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**Recommendations (details below)**

1. **Time and talent** of the congregation. Every room of every building needs a good cleaning: get rid of what we don't need, identify what space we do have and organize in a better and more consistent fashion than we have been. This costs nothing but can involve everyone.
2. **Capital Campaign to complete all the following projects:**
  - A. Church building:**
    - upgrade heating & ventilation
    - electrical: conversion to all LED lighting
    - plumbing: new water heaters
    - playground (and more)
    - bathroom (small one beside stage)
    - bells room and sacristy/adjacent
    - establish reserve fund for unpredicted needs
  - B. Vermont House:**
    - Outside: paint, back porch (safety), front porch (ramp)
    - Upstairs: SLY space
    - Downstairs: finish off basement—clean out, waterproof, shelving, secure doors, improve stairwell  
→ move all Grauer into the basement
  - C. Shalom Center:**
    - Internet
    - Middle School Ministry space refresh
    - Community Table: standardize & install shelving
  - D. Commercial building:**
    - Prep space (vacancy) for new renter
    - Establish reserve fund for unpredicted needs
  - E. Other:**
    - Parking lot: repave asphalt near the current dumpster enclosure
    - Repair bus upholstery
    - Trench & install EV charging stations: level 2
    - Solar panels: fence and sunshade installation for inverter; Wi-Fi monitoring of inverter status
    - Landscape/Environmental Bioswales (needs further evaluation)
3. **Completion of all above projects by end 2024**
4. **Reserve Accounts** be established for both Property Committee and Commercial Building
5. Council convenes a **Capital Needs Assessment Team every 3-5 years** to proactively identify needed projects systemwide

**Background for Formation of Committee**

St. Luke last convened a Property Development Steering Committee in 2009, their final report was in 2012 (see below under *History*). There has not been such a work group in the past 11 years. Council President Cindy Gibbons created the Capital Needs Assessment Team in spring 2023, tasked with assessing and creating a report by fall 2023.

Committee tasks identified: evaluate the current uses and condition, and the immediate to long-term maintenance and repair needs of St. Luke's capital assets. Assess costs, benefits, environmental impact, and future opportunities and alternatives to maintaining and/or developing these assets. Consult with stakeholders to develop a prioritized list, including preliminary cost estimates and timelines, for addressing needed capital investments. Assets to be evaluated include church building, Shalom Center, Vermont House, Commercial Property, Playground, parking lots, church vehicles. Further clarification received by Council was that the purpose of this Committee was to ***identify and prioritize to meet current programming needs***, with some vision for the future.

### **St. Luke History of Capital Needs Planning**

As stated above, in January 2009 the St. Luke Property Development Steering Team was formed. Three years later they presented their Master Plan which was meant as a roadmap for the next 5-25 years. The Master Plan was comprehensive and well thought out. In general, it recommended 3 stages of development: Foundation, Expansion and Completion, totaling \$7.825 million dollars. Much of the Foundational stage was completed, not Expansion and not Completion. Additionally, much has changed since 2012 (growth of both Community Table and Grauer, the Pandemic affecting in-person attendance ). For more granular detail on the 2012 Master Plan, please see that document; but in brief, below is what was recommended and what was done:

#### **Master Plan 2012**

**Recommended 3 phases: Foundation, Expansion & Completion for a total cost of \$7.8 million**

#### **Phase 1: Foundation**

##### **We completed:**

- Expansion of narthex/lobby
- Added 2 pews behind sanctuary
- Lower-level expansion/temporary improvements were recommended, instead did a remodel of classrooms
- Improve technology
- Stairway #1 brought up to code
- Vacating SW 46<sup>th</sup> & Florida
- Improve environmental swales, added several drainage basins consistent with new stormwater environmental treatment practices

##### **We did not complete:**

- Bring stairway #2 up to code
- Additional balcony space
- Improve/upgrade mechanical/heating/electrical/HVAC systems

#### **Phase 2: Expansion and Phase 3: Completion**

##### **We did not do:**

- Site work (1.2 million)
- New multipurpose hall with larger kitchen, increased space, storage for Grauer, Community Table, educational activities & meetings (3.7 million)
- Demolish Shalom
- Anticipating lost parking due to new multipurpose hall, demolish Vermont House to create parking

### Detailed Recommendations

#### **Time and Talent:**

Over the years, we have accumulated and quite simply we have a lot of **stuff**. Some of it is good, some of it is old and simply not used. We compound the problem, as all nooks and crannies are full, so when we need storage, we “shove something in anywhere that we can find.” This leads to poor storage, duplication of items, possession of things we don’t need, and quite simply chaos. (Examples: A Nativity donkey in the bells room, Christmas wreaths in the amp room, chairs in pretty much every single room of every building). We need volunteers to go through spaces, pull everything out, help identify what we need/want and what can go away. As they say in storage, “like with like.” All chairs need to go together, all Advent items together, etc. One specific example is that we have Grauer items throughout every single room. It feels overwhelming and very difficult to itemize, organize and account for our assets.

