 28 that meet irregularly, and six different choirs. All this activity has the church in critical need of more space.

The 2013-2015 Strategic Plan's Growth and Stewardship goals included conducting a space assessment, developing a space plan based on that assessment, and conducting a capital campaign to fund new space. The Board of Trustees appointed a Space Assessment Task Force in 2013 to begin this process. This group worked with the Preschool to coordinate our needs with their desire to enlarge their program on our campus. (See the 2015 final report on the church website under *Our Space, Our Future*.)

In early June of this year, the Board of Trustees was informed by the Chapel Hill Cooperative Preschool that they intend to purchase land and construct their own building, with a target of moving from our

campus by the end of their lease on September 30, 2017. (This target date is now December 31, 2017.) The Board held an informational town hall in June to inform the congregation of this decision.

SPACE REASSESSMENT TASK FORCE

After the decision by the Preschool to move their program, the Board of Trustees formed a Space Reassessment Task Force to take another look at the needs identified by the Space Assessment and Space Exploration Task Forces and to reconsider our space needs in the absence of the Preschool. Members of this team were Paige Hall Smith and Cathy Cole, with input from Marion Hirsch and Brad Kosiba.

Approach

Time was of the essence if we were to be prepared to start a capital campaign by April 2017 which necessitated holding discussion groups over the summer. We held eight group discussions in late July and early August. We took as our starting point the findings of the previous space assessment team, as shown in Table 1 in the Appendix. In the discussion groups we shared this information with participants and took them on a tour of the facility.

In order to ensure that we heard from people involved in a wide range of church activities we specifically sought to recruit people from the following groups: religious education staff; parents of children in the religious education program; child care workers and educators; ministry and committee members; those interested in music; those who participate in SEA classes; those who plan large events (e.g., Services Auction, plays, concerts), and those who cook, serve, and clean in the kitchen. All discussion groups were open to and attended by general congregational members. Altogether the 72 members who participated represented all the different constituents of the church. Paige Hall Smith and Cathy Cole facilitated the meetings and Maggie Scarborough, Kathy Hodges, and Katie Heinemann took notes. This report summarizes the ideas and opinions that were heard in these group discussions. There was no formal poll, but we have tried to indicate where there seemed to be consensus on options.

RESULTS OF SPACE REASSESSMENT

Twelve key points were raised in the discussion groups. Each of these key points is discussed further below. They are also summarized in Table 2 in the Appendix.

- A. Pay off our previous construction loan first.
- B. Make the entire facility ADA compliant
- C. Fully meet the needs of the Children and Youth Religious Education (CYRE) Program
- D. Improve the Community Room
- E. Build a small fellowship hall (this room was called the multipurpose space in the previous Space Assessment Report)
- F. Build a new music room and convert the Straley Room into a “Parlor”
- G. Improve the bathrooms near the Commons and add new bathrooms with new space
- H. Improve the kitchen
- I. Add storage space
- J. Provide way for parents to hear and see Sunday morning service outside the Sanctuary
- K. Investigate possibilities for more parking
- L. Investigate the possibility of selling our current facility and moving elsewhere

(A) Consider paying off our previous construction loan with receipts from the capital campaign

At the completion of the last renovation and addition in 2006, we had a commercial loan for approximately \$630,000. As of December 31, 2016, we will have a remaining balance of \$484,039 on the present successor to this loan. Out of our operating budget, we are spending \$47,784 per year on mortgage payments, just over half of which is paying down principal. Coincidentally, we are presently getting net revenue of about \$55,000 per year from renting space to the Preschool, which happens to be offsetting our loan payments. Starting in 2018, we will no longer receive rent from the Preschool, which leaves us with three options:

- 1) Reduce our annual budget by \$55,000. Since about 93% of our budget goes toward salaries, maintaining our facility, and other fixed costs, the only way to significantly reduce the budget would be to cut staff: number of people, number of hours, or number of dollars for salary. Our church prides itself on paying fair wages and benefits to our staff members, so it is not really an option to lower salaries. If we cut staff members or hours, our programming will suffer.
- 2) Increase our annual pledge drive income by \$55,000 per year every year until the loan is paid off. The 2016 annual pledge drive was our most successful ever, yet we would need another 12% increase in pledges to make up a deficit of this size. It is unlikely that our members and associates can immediately increase their pledges by this amount.
- 3) Use the first \$484,039 of a capital campaign to pay off the loan. The size of our capital project will be determined by the amount that we raise beyond this amount.

