SMART CHURCH
SOLUTIONS

FACILITY CONDITION ASSESSMENT

St. Dunstan's Episcopal Church

Bethesda, MD

July 2024

Dear Rev. Patricia,

Our team appreciates the opportunity to serve St. Dunstan's Episcopal Church during this process. We have divided the following report into several sections:

Thank you again for the opportunity to partner with and serve St. Dunstan's Episcopal Church.

Nathan Parr

Facility Stewardship Specialist

SMART CHURCH SOLUTIONS

FACILITY INFORMATION

St. Dunstan's Episcopal Church

Name	St. Dunstan's Episcopal Church
Address	5450 Massachusetts Avenue Bethesda, MD 20816

EXECUTIVE SUMMARY

The campus of St. Dunstan's Episcopal Church is in relatively good condition at the moment. However, if maintenance spending is not increased to cover planned and preventative maintenance, the church will continually need to fundraise to pay more to rectify deteriorated building items. You are likely five years or more from reaching that tipping point; now is the time to change your trajectory.

When considering planned maintenance, much of that is related to compliance and inspection operations. For example, emergency exit lights and signs require testing for 30 seconds monthly, 11 months out of the year, and one 90-minute test. Portable fire extinguishers require annual certification by a licensed contractor and 12 monthly inspections by any person trained to perform the inspection. HVAC equipment requires filter changes, lubrication, and yearly inspections; your boiler requires inspections, and the list continues. Currently, many of these items are not occurring. Adding these into your process will take additional time that you currently are not investing. We share this to open the conversation to the actual cost (in time, personnel, and funds) to maintain your facility properly. Adopting the Work Order and Asset Management system (free for a year) and using the Life Cycle Calculator will assist in defining the need for generations to come.

Additionally, the congregation has a unique opportunity for some exterior landscaping on the north slope. When on the campus, it was easy to envision the slop transformed into a terraced elevation with native vegetation on each level, bringing a unique visual statement to the community while helping with water conservation and pollination and reducing the need to work the grounds. It would also provide a more reasonable area to install solar collectors than putting them on the roof (which has many issues).

I encourage the congregation to review the following report and deferred maintenance schedule to understand the current snapshot of the facility condition and chart the course forward to improve the facilities in a planned and intentional manner. We are committed to you in the process. We are available for continued discussions or to share ideas regarding the campus.

FRESH EYES OBSERVATION

I utilized standard route guidance software to find the church. While my GPS was able to locate the property and direct me to the church, due to the overgrowth of the landscaping around the main facility and how the divided road provides access to the initial parking area, it is difficult for a first-time guest unfamiliar with the area to find easily. When entering the parking lot, it is not readily apparent to a first-time guest that there is parking at an upper parking lot. I circled the accessible parking at first to see if that was where I should park. Additional signage indicating open parking at the top of the hill would help first-time guests understand where to go, especially when accessible parking is full. Coming down into the facility from the upper parking lot, I found it to be a visually engaging campus with all the landscaping. Again, the overgrowth was a detraction. Overall, coming into the facility, it was easy to navigate and find the areas I would want to go to. The wayfinding inside the facility was adequate. The individuals met during the assessment, as well as the overall feel of the building itself, provided a welcoming environment, one that would likely make a first-time guest feel comfortable in the facility. Improving some of the landscaping and taking care of some of the accessible routes to make them truly accessible, as well as potentially rethinking the northwest corner of the property and additional exterior wayfinding, would create a more welcoming campus.

OPERATIONAL CONSIDERATIONS

The following is a snapshot based on the data provided.

Utilities

Annual Utility Cost Evaluation

These are costs related to fuel sources to operate your facility such as electric, gas, oil, etc. It does NOT include items such as water (unless your facility has hot water heating or a chiller), sewer, telephone, internet and the like. Our research has determined that in the United States, with some exceptions of extreme cost of living regions, the annual utility expenditures should be $1.00 - $1.50 per square foot, with the median being $1.25. If you are spending more than $1.25 per square foot and your facility is utilized approximately 6+ days a week, then there may be room for improvement. Conversely, if you are spending less than $1.00 per square foot, this is not necessarily an indicator that you are being prudent with your utility spend. In fact, in most cases, we find that this level of spending reflects an under-utilization of your facility (i.e. only 2-3 day a week use). In these instances, there may still be opportunity for improvement.