#### **Church building:**

- **HVAC/plumbing/electrical:** This is something that was addressed in 2012 Master Plan, it was listed as a **Step One: Building the Foundation** project, more specifically, *“upgrades to the heating and electrical system will improve safety and comfort. We have known these upgrades are necessary, and this is the time to do them.”* But we didn’t. Now, 11 years later, we simply need to come up with the money and do it. Sidebar: when polling staff, this was a common frustration they expressed: offices with poor circulation/too hot. Conversion of the existing gas boiler to an electric boiler is expensive; on top of that we needed to add window ACs to rooms that are particularly problematic. Adding to HVAC needs, we would add three new water heaters. Re-plumbing the main building will have to be addressed later; presently the existing plumbing is not an issue. Lastly, we need to finish conversion of standard lighting to LED (both indoors and outdoors) to be rid of troublesome fluorescent and metal halide bulbs.
- **Playground:** We have been without a real playground for years; this is a problem in many ways. It hinders the ability of our preschool to attract new families, it is a shortcoming for families who attend church regularly, and it is an identifiable shortcoming when families in the area might survey St. Luke wondering if this is the church home for them. Costs vary widely, as we could put up a very basic (cheap) play structure, or we could choose to make this more of a community space, meaning that a play structure is only a portion of it, also benches, French doors that come out from the west wall, basketball area, firepit etc. There can be a lot of visioning and it can be as big and beautiful as we want, but it is necessary to do something.
- **Sunday school kids’ bathroom:** just east of the stage, small project, but an important single bathroom for the Sunday School kids to use that is close by.
- **Bells room:** This room needs new blinds & air circulation. This should be addressed as we put money toward our HVAC system along with blinds to provide more stability in the climate control. Also, all the blue carpet in steps leading to the bells room, in the bells room, and in the sacristy/adjacent need to be deep cleaned. For the room itself: better lighting and new shelving for storage.
- **Sacristy/adjacent:** As above: air circulation, blinds, carpet cleaning. Need shelving along two walls for marimbas, banners and music equipment, and a fold up table along the brick wall for flower displays/organization.
- **Surveillance:** Over time, much discussion has taken place about installing cameras and recording any property infractions as a deterrent to property crimes. Such systems are now becoming quite affordable and are useful in keeping the property safer from vandal mischief.
- **Establish reserve account** for needed projects which are not on a yearly basis.

**Vermont House:**

- **Outside paint** is peeling and contains lead. Need painting (lead remediation) of external siding. Front porch needs stairs replaced with ramp, back patio needs power wash (yearly) and cover for hazardous basement steps.
- **Downstairs:** (Basement) this is to become the single place for *everything Grauer*. Needs to be cleaned out, stairs improved, waterproofed, shelving and built ins. Secure the doors to avoid problems with break-ins and consider alarming the door. Once complete, this will aid cleaning out so many of the rooms in the other buildings as we can move all Grauer items into this central spot.
- **Upstairs:** The space we have for SLY does not reflect our commitment to our youth. Need to allot money for new paint and furniture inside to make a more attractive space.

**Shalom Center:**

- Everyone requests **Wi-Fi**, needs to be done ASAP.
- **MSM:** paint refresh, also few supplies to make more student-friendly (coffee table, utility shelf, white board).
- **Community Table:** new shelving, improve storage.

**Commercial Building:**

- With the current vacancy in one unit, we need to ready-the-space for a new renter, at a minimum need paint and flooring.
- Also need to have a solid reserve for when big projects need to be done, such as windows, roof, space turnover, etc.
- Continue with gravel lot for now.

**Other:**

- Repair the severely cracked/cobblestoned **lower parking lot** in front of dumpsters. The options are to either repair just the damaged area **or** repave the entire lower parking lot. Explore relocating/resizing the dumpsters so the garbage trucks don't continue to overload the asphalt.
- **Bus:** rework the bus interior and fix suspension (done), upholstery needs, although cosmetic, should be done to allow us to continue driving it for 5 years.
- **EV charging stations:** Budget estimates are provided for level 2 charging stations. There are rebates currently available through both PGE and ODOT (unsure how long they are available). Also, we would need to trench to connect the charging stations to electricity. There are two options, one is trenching from Shalom to charging stations on the upper level, the other option is placing the charging stations on the lower level closer to the solar panels. The trenching costs are **\*not\*** included in the estimate.
- **Solar panels:** Now up and functioning again, but we need to be more proactive about caring for them. Recommend a fence installed around the inverter & transformer, also a permanent sunshade over the inverter.
- **General landscaping needs:** ~\$900 a month, **maintenance of environmental zone & bioswales** is ~\$1,100 a month. The team acknowledges that these two-line items comprise more than half of the Property Management Budget for 2023. St. Luke goals is that our greenspace is attractive, maintained, also in compliance with city of Portland environmental requirements. Specific recommendations for this area are outside of the task of this Committee, however, we encourage a "deeper dive" into requirements, needs and mandates of Portland, especially alongside the new apartment building. We

encourage evaluation of performance of both landscape companies with the goal of preserving greenspace, ensuring compliance, and bringing costs down.