There was strong support in all discussion groups for using the first funds raised in a capital campaign to pay off this loan.

(B) Make the facility ADA compliant

Currently the Jones Building is not fully handicapped accessible. The south end of the building is split-level and there are only stairs to reach the upstairs (three steps) and downstairs. Participants at the discussion groups believed it was very important that we make our entire facility ADA compliant. We learned that we have lost members with handicapped children because of the obstacles presented by carrying children and strollers up and down the stairs.

There are two main approaches to making the Jones Building fully ADA compliant:

- 1) Option 1
 - a) Discontinue use of the downstairs of the Jones Building and build three new replacement rooms on ground level adjacent to the Jones Building.
 - b) Build a ramp to make the upstairs of the Jones Building accessible. (A ramp accessing the downstairs from outside is not feasible because of the significant change in grade. It also would not be suitable for use in inclement weather.)
- 2) Option 2
Build an elevator to make both upper and lower levels of the Jones Building fully accessible and build new multi-story rooms to replace the rooms lost to space for the elevator.

Factors to take into account when considering these options:

- 1) Many people at the discussion groups who were seeing the downstairs for the first time had a negative reaction to the space because of the narrow stairways, low ceilings, narrow hallway, and cinder block walls. Any renovation of the space cannot change these elements.
- 2) The downstairs plumbing contains the water line into and sewer line out of the entire church facility and needs to be replaced. This will involve complete demolition of the existing bathroom and possibly

some flooring in the adjoining hallway and classrooms. If the downstairs bathrooms were abandoned, the water and sewer lines could be intercepted and upgraded outside the existing building. Costs for this work have not been calculated, but demolition and replacement of the bathroom could be significant.

- 3) The electrical panel serving the downstairs needs to be replaced. It is assumed that the wiring is in good condition.
- 4) The HVAC system serving the downstairs needs to be upgraded and probably replaced.
- 5) As in all renovations, issues may be discovered that cannot be paid for by the built-in contingency funds. One possibility is that there may be black mold in the walls from years of intermittent flooding during rainstorms. Additionally, we learned during one of our group tours that the toilets had overflowed and flooded the entire space that afternoon.
- 6) The vacated downstairs space could be used for storage. The Manse currently houses older church records, as well as sets, costumes, and props from musicals and plays, which will have to be relocated if the Manse is renovated and offered as rental property.
- 7) New rooms could be configured to meet the needs of the CYRE and church programs.
- 8) An elevator would be problematic:
 - a) Elevators are expensive and require ongoing maintenance.
 - b) If there is a breakdown, our space would not be handicapped accessible until repairs are made.
 - c) By one report at our discussion groups, a member related that his previous church had installed a well-known commercial elevator in 1999 and by 2009 they were having difficulty getting parts. This experience implies that we should plan to encumber a specified amount each year for eventual replacement of the elevator.
 - d) An elevator will require additional space for the housing, as well as space to access the elevator from downstairs, upstairs, and main level. This will necessitate reconfiguration of existing space and loss of either room size or number of rooms.

(C) Fully meet the needs of the Children and Youth Religious Education (CYRE) Program

The importance of prioritizing the needs of the CYRE in any capital campaign and building plan was a common theme in the discussion groups. Longer-term members were adamant that we need to honor our 2006 promise to the RE program, and all participants in the discussion groups were supportive of addressing the woefully inadequate space available to the CYRE program. Sunday morning classes are currently being held downstairs in the Jones Building, in the Community Room, in Marion's office, and in the Manse—literally a four-ring circus! While the departure of the Preschool will provide us with more space on Sunday, the number and sizes of the rooms remain inadequate to meet the needs of the RE Program. Conversations with the Director of Lifespan Religious Education and others affiliated with the CYRE Program during the discussion groups, provided detailed information about the needs of the CYRE Program as specified below. **It is important to emphasize that four of the rooms (d, e, f, and g) will also give us much-needed meeting space for church committees and ministries, covenant groups, and SEA classes.**

- 1) The CYRE Program needs 7 rooms on Sunday—all the groups meet on Sunday morning except the high school group, which meets on Sunday evening.
 - a) Nursery
 - b) Toddler
 - c) Pre-kindergarten
 - d) Grades K-1
 - e) Grades 2-3
 - f) Grades 4-6
 - g) A “living room” for middle (Sunday morning) and high school (Sunday evening) students.
- 2) They need a space where all the children can gather on Sunday morning for group worship.