Your Facility: **$2.27/SF**

NEEDS ACTION

Analysis

With the national average of $1.00-$1.50/SF, your utility consumption exceeds this average. As 50% or more of your energy consumption is attributed to HVAC, you may want to consider an energy audit or a review of your HVAC controls. The equipment is likely left operating longer than it should be.

Custodial

Annual Housekeeping/Custodial Cost Evaluation

These costs include labor and material to perform regular and ongoing custodial services, whether insourced or outsourced. It also includes larger custodial initiatives such as carpet extraction, tile waxing, glass cleaning, etc. Also included would be restroom paper products. The most recent Benchmark Report by Smart Church Solutions would indicate that a church should budget $1.75 - $2.50/SF annually for custodial expenses.

Your Facility: **$3.11/SF**

GOOD

Analysis

The visible results show that you may be overspending on custodial. However, I am also aware that the specific costs for wages and supplies may be higher in your location than the National average. We would be happy to look further into this with you.

General Maintenance

General Maintenance Cost Evaluation

The costs associated with this are the labor and materials needed to perform corrective, routine and preventative maintenance whether insourced or outsourced. These costs do NOT include the salary costs of a Facility Manager unless they actually perform such duties in which case they should include the appropriate percentage of the facility managers cost based on the percentage of time performing such tasks. This category should also NOT include costs related to capital renewals or major projects completed. The most recent Benchmark Report by Smart Church Solutions would indicate that a church should budget $2.50 - $3.50/SF annually for General Maintenance expenses.

Your Facility: **$0.00/SF**

NEEDS ACTION

Analysis

We have found that when general maintenance is lacking, the likelihood of deferred maintenance increases. In most cases, $1 not spent on general maintenance will cost 3-4 times in the future.

Capital Reserves

Annual Designated Capital Reserves Evaluation

All components of your facility have a life cycle coupled with the inevitable responsibility to replace them at the end of life. Capital reserves are the annual money being set aside, systematically, similar to your personal retirement account to provide the funds needed at the time these elements reach the end of their useful life. Based on national research by Smart Church Solutions and IFMA, most facilities should be setting aside $2.00-$3.00 per square foot annually for capital reserve. This assumes that your capital reserve account can earn a 3-4% rate of return. The dollar per square foot can be greatly impacted by the age of the facility as well as the amount of deferred maintenance that exists.

Your Facility: **$0.00/SF**

NEEDS ACTION

Analysis

This is very concerning. While it is often difficult to set aside monies for future capital improvements instead of spending for ministry initiatives today, this is critical. Capital replacement is not an "IF" consideration but rather a "WHEN" and "HOW MUCH". We have a free eBook on this topic. The link to it can be found in the Resources section of this report (near the end). We will also assist in setting up your Life Cycle Calculator to determine funding for this area. At a minimum, you should set aside $15,000.00 annually for capital reserves.

Staffing

Facility Staff

Staffing costs should include the compensation as well as benefits as well as the labor burden (FICA, etc). As stated above, it should not include the staffing cost of the Facility Manager unless they actually perform such duties in which case they should include the appropriate percentage of the facility managers cost based on the percentage of time performing such tasks. The most efficiently operated ministry facilities average 1 Full Time Equivalent (FTE) for every 35,000 SF of facilities. Not that this is ONLY related to general maintenance items and not custodial.

Our research indicates that, on average, churches nationally report up to 50% of the time the maintenance team performs non-maintenance-related tasks. This reduces the overall ability to maintain the 1 FTE per 35,000 SF ratio. More detailed information is available in the 2020 Church Facility Operations Benchmarking Report.

