

## What process was used to develop this list of projects for Vision 2020?

For the past three years, leaders of NYAPC and members of our congregation have been exploring ways to best upgrade and renovate our church building so that it can meet the needs of our existing ministries, as well as the needs we imagine for future years. During this process, members urged the Trustees to begin making immediate necessary repairs, but also to move beyond maintenance by thinking big about projects that would position the church to serve its communities and missions. Through an extensive set of interviews, a congregation-wide survey, and small-group listening sessions, several goals emerged. Our building would need to serve our congregation's call for

- Openness and Hospitality
- Service and Community, and
- Financial Stability.

This feedback took us down a two-fold path: to do immediate external and HVAC projects (more detail below) and to create a bigger-picture master plan.

We hired the architectural firm of Cox, Graae and Spack. They made several iterations of very big-picture opportunities for new ways to use the church building. We then vetted these with small groups of church leaders and members.

A preliminary list of possible renovation projects and cost estimates was presented to the congregation in June. The consensus from member surveys, listening sessions and interviews was that all of the projects, along with additional improvements to the Park Level, were critical. We also recognized that we needed a clearer understanding of the funds we could raise from the Capital Fund Appeal. Through this process, we identified the need to raise as much as \$6.3 to \$8.5 million.

## What is our Vision for the Future?

This church has a long standing commitment to be present—in every sense of the word—in the heart of the nation's capital. In 1951, the present building was dedicated and over the ensuing years this congregation has faithfully used this building to animate its very mission. The promise to serve God, and to serve this city, has been kept through a number of ministries—from the most basic and fundamental caring of our neighbors, such as our friends who live on the street in our neighborhood, to the responsibility to speak broadly and shine light on social injustice, such as the

work we do through the “McClendon Scholar in Residence” program. This building is a living tribute to the faith and the vision of all the saints who have gone before us. But, now 65 years in age, it is in need of major repairs and updating if it is to remain a central instrument of our mission. A new promise of restoration and renovation is needed.

## What projects have we already completed?

In line with the urgency the congregation felt, two project renovation phases are now nearly complete: critical exterior renovations and our most urgent needs in heating and air conditioning improvements. These were financed by low-interest, short-term bank loans, secured by our Endowment Fund. The first monies raised from the capital campaign will be used to pay off these loans.

## What external renovations were made and how much did they cost?

The external renovations cost \$1,100,000 and included:

- Stabilizing the exterior structure and foundation of our church (necessary after the 2011 earthquake);
- Cleaning and tuck pointing masonry and limestone;
- Replacing and updating all exterior lighting;
- Installing new energy-efficient clear glass exterior windows;
- Refinishing all exterior doors and woodwork;
- Abating all lead paint;
- Replacing ground level railings;
- Re-gilding the finial, cross, clock faces and wreaths on the clock tower and steeple so that they shine forth with the message of God's love and hope for the future.

## What Heating, Ventilating, and Air Conditioning needs have been addressed?

The most urgent HVAC improvements amounted to \$900,000, and included:

- New heating and air conditioning on the fifth floor, which was among our most uncomfortable and heavily used space;
- Painting all public spaces on the fifth floor and installing new wall finishes, including fabric panels and wall finishes in Peter Marshall Hall to upgrade the space for church functions and rentals.
- New high efficiency boiler, enabling us to keep our church open during the winter should we experience catastrophic failure of our existing highly inefficient primary 65 year-old boiler.

## Why was the HVAC project focused solely on the 5th floor?

We dealt with the most pressing needs of our heating and air conditioning systems. We have made the fifth floor more livable in the hot months, and we have secured our ability to heat the building in the cold months. Due to the escalating cost estimates associated with replacing the entire HVAC system on all floors of the church, HVAC replacement from the Park Level through the fourth floor has been deferred until sufficient funds can be raised to move forward on this project phase.

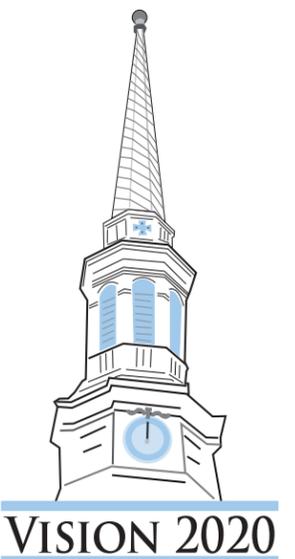
By replacing the fifth floor HVAC system, we have preserved the option of more extensive construction work on other parts of the church. In addition, the highly efficient modular system on the fifth floor reduces the burden on the Park Level through fourth floor HVAC system.