- 3) The rooms for the “little kids” (a, b, and c above) should be dedicated rooms that contain age-appropriate furnishings. There is a preference for having these rooms contiguous with doors (not partitions) between them to allow for flexibility in how they are used and to make it easy to combine/separate classes depending on attendance, which fluctuates from week to week.
- 4) Rooms d through g will have adult-sized furniture and be used by other groups also.
- 5) The “living room” for middle and high school students needs to be larger than any of our existing rooms in the Jones building, i.e., comfortable for at least 35 adults (~ 700 sf or 25 f x 28 f) with comfortable and indestructible furniture. This room will be used by other groups at times other than Sunday morning and Sunday evening.
- 6) Toys and playground equipment that will be lost when the Preschool leaves will need to be replaced.
- 7) The playgrounds will need to be reconfigured to accommodate new construction.

Option 1: Meet the CRYE classroom needs without an elevator

- Upper Level of Jones Building

There are five rooms on the upper level surrounding the fireplace. Two of these rooms are so small that they will not be useful as classrooms or for general meeting rooms. The best plan for this space will be to combine the smaller rooms with larger rooms to make three large rooms suitable for classrooms (d, e, f above) and general meeting rooms. Access to these rooms will be via a newly constructed ramp that will mirror the ramp on the administrative end of the Community Room. These rooms will be used for classrooms on Sunday mornings and meeting space all other times.

- Lower Level of Jones Building

The three large rooms on this level will not be used as classrooms or meeting space. Their best use by the church will probably be as storage space. The bathrooms will be dismantled and also used as storage space. We will need to continue climate control.

- New Construction

Build four rooms all on one level off the west side of the Jones Building:

- 1) Three contiguous rooms for the nursery, toddler and pre-K groups (a, b, c above). These rooms will be dedicated to these populations and will not be appropriate for adult programs. They will have cribs and child-sized furnishings and will be decorated for this age range with appropriate toys readily accessible.
- 2) One large room that would be used by the middle/high school youth (g above).
- 3) New gender neutral/family style bathrooms, which will serve the new rooms, as well as that end of the Jones Building.

Option 2: Meet the CYRE classroom needs with an elevator

- Upper Level of Jones Building

In order to accommodate access to the elevator, some rooms, including the space in front of the fireplace, will need to be reconfigured. While it should be possible to retain three classrooms, they may be smaller in size than requested by the CYRE Program.

- Lower Level of Jones Building

In order to use these rooms for CRYE, the following will have to happen:

- 1) Renovate existing rooms downstairs to accommodate elevator access. This will eliminate a portion of one of the large rooms to accommodate the elevator and access, leaving only two large rooms and one small room for the CRYE Program.
- 2) The bathrooms will have to be demolished (to repair the water and sewer lines) and rebuilt to serve the population in these lower level rooms.

- New Construction

Build a multistory addition off the west side of the Jones Building that includes:

- 1) Space to house the elevator and mechanicals.
- 2) One or two additional rooms to accommodate the upper and lower level rooms lost to provide access to the elevator.
- 3) One large room that would be used by the middle/high school youth.
- 4) New gender neutral/family style bathrooms, which will serve the new rooms, as well as that end of the Jones Building.

Meet CYRE program needs for Sunday worship space

The CYRE Program currently uses the Community Room for worship space, as well as classes, and works around tabling and coffee hour on Sunday mornings. This creates problems for both adults and children. Most committees prefer to have their tables set up prior to the Sunday morning service, which limits the space for tables and hampers the children gathering for worship. We tried the Services Fair in the Commons this past year because the children needed the Community Room, but learned that people did not stop to read the well-presented information or talk to the committee members staffing the tables. The CYRE teachers and assistants have to set up for worship before first service, take it down for first coffee hour, and set up again for worship before second service. For special events like the Special Buddy Breakfast and the Summer Art Project, the adults have to move tabling and coffee hour to the Commons, which is too small for the number of people. Other events like pumpkin pie making, different baking projects, inside games for large groups, and scavenger hunts are difficult because the children have to work around the tabling and coffee set-up. Without dedicated space for children's worship and special projects, we will continue to shortchange what is clearly one of our most successful programs in the church.

