

## LOPC CAPITAL PROGRAM "...EVERYTHING IS MADE NEW!"

**Q: With such a need, why wasn't the kitchen considered in the two previous capital campaigns?**

**A:** The first capital program was centered on the Christian Life Center and some smaller related projects, and the second capital program on the Ministry Center as well as some smaller related projects. Due to the scope of both the Christian Life Center and the Ministry Center, each was given prominence in their particular capital program. The third capital program is roughly 40 percent the size of the first and second capital programs, and so the financial capacity now exists to address the kitchen remodel.

**Q: What plans are in place for meeting needs while the kitchen work is underway?**

**A:** We believe that if work in the kitchen can proceed mostly this summer, the impact on our ministry can be minimized. It would be impossible to do the work during the year due to its heavy use. We may need to suspend coffee service some this summer, though, and that might cause a riot on Sunday mornings.

**Q: Shouldn't the Seedlings preschool fund the landscaping for the outdoor area?**

**A:** The play area will be used by all children, younger and older, as well as adults, not just the Seedlings constituency, for a variety of outdoor activities by other ministry areas. Beginning in 2005, it has morphed from an area for construction debris, to a play space without adequate shade from the summer sun and it has most recently fallen into an un-kept state of dirt and mud because grass will not grow. The proposed upgrade will provide for a sail shade similar to the one over the toddler play area opposite the Davies Room. The sandbox will be repositioned and the present dirt areas will be enhanced with a combination of artificial turf and pavers. We anticipate that the Seedlings community will want to help fund this project, and they have already made a substantial commitment to this project, as has our own Foundation.

**Q: What plans are in place for meeting the needs of the children for play space while work is going on?**

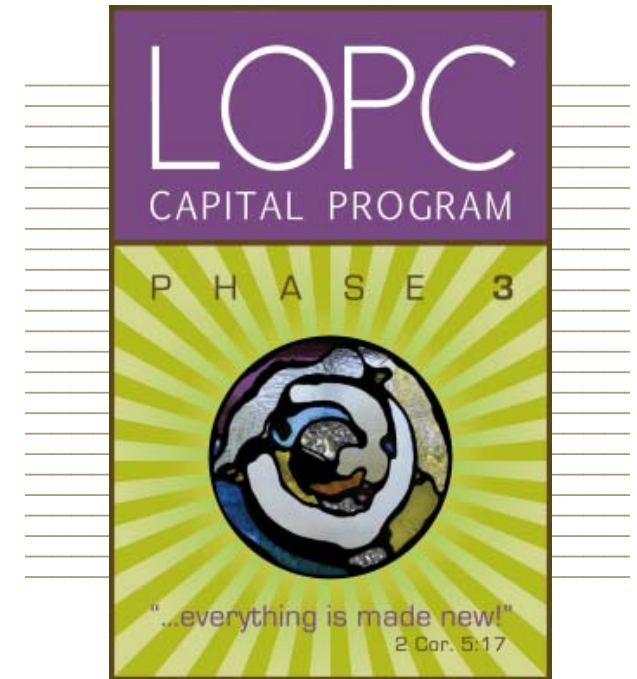
**A:** We hope to complete the work this summer with the result that significant negative impact on our ministry with children can be minimized.

**Q: How and why were these three projects selected?**

**A:** Our church Session made the final decision to proceed after considering input and recommendations from the Finance Team, the Operations Team and the Long Range Facilities Planning Team. These three projects were selected based on their importance to the ongoing health and vitality of our ministry as a church. Paying the construction loan down will free up hundreds of thousands of dollars that will be needed by the church in years to come, and which we would rather not pay to the bank instead of deploying through our ministry. The kitchen is in nearly constant use, and faces significant safety concerns related to its age and design which must be addressed. Finally, given our priority of reaching out to families with young children as the future of our church, the need for appropriate recreational space is well justified.

**Q: Can we designate which of the three areas our money is to be used for?**

**A:** Any donor has the ability to designate where they want their gift applied. However, we will not openly encourage people to designate their gifts to specific projects because that makes it more difficult to allocate funds among the three projects, if necessary, once the capital drive is completed. Nonetheless, all designations will be honored.