### **Summary**

It is important in the summary to acknowledge our membership trends and how that might play into our current needs for our physical spaces. St. Luke data bases do not provide detailed information regarding membership ; also, ELCA Oregon Synod numbers have not been updated since the start of the pandemic. However, there are trends worth mentioning for our congregation, comparing 2012 to 2019:

Membership is 90% of 2012 (1311→1177)

Total yearly members received is less than half of 2012 (74→33)

Yearly Baptisms are 1/3 of 2012 (24→8)

Our team strongly feels that to thrive as a congregation we need to do three things: 1--create programming which meets the needs of congregants, 2--encourage new families to join and 3--present a physical space where they feel welcome. We already have great programming in place, but we have not supported our physical buildings to meet the needs of our programming and therefore encourage new membership. Placing great importance on the development/improvement of areas on our property which may appear more child-focused (Sunday school bathroom, SLY space, play structure) ultimately serve the congregation as a whole and encourage overall growth.

We have a lot of wonderful programs, but we are simply not meeting the needs of established, successful programs which serve those in and out of our congregation. It is important that our physical space and our physical presence reflect our commitment to youth, families, our members, and our community. Our full/complete committee recommendations are at the beginning of this report, but ***we advise beginning with*** the following:

1. **HVAC/boiler/air/electrical, water heaters**
2. **Shalom Wi-Fi**
3. **Playground**
4. **Downstairs Vermont for Grauer storage**

Once all these 4 are underway, we recommend **“The Great Clean-Out”** begins, alongside initiating some of the smaller projects outlined on page 1. This should involve all the congregation and as Grauer items are identified, they can be moved to the newly created Grauer space in the basement of the Vermont House. Upon completion of **“The Great Clean-Out,”** a sustainable plan needs to be created. A suggestion: each room in each building has a “Person in Charge” and nothing gets placed or stored or “set” in that room without checking with the person in charge. Example: flammable wreaths are not stored in the amp room without the permission of Gerry. TV’s that need to find a home are not stored in the Quilter’s Room without asking Nancy Scheele. The Master List of who-is-in-charge of which room can be kept in the main office (Annamarie).

Whenever possible, the same brand of item should be used across all facilities. A key example is shelving: the Home Depot heavy duty black shelving can be used for Grauer, Community Table, bells storage, marimba & drum storage. This creates flexibility as needs change, the same shelving can be moved between rooms and buildings easily.

Lastly, there should also be a system in place for individuals/groups/clubs to put in a request for items whose costs are outside of the typical budget cycle. Examples: staff member wanting a file cabinet. Parent group wanting a white board. MSM wanting a bulletin board. Quilters wanting a carpet sweeper. There should be a clear path for making item requests which everyone is aware of.

**Visioning**

Our focus for this report was strictly what was needed to *“meet current programming needs.”* The following list are items/projects that we talked about, came up, were addressed. They are not needed to *“meet current programming needs,”* but as we look toward the future and growth as a congregation, they would be beneficial.

1. Address expenditures for both regular landscaping but also the environmental zone/bioswales, with the goals of care of the greenspace, following city of Portland regulations, and decreasing costs
2. Buy a (new) used van late 2024
3. Create a paid position for Property Committee chair
4. Address security systems in and around all 4 buildings
5. Major update and overhaul to the elevator with new permits, electronics, and inspections. This should be done by end 2025
6. Upgrade both bathrooms in Shalom, freshen up make them more accessible
7. Update appliances in Shalom (washer & dryer)
8. Behind Vermont House: extend patio, add pergola, table & seating, firepit and movie screen
9. Pave parking lot at Commercial Building
10. Buy new bus ~ 2028
11. Centralized commercial kitchen and gymnasium, meeting spaces, offices
12. EV charging stations: install level 3 “fast charging” rather than level 2

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**ADDENDUM JUNE 2024**

**Newly identified needs:**

1. Elevator has failed, needs significant repairs
2. Multiple older aluminum windows (non-insulating) in the main church and Shalom Center need replacing
3. Need new shed for all tools, lawn mower and other outdoor equipment

**Items which have been taken care of:**

- Vermont House has been painted, still needs basement and patio work
- Lighting has been converted to LED
- Water heaters have been replaced