The Community Room can be designated as children's space on Sunday mornings while remaining a social gathering space at all other times. **This will require that coffee hour be held in a different space, as described in (E) below.**

(D) Improve the Community Room

Currently the Community Room can comfortably seat about 120 people at tables. While there have been times when the room is too small, those times are rare. Hence, most people did not feel that it was necessary to build a new fellowship hall that could accommodate more people, but there was interest in adding large glass doors to access the courtyard thus expanding the usable space during good weather. A number of people expressed the idea that if we need a larger fellowship hall in the future, we could expand the Community Room by extending the glass wall outward to enclose the walkway next to the courtyard. In addition, there was interest in enclosing the breezeway separating the Sanctuary Building from the Jones Building.

There was a lot of interest in making the Community Room more useable for children and adults. Currently, the room is "noisy" because of the multiple hard surfaces and need for more insulation for the HVAC system. The hard floor is problematic for children who fall down and for those standing around during coffee hour. The overall design contributes to poor acoustics, which makes it difficult to have meetings and discussions in the Community Room. As well, the CYRE program staff believes that the acoustics and the floor must be improved to accommodate the space for children's worship on Sunday mornings.

Discussions with the architect indicate that the Community Room can be transformed into a friendlier space with the following:

- 1) Improve the floor with a softer covering (for children) that would be easy to clean (food stains, children's art projects).
- 2) Better insulate the HVAC system so that the noise is considerably reduced.
- 3) Add curtains or other window treatment to the glass wall to help reduce the noise, allow the room to be darkened, and enhance the aesthetics.
- 4) Add wall treatments that reduce noise.
- 5) Improve the lighting .
- 6) Create a focal point for children's worship on Sunday morning.

(E) Build a small fellowship hall

The previous space assessment team identified the need for a "multipurpose room" that was large enough to comfortably seat 60-80 adults and had the following characteristics:

- 1) Alter area or other focal point that would be appropriate for children's worship, small weddings and memorial services, and other formal events (e.g., visiting minister programming).
- 2) Wired for current and future technology needs, including audio, video, and computer.
- 3) Ability to be darkened for video projection;
- 4) Windows with a beautiful view overlooking the trees.
- 5) Storage space.
- 6) Kitchenette.

Conversations at the discussion groups supported the need for this room that would be appropriate for functions too big for the classrooms, but not requiring a room as large as the Community Room or Sanctuary (or not appropriate for the Sanctuary).

There was significant support by people in the discussion groups for locating this room off the Commons. Importantly, this new room, combined with the Commons, would provide a space for coffee hour after services that would be more convenient and offer better traffic flow than moving everyone from the Sanctuary to the Community Room. Currently some people remain in the Commons after services, while others go to the Community Room. By having a small fellowship hall built off the Commons, connected by large sliding glass doors, we could improve this important community building experience. Additionally it would improve the flow for serving refreshments during intermission of concerts and other events held in the Sanctuary. It would be important to include a small kitchenette in this room so that we could prepare coffee and other light refreshments.

One of the biggest advantages of moving Sunday morning coffee hour and tabling from the Community Room is that we could free up the Community Room, and by extension the entire Jones Building, for use by the CYRE program on Sundays. In effect, by building a small fellowship hall off the Commons, in addition to the new classroom construction, we will be able to provide the CYRE program with the "RE Pavilion" promised to them in 2006. The CYRE program would have full and exclusive access to the Jones Building on Sunday mornings for classes, worship and other activities that might require the Community Room (i.e., art activities, "rainy day" playground, Special Buddy Breakfast).

Points to consider in designing this new room include:

- 1) The appropriate size of the room—it should be sufficient to hold, along with the Commons, tabling during coffee hour and standing room for a crowd of the size normally attending coffee hour and intermission at concerts.