**Q: What is the purpose of this campaign?**

**A:** To raise funds to accomplish three ends: pay down the balance of the construction loan remaining from building the Ministry Center; renew and enlarge the kitchen in Fellowship Hall; and renew the landscaping of the outdoor gathering space behind Fellowship Hall that is currently used as a children's playground.

**Q: How much will it cost?**

**A:** The total of all three elements is estimated to be approximately \$3 million and that is the goal of the program. The construction loan is about \$2.46 million. The kitchen is estimated at about \$500,000 and the landscaping about \$54,000. Interestingly, with these expenditures, the total cost of the campus renewal program, which was started six years ago, will be approximately \$16 million – the cost originally estimated.

**Q: This capital program is referred to as "Phase 3."****What were Phases 1 and 2?**

**A:** The first came in 2004 and involved building the new Christian Life Center, the Worship Plaza, replacing the Sanctuary heating and air conditioning, building new restrooms in Fellowship Hall, and renewing all the underground utilities. Phase 2 was centered on building the Ministry Center, opened last fall, and rebuilding the four outdoor stairways from street levels to the campus.

**Q: Why do we still have a debt from building the Ministry Center? Wasn't it built "under budget?"****And didn't we witness a "mortgage-burning" ceremony earlier?**

**A:** The mortgage that was burned was for the Christian Life Center. The Ministry Center was indeed built for less than estimated, but not necessarily fully funded. One must recall that the original plan was to renovate the old Christian Education Building rather than construct an entirely new building. However, when serious foundation flaws were discovered we were forced to abandon that less-costly plan. The Ministry Center capital program, conducted in 2007 with a follow-up in 2008, yielded commitments of almost \$5.6 million dollars. While a great success, it did not provide all the funds needed to finish the project. Confident that the Ministry Center represented the right solution to our present and future needs, Session decided construction should proceed and communicated this to the congregation. Also, we knew the construction climate was very favorable, given the weak economy, and we projected we could save hundreds of thousands of dollars in building costs, which, in fact, we did, and the project was finished on time and under budget. However, we are still left with a construction loan balance. This final capital program is the plan to deal with it.

**Q: Why does this capital program have to be done now?**

**A:** The temporary construction financing is due to convert to a 25-year mortgage next February, and, carried for its full term, would cost approximately \$2 million in interest charges. However, David Zimmerman, chair of the funding capital improvements program, said carrying the loan that long "is not the way we would like to proceed. With the success of this third capital program to pay down the balance, interest on the loan would drop to an estimated \$250,000, if we pay it off over three years."

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**Q: What is the timing for the entire program – funding and construction?**

**A:** If this capital program is as successful as we hope, then the Ministry Center will be paid off in three years. We will then be free to devote all our resources to ministry in service to the world around us, rather than pay interest and principle to the bank. We hope to start the kitchen project this June. Summer is the only window we have to do the work because it is used too heavily the rest of the year. We also anticipate starting the recreational area work sometime in June. Both projects should be finished by early fall.

**Q: What if we don't raise all the money?**

**A:** While we certainly hope we meet, or even exceed, our funding goal, our Session will decide how best to proceed and how to allocate the available funds among the three projects. Of course, paying down the loan balance is a top priority. As always, any decisions will be communicated to the congregation.

**Q: Can we afford this campaign in these economic times?**

**A:** Not all families have been equally affected by the economy. As in past capital programs, we will be asking our congregation to pray...“God, what do you want me to do?” As God directs is how people should respond. We know that every family will not be able to participate. The amount we need to raise is not an unreasonable goal for the economy of today. History shows us that over the years congregations have responded to capital challenges despite the economy.

**Q: I still owe a significant amount of money for capital campaign two. Can I (and others in the same situation) afford to pledge more right now?**

**A:** No one should feel guilty for not being able to complete their pledge by June. Any unpaid pledges can be included in a new three-year pledge.

**Q: Why not pay off the debt first and wait a couple of years on the other two provisions?**

**A:** The kitchen remodel and landscaping were always part of the three-stage program, and detailed planning has been ongoing for almost a year. The decision to include these two projects in this final stage of our capital program seemed to make sense in light of the need and possibility of finishing what we started more than six years ago. Moreover, research with construction contractors indicates that proceeding now while the economy is still slow works to our advantage through reduced costs. We believe the cost will only increase, by as much as 10 to 15 percent, if we wait even one year. Also, there is some urgency around health and safety concerns, which should be considered.