## Why is there such a big range of costs on each of the projects?

Our architectural firm, Cox, Graae & Spack, created estimate ranges based on historical data and on the square footage of the areas as a proxy for cost. These estimates are subject to more detailed planning and design and depend on the final scope of work. Once the Capital Fund Appeal is completed, the congregation will be engaged again in a more extensive planning process to prioritize the projects based on ministry needs and available financial options.

## What are the plans for the bathrooms?

In all of our listening sessions and architectural survey, maintaining clean, functional and updated bathrooms emerged as important for all people who use the church. This is a high priority for the next phase of our renovations. The extent to which we will be able to address the bathrooms depends on the amount of funding we have available. The options range from renovating the existing bathrooms to relocating and/or expanding the existing bathrooms, especially those prone to heavy use.



# Questions and Answers

## Q & A

### **Peter Marshall Hall (PMH) looks great. Why do we need more renovations there?**

While recent painting and other improvements have been completed in PMH, additional improvements could be made to the fifth floor to make it more attractive to outside users willing to rent well-designed downtown meeting space. Specific ideas include:

- Shift the entrance to Peter Marshall Hall to one central entrance opposite the elevators (moving the storage closets to the sides).
- Reconfigure and reduce the size of the kitchen, making it more efficient and creating one or two new meeting rooms on the H Street side of PMH. This would enable the McClendon Center to be consolidated on the fifth floor, thereby freeing up space elsewhere in the church for other programming and future needs of our congregation.
- Renovate the lounge on the New York Avenue side of the large hall and install flexible room dividers to facilitate small break-out rooms.
- Install new flooring to abate noise coming through to the sanctuary, enabling simultaneous use of both spaces, which is not possible now.

### **Why are we making such big changes on the second and third floors?**

Listening session participants, survey respondents, and small group participants encouraged us to create more casual meeting spaces in the church and described frustration with our lack of space around the sanctuary for gathering. These possible changes, brainstormed by congregation members, respond to that need. They include creating a “suite” of offices for our pastors and minister of music on the third floor. In freeing that space on the second floor, we can expand the public bathroom and create two open, furnished gathering spaces—one where Pastor Alice’s office suite is now located and the other where Pastor Roger’s office suite is currently located. At the same time, we can reconfigure and expand the space that the Diaconal Ministers use, adding a sink and other amenities that would facilitate their important work. Pastors Roger, Alice, and Linda have been a part of these discussions and see ample opportunity for making good use of the reconfigured spaces on the second and third floors.

### **What is the plan for the archives?**

The plans for the Radcliffe Room do include an increase in space for the coat closet, which will displace the current location of the archives. We have a number of strong options and will select a location for the archives based on which projects are selected. Options may include new space adjoining Peter Marshall Hall or any number of reconfigured storage spaces on the second or third floors. We will prioritize accessibility and organization and work closely with the History Committee to ensure we can reach a workable solution.

### **When will we have our Annual Stewardship Appeal?**

We will be conducting the 2016 Annual Stewardship Appeal at the same time as the Capital Fund Appeal. There will be one response form for you to indicate your pledge for both funds.

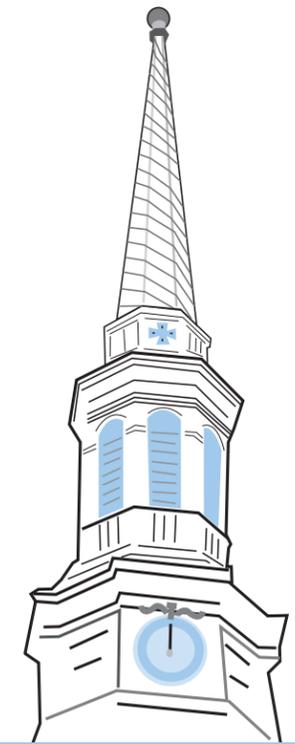
### **Which fund is the most important?**

The Annual Stewardship Appeal funds our annual operating budget, including important costs such as salaries, heating and cooling, and ongoing maintenance. It must be the first priority for giving. Your response to the Capital Fund Appeal should be in addition to your regular stewardship. The building is important, but only to the extent we can fund the ministries that happen inside the building.

### **What happens if we don’t raise enough funds for all of the projects?**

Beginning in early 2016, congregational leaders will begin a process for determining final renovation priorities based on the funds raised. They will take into consideration Capital Fund Appeal results, Friends of NYAPC gifts, bequest assets, member loans, use of endowment assets, and additional commercial borrowing. The more we can raise through the Capital Fund Appeal, the less we will need to rely on other sources.

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**VISION 2020**