- 2) Whether or not there is a need for a focal point to give the space a more worshipful atmosphere. If the Community Room is redesigned to accommodate children's worship, would it provide the needed space for small weddings and memorial services? Since there have only been two weddings at the church since Summer 2014 and one of them filled the Sanctuary, it seems that we have very low demand for small weddings.
- 3) Well-designed moveable furnishings with storage space. Since this room will serve multiple purposes, we will need to carefully consider the types of tables and chairs and the ease of moving them. Many people complained about how difficult it is to set up and break down our current tables and chairs.
- 4) Addition of a moveable partition that could reduce the room size for more intimate gatherings. This would not be used to make two spaces to be occupied at the same time since partitions are not effective sound barriers.
- 5) A kitchenette equipped to handle coffee and light refreshments, with accompanying cleaning needs.
- 6) Windows so that the room overlooks the beautiful trees but with window treatments that enable the room to be darkened.
- 7) State-of-the-art AV and computer technology equipment.
- 8) Inclusion of a covered deck where the landscape precipitously drops off. This area is not financially feasible for a building, but could easily become usable space with a deck.

If the congregation decides NOT to build the fellowship hall, we will be unable to fully meet the needs of the CYRE program. While we will have enough classrooms, we will still need to share the space for children's worship with space for tabling/coffee hour, with all the accompanying problems described above.

(F) Build a new music room and convert the Straley Room into a "parlor"

The prior space assessment committee recommended building a parlor off the sanctuary that could be used for a variety of functions. The designation of parlor is meant to imply the qualities that this room would have: a more formal, well-decorated room that has permanent, nicer furniture. The expectation is that such a room would be used by grieving families before funerals, brides in advance of a wedding, new member orientation classes, a place for musicians before concerts and during intermission, and other events that might benefit from being in a very nice space. Such a room would, of course, also be available as meeting space.

The prior space assessment team did not identify the need for a new music/choir room. During the last building campaign we built the Straley Room that has since served as the choir room. While a small office for the music director was built in the Admin wing, it does not serve this purpose because of the need for proximity of the office to the rehearsal room. A small closet in the Straley Room has served as such.

Our discussion groups, however, revealed the need for a new music room located off the Sanctuary with a door connecting the music room to the chancel (the part of the church from which the service is conducted). Participants expressed several problems with the current arrangement.

- 1) Groups who use the Straley room are frustrated by all the chairs and the need to replace them in a specific arrangement for use by the choir.
- 2) The choir is frustrated by the continued use of the room by other groups who then do not rearrange the chairs appropriately
- 3) There is not enough storage space for all the music needed by the church music groups.
- 4) The music director's office is really a closet with no windows or ventilation.
- 5) The storage closet in the Straley Room is used by many church committees and groups and their access to the closet is either hampered by the presence of the choir or disruptive to the choir.
- 6) The acoustics are not good.

- 7) The importance of our music program is not reflected in the quality of the space for music rehearsal.

While no poll was taken, it appeared that a music room would have higher priority than a parlor. However, it was also clear that a single room could not serve as both a music room and a parlor.

Music Room Parameters:

- 1) Build the new room off the chancel with access from outside to serve as a music room. This room would be dedicated to the following uses and not available for general meeting space:
 - a. Choir rehearsal space (priority).
 - b. Rehearsal space for other church music groups, e.g., UUkes.
 - c. Office for the music director with storage space for sheet music and instruments.
 - d. Space for musicians and performers to gather/dress before and during plays, concerts, and other performances.
- 2) Once the music room is built, convert the Straley Room into a parlor—this room could be used as discussed earlier plus serve as a meeting space.
- 3) When designing new spaces consider the need for access to restrooms by those in the music room and parlor.

(G) Improve the bathrooms and add a lactation room

The discussion groups confirmed the previously identified need for more restrooms, including both gendered multi-stall restrooms (as we have now) and single-stall gender-inclusive/family style bathrooms. The latter would need to be large enough for a wheelchair and two adults. In all bathrooms we need to have a changing table. The final number and location of the bathrooms will be identified during the final design.

We also heard the need for a lactation room. This would be a room that gives priority as needed to nursing mothers attending church on Sunday, meetings and activities in the evening, and events open to the public. Not all of these activities can be relied upon to end within a set time period, so mothers who have their babies with them need an option for nursing and mothers who don't have their babies with them need an option for pumping breast milk. This room could also be used for other purposes such as a quiet room for anyone feeling ill. The room may be small, but needs to have the following qualities:

- 1) Not a bathroom and not accessible via a bathroom.
- 2) Lockable from the inside.
- 3) Includes a comfortable chair and footstool.
- 4) Includes a chairside table and lamp.