**Q: Why does the kitchen need to be remodeled?**

**A:** It has been roughly 30 years since the facility has been upgraded and much of the equipment has outlived its usefulness and is difficult to maintain, according to Chuck Fry, our Director of Operations. Interviews with volunteers who use the facility extensively and a former LOPC kitchen coordinator support that view. Also, its inefficient design causes safety and sanitary concerns. Finally, it has recently come to light that earlier remodeling work was not done to code and has compromised the integrity and safety of the roof. This should be corrected whether the entire kitchen is refurbished or not.

**Q: It's said the refurbished kitchen will last 40 years. How do we know?**

**A:** When we say we are designing a kitchen that will last for 40 years we are talking about installing commercial equipment that has a very long life span and finishes and materials that are timeless and very durable. We will use stainless steel throughout, which will easily last 40 years, and quarry tile floors. We cannot guarantee that each piece of equipment will last 40 years, but commercial quality equipment is designed to last for years and years.

**Q: Don't we increasingly cater events? If so, why remodel?**

**A:** We do use catering services quite a bit, that is true, but most events in the life of the church which involve meal preparation involve volunteers, who are most supportive of this remodel. The cost of catering all events would be financially prohibitive.

**Q: How often is the kitchen used?**

**A:** A review of the church calendar shows that 41 different church groups used the kitchen on 461 separate occasions during 2009. The number of people served from the facility during the year ran into at least several thousand.

**Q: How will the kitchen be operated and maintained?**

**A:** The Kitchen Team is working not only on the remodel plan, but also on new rules for its use. We have dramatically upgraded the standards of cleanliness to which the kitchen must adhere in the future, and our Operations Team will be ensuring that we meet those standards. There will be guidelines and everyone who uses it will be trained and responsible for the cleanliness. In time, we hope to further develop our ministry with food by hiring an overall coordinator for the kitchen on a part-time basis, but we will not do so until we can fully support such a position.

**Q: Wouldn't hiring a kitchen coordinator be a lot less costly than remodeling the kitchen?**

**A:** Yes, true, but the need to remodel the kitchen exists whether or not we hire a coordinator.

**Q: Who will lead this effort for the construction projects?**

**A:** The plan for our kitchen remodel is being developed by a team of congregational members who are consulting with both internal and external experts. Jim Marshall, a church member, has been formally designated by the Session as the overall head of the remodeling project, and he will supervise the work directly. Dara Youngdale, a church member and the architect who helped plan and design the CLC and Ministry Center, is part of the Kitchen Team. A professional kitchen designer was retained to help plan the new design. Others on the team include a former Kitchen Coordinator at LOPC as well as a longtime church member who has cooked extensively in the present facility. Both are well acquainted with its shortcomings. The work in the recreational area adjacent to Fellowship Hall will be directed by our Operations Team.

**Q: Is there a way to partially remodel the kitchen and spend less than \$ 500,000?**

**A:** The Team has looked at a variety of design options, and given our use requirements and the desire to find a solution that will be in service for decades, believe that it is prudent to do the job at one time and do it right. We certainly don't want to conduct still another capital campaign.

**Q: Do we start before all money is in?**

**A:** We have an extraordinarily high pledge fulfillment rate here at LOPC. Upwards of 95 percent of all funds pledged are actually received, and when additional gifts that individuals make over the course of three years are factored in, we often come close to 100 percent

**Q: Was this third Capital Program part of the original plan?**

**A:** Yes. In 2004, we conceived of a campus revitalization plan that would take up to three capital programs. The second capital program was dramatically reshaped when we discovered that the old Christian Education Building could not be remodeled due to foundation problems, and we had to build the Ministry Center as an entirely new structure. This led us to scale back some other projects, which we have done. We do know that there is still work to be done in some areas around the church, but we hope to finish out the major work through this third capital program and fund those smaller remaining projects through special gifts, Foundation grants and the operating budget.