Your Facility: **0**

NEEDS ACTION WHEN 100% ON TASK

NEEDS ACTION WHEN 50% ON TASK

Analysis

The average required maintenance-focused staffing level for a well-maintained facility is 1 Full-Time Facility Staff Employee for every 35,000 SF. We do not include management (facility managers) in this calculation, as they are supposed to manage. You currently have 0 FTE for your campus. The shortfall will require addressing through contractors and volunteers. To maintain the facility, plan on an investment of 20 hours a week.

Custodial Staff

Staffing costs should include the compensation as well as benefits and overall labor burden (FICA, insurance, retirement contributions, etc.). It should not include the staffing cost of the Facility or Custodial Manager unless they actually perform general custodial duties, in which case, they should include the appropriate percentage of the manager's cost based on the percentage of time performing such tasks. The most efficiently operated ministry facilities average 1 Full Time Equivalent (FTE) for every 35,000 SF of facilities. Note that this is ONLY related to custodial staffing and not general maintenance.
Our research indicates that, on average, churches nationally report up to 40% of the time the custodial team performs non-custodial-related tasks. This reduces the overall ability to maintain the 1 FTE per 35,000 SF ratio.
More detailed information is available in the 2020 Church Facility Operations Benchmarking Report.

Your Facility: **0.5**

GOOD
WHEN 100% ON TASK

NEEDS ACTION
WHEN 60% ON TASK

Analysis

Based on your response, it looks like you are doing a good job! The average well-maintained facility has 1 Full-Time Custodial Staff Employee for every 35,000 SF. You currently have .5 FTE for your campus. There is a need for a deep cleaning program to address some of the areas that have not been maintained well.

EXTERIOR OBSERVATION

The fascia and soffit on the facility's exterior have dried out and require significant intervention to seal and protect the wood. There's been some shifting around all the masonry at the columbarium. Several of the joints have separated both vertically and horizontally. We recommend working with a masonry contractor to reinforce the foundation and repair the gaps. At this point, bringing them back to their original point of all adjacent sections level to each other may require too much movement. At least stabilizing would be helpful. The gutters and downspouts around the facility appear too small for the volume of water created from the roof. We recommend considering adding larger gutter and downspouts when the gutter and downspouts are replaced. While they are functional now, we recommend replacing them with more significant volume distribution components within the next five years. There is evidence of insect or animal damage to the fascia on the facility's north side.