(H) Improve the Kitchen

Most people do not use the kitchen and are not aware of any problems. However, those who cook, serve food, and clean after meals expressed the need for the following improvements:

- 1) Expand the kitchen into a space currently being used as a closet or convert one of the closets into a dish and food pantry with direct access from the kitchen. Freeing up space currently used to hold all the dishes, glasses, and mugs would make more surfaces available for food prep.
- 2) Reconfigure the kitchen to provide more counter space for work surfaces.
- 3) Upgrade the dishwasher to one that is easier to use (at waist height) and holds more dishes.
- 4) Replace the two residential refrigerators with one commercial refrigerator.
- 5) Efforts will be made to hold costs down by purchasing lightly used appliances if possible and minimizing reconfiguration; in other words, this would not be a complete renovation of the kitchen.

(I) Add Storage Space

It is clear that we need additional storage space for a wide variety of purposes. We also need to consider that we will need to move items currently stored at the Manse to the church if a decision is made in the future to return the Manse to rental property. If we choose B, Option 1 above (no elevator), we will be able to convert the rooms downstairs in the Jones Building to storage space. We need to ensure that items stored there do not become damaged by water or heat; hence, we need to remove the bathrooms and ensure that the HVAC system is in good working condition. In addition, the architect will ensure that storage space is included in all renovations and new construction.

One caveat that was expressed numerous times regarding using the lower level of the Jones Building as storage space was that we will need to regulate and monitor what items are stored to avoid having the space become a “dumping ground.”

If we choose B, Option 2 above (add elevator) and renovate and use the downstairs rooms in the Jones Building, the architect will be instructed to include storage space (closets) in all new and renovated space.

(J) Provide way for parents to hear and see the service outside the sanctuary

The last space assessment team found that it would be desirable to include a room adjacent to the sanctuary where parents with crying or restless children could see and hear the service. Some people in our discussion groups identified this idea as well. Currently, parents are able to go into the Commons where they can hear but not see the service. There are plans to add a TV monitor to the Commons that would enable parents to see and hear the service.

It is difficult to identify a good location for such a room. There were mixed opinions about this room in the discussion groups. Some felt that parents don't want to be “shut away” with their child, while others thought it would be good to have a room where their child wouldn't be disruptive to others. We recommend that we have a listening session specifically with parents of young children to further explore ways of addressing the needs of these parents.

(K) Investigate possibilities for more parking

Participants were interested in learning whether we could add more parking spaces and what it would cost. To date, we have been unable to get a definitive answer to this question. In the interest of reporting the results of the space reassessment to the congregation in a timely fashion, we will continue to pursue this information and publicize it at a later date.

(L) Investigate the possibility of selling the property

This information was prepared with information supplied by Maggie Scarborough, Laurence Kirsch, and S.A.M. Brooks.

- 1) We explored the possibility of selling our current church property and building a new church elsewhere by talking with realtors and a developer. We concluded that we could not sell our existing property to a developer for enough money to be able to buy another property and build elsewhere. The reasons for this conclusion are below:
 - a) Based on the architect's estimates, realtors' estimates and brief property search, purchasing a property and building on it would cost in the vicinity of \$7 million.
 - b) Our buildings constitute a large part of our equity and are of huge value to us but would be viewed as a liability by a developer because they would need to be torn down and disposed of. Our total property tax value is \$3.04 million: the land tax value is \$1.97 million and buildings tax value is \$1.07 million. A quick review of comps by a realtor did not indicate that the market value of our property

is substantially higher than the tax value.

- c) Our property has topography that is impossible to build upon and costly to engineer around.
 - d) Developers in general are leery of developing a property with traffic pattern concerns and difficult topography because town approval of a large project would be uncertain and take a lot of time. As a consequence of these uncertainties, a developer would offer us a low price that protects them from the risk of bad engineering and/or city approval outcomes; or a purchase would be subject to contingencies based upon these outcomes, which means that we could be in escrow for two years only to see a deal fall through.
- 2) Because our property abuts university property, we approached UNC to see if they had interest in purchasing it. They had a state-approved appraiser provide a detailed appraisal of our land and buildings for various scenarios (as shown below), which supports the conclusion from the realtors and developer.

Potential Use	Value
Another church (keep and use the buildings)	\$2,270,000
Office Land (demolish buildings)	\$1,950,000
Residential Land (demolish buildings)	\$3,150,000

CONCLUSIONS

The participants in the discussion groups this summer emphasized, as they did during previous space assessment processes, the importance of prioritizing the needs of the CYRE program. They were clear about the value of the CYRE program to our congregation and our mission, and that the CYRE program needs more and better space. However, the caveat to this is that the participants, including Marion Hirsch, Director of Lifespan Religious Education, and others intimately involved in the CYRE program, were strong advocates for using the first receipts of a capital campaign to pay off the remainder of our loan from the 2006 building campaign. The rationale for this is that failure to do so might well result in the need for us to reduce staff salaries and program support in order to balance our budget to compensate for the loss of rent from the Preschool after they leave at the end 2017.

There was also strong support for making our space ADA compliant. There were differing opinions about the best way to achieve this goal, which we tried to address by presenting two options for dealing with the west end of the Jones Building.

Because the Sanctuary and the administrative wing were renovated/added in the 2006 building project, we did not address these spaces in the reassessment. Later consultations about staff offices revealed issues that may need to be addressed at a future date. Namely, the current configuration of offices is not ideal for all staff members to work in community since the church administrator's office is located in a separate suite from the other offices. In addition, there is no appropriate office for an assistant minister if the church decides to hire one in the future.

We have initiated conversations with Tise-Kiester Architects, who worked on our 2006 building project, to develop preliminary drawings and cost estimates so that we may present these to the congregation on October 23rd. The Building Construction Task Force will continue this process by working with the architect to develop detailed drawings and cost estimates for consideration by the congregation. The final plan and goal of the capital campaign will be determined by vote of the members at a congregational meeting this Fall.

APPENDIX

Table 1
Results from 2015 Space Assessment: Starting point for 2016 Group Discussions

Use	Description	Function
Sunday RE Space* <i>*Confirmed with Marion Hirsch prior to group discussions</i>	<ul style="list-style-type: none"> • Need at least 7 large classrooms, ADA compliant • Need larger multipurpose space for children’s worship and RE activities: <ul style="list-style-type: none"> • comfortable for 60-80 • worshipful quality w/ alter area • carpeted 	<ul style="list-style-type: none"> • 3 dedicated rooms for nursery, toddlers, and pre-K with flexible partitions to accommodate fluctuations in group sizes • 3 rooms for K-1, 2-3, and 4-5 • 1 middle (Sunday am) & high school (Sunday pm) youth group “living room” comfortable for 30-35 with durable furniture for lounging • 1 additional room for children’s worship
Evening and Daytime Meeting/Gathering Spaces	<ul style="list-style-type: none"> • Number not determined • Rooms of different sizes w/ flexible furniture so rooms can be set up for different sized groups 	<ul style="list-style-type: none"> • SEA • Committee & ministry team meetings • Community events • Covenant groups
Conference Space	<ul style="list-style-type: none"> • Conference table and chairs • Wired for technology 	<ul style="list-style-type: none"> • Board meetings • Other more formal meetings
Multipurpose Space w/Kitchenette	<ul style="list-style-type: none"> • Comfortable for 60-80 • Multifunctional • Ability to darken • Wired for technology 	<ul style="list-style-type: none"> • Children’s worship on Sunday mornings • Smaller weddings, funerals, and other rites of passage • Adult programs (e.g., SEA) • Meditation
Parlor	<ul style="list-style-type: none"> • Formal room connected to sanctuary • Formal, nice furniture • Wired for sound from sanctuary • Mirror/dressing table space • Full length mirror • Coffee bar/kitchenette 	<ul style="list-style-type: none"> • Waiting space for bereaved families • Waiting space for brides • Newcomers meetings • Lounge space for musicians and actors
<p>Also: all space should be ADA compliant; need additional storage space; existing bathrooms should be updated; and gender inclusive/family bathrooms are needed</p>		

Table 2
Results from Space Reassessment Discussion Groups

COME TO THE OCTOBER 23RD TOWN HALL TO SEE DRAWINGS AND COSTS

Key Point	Details
A. Pay off our previous construction loan first	At the completion of the last renovation and addition in 2006, we had a commercial loan for approximately \$630,000. As of December 31, 2016, we will have a remaining balance of \$484,039, on which we are spending \$47,784 per year for mortgage payments, just over half of which is paying down principal. Coincidentally, we have been collecting about \$55,000 net per year from the Preschool in rent, which has offset the payments on the loan. Starting in 2018, we will no longer receive rent from the Preschool.
B. Make the entire facility ADA compliant	The Jones Building is not fully ADA compliant. Participants at the discussion groups believed it was very important that we make our entire facility handicapped accessible.
C. Prioritize the needs of the Children and Youth Religious Education Program	The importance of prioritizing the needs of the CYRE in any capital campaign and building plan was a common theme in the discussion groups. The program needs 7 rooms + a space that is conducive to children's worship. Two options are available that will make the space ADA compliant: (1) abandon use of the downstairs and build new rooms on the main level; (2) build a multistory space to house additional rooms and an elevator accessing all levels.
D. Improve the Community Room	Improve use of the room for children and adult fellowship. Give the floor a softer covering (for children) that would be easy to clean (food stains, children's art projects); better insulate the HVAC system so that the noise is considerably reduced; add window treatment to the glass wall to help reduce the noise, allow the room to be darkened, and enhance the aesthetics; add wall treatments that reduce noise; improve the lighting; create a focal point for children's worship on Sunday morning.
E. Build a small fellowship hall	Building this room off the Commons would have multiple benefits as it would be appropriate for functions too big for the classrooms, but not requiring a room as large as the Community Room or Sanctuary. It would provide space contiguous to the Sanctuary for coffee hour and receptions, thus allowing the RE program full exclusive access to the Jones Building on Sundays. This would effectively convert the Jones Building into the "RE Pavilion."
F. Build a new music room and convert the Straley Room into a Parlor	The Parlor would be a more formal room appropriate for nice functions, including a waiting space for brides at weddings and for grieving families during funerals. A new music room located off the Sanctuary with a door connecting the music room to the chancel would allow us to convert the Straley room into a Parlor.

<p>G. Improve the bathrooms near the Commons and add a lactation room</p>	<p>There is a need for more restrooms, including both gendered multi-stall restrooms (as we have now) and single-stall gender-inclusive/family style bathrooms. The latter would need to be large enough for a wheelchair and two adults. In all bathrooms we need to have a changing table. The final number and location of the bathrooms will be identified during the final design. A lactation room would give priority as needed to nursing mothers attending church on Sunday, meetings and activities in the evening, and events open to the public.</p>
<p>H. Improve the kitchen</p>	<p>Expand the kitchen into a space currently being used as a closet or convert one of the closets into a dish and food pantry with direct access from the kitchen; reconfigure the kitchen to provide more counter space for work surfaces; upgrade the dishwasher to one that is easier to use (at waist height) and holds more dishes; and replace the two residential refrigerators with one commercial refrigerator.</p>
<p>I. Add storage space</p>	<p>We need additional storage space for a wide variety of purposes. We may need to move items currently stored at the Manse to the church. If we discontinue using the downstairs of the Jones Building we will be able to convert these rooms to temperature-controlled storage space. If not, storage space will be included as closets in final plans.</p>
<p>J. Provide way for parents to hear and see Sunday morning service outside the Sanctuary.</p>	<p>It is difficult to identify a good location for such a room, and there were mixed opinions about this room in the discussion groups. Some felt that parents don't want to be "shut away" with their child, while others thought it would be good to have a room where their child wouldn't be disruptive to others. We recommend that we have a listening session specifically with parents of young children to further explore ways of addressing the needs of these parents.</p>
<p>K. Investigate possibilities for more parking</p>	<p>Ongoing. Information will be provided at a future date.</p>
<p>L. Investigate the possibility of selling our current facility and moving elsewhere</p>	<p>We explored the possibility of selling our current church property and building a new church elsewhere by talking with realtors and a developer. We concluded that we could would need about \$7 million to build elsewhere. Our investigations concluded that our property is valued at approximately \$3.2 million in the current market.</p>