Damaged fascia

Damaged wood trim

Siding has warped

Warped siding

Damaged fascia

Drain has too sharp of a bend

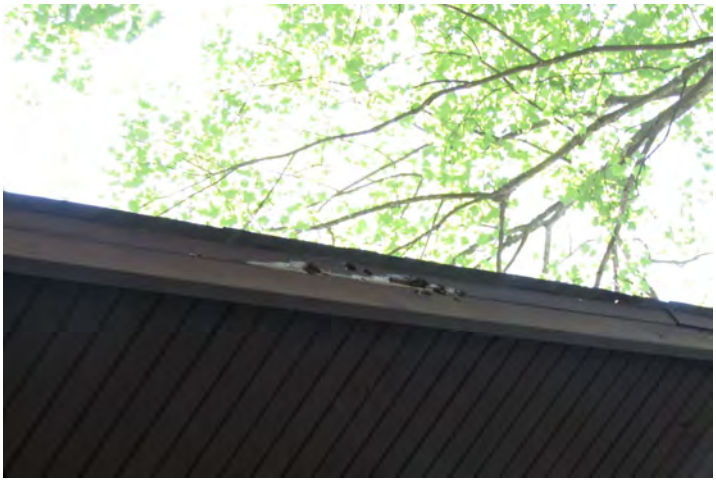
Downspout size is too small for volume

Downspout size is too small for volume

Gutter size is too small for volume

Shifting masonry or foundation at the Columbarium

Masonry has shifted



Fascia damage by insects or animals

The access stairs on the property's northwest side are functional, but the debris buildup from the trees on the west edge of the property has made them slick in several areas. The metal handrails on the steps are chipped and do require priming and painting. The masonry wall at the basement windows for the children's area has several cracks in the mortar just from shifting. There's also a buildup of material in there that will need to be cleaned out more often than is currently being done. The east side of the facility has significantly more organic buildup and damage to the wood elements due to the location of the trees, how close they are to the facility, as well as the lack of direct sunlight throughout the day. Trimming the trees back to allow less organic material to be deposited on the facility is recommended. In the southwest corner of the facility, a tree branch is actively growing into the shingles and will need to be trimmed back. It wouldn't. Fencing providing screening for the HVAC equipment has been damaged by animal activity and will require refurbishment.

Handrail paint is chipped

Steps have debris buildup

Many of the trees need thinned and trimmed

Wood damaged around the HVAC

Trees are growing too close to the building

Masonry wall has shifted

Debris buildup in the exit areas

Tree branch growing in the shingles

The access stairs on the exterior of the northeast corner of the facility require significant refurbishment. The metal handrails are chipped in several areas, and the grout has deteriorated at the base of the posts. The surface of the steps is slick due to the organic debris that has been deposited on them. The chain link fence along the east edge of the property that separates the facility from the wooded area is deteriorated and requires repair. The metal window lentils around the facility are pitted and chipped, requiring priming and painting. Much of the caulking at the expansion joints at the brick and around the windows is beginning to fail and should be redone. At the top of the chimney is evidence of staining and potential water/mortar damage that should be addressed. The asphalt shingle roof is at or past service life and should be replaced. The walk path up to the southern parking lot is functional. Still, it would benefit from additional handrails to facilitate access and potential bollards along the street side to protect pedestrians from vehicle traffic. Additional options for seating along the sidewalk may also be helpful for those requiring rest stops as they navigate to and from the upper parking and playground.

More benches would be helpful

Shingles are past service life

Shingles are past service life

Sidewalk needs safety bollards and handrails

Sidewalk needs safety bollards and handrails

Exit steps need cleaning and repair

Handrail post base is damaged and missing grout

Metal railings are chipped

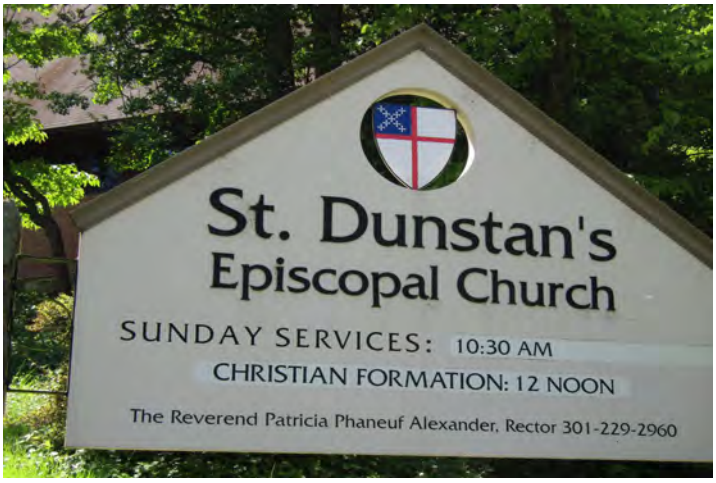
Egress path is slippery

Chain-link fence is damaged

The playground equipment and surfacing are in acceptable condition. The green chain link fence separating the parking lot from the playground is chipped in several areas, bent, and requires straightening. The upper parking lot is in decent condition. Large cracks are beginning to form, requiring resealing within the next one or two years. The accessible parking at the lower end of the entrance or right at the beginning of the facility is acceptable. Due to the nature of the grade changes it is somewhat difficult for those in a wheelchair to navigate. At the curb cut for the lower section of accessible parking, there should be contrasting colors and textures to note that it is a curb cut. It also does not meet current ADA standards for cross slope and access. The handrails at the southwest of the building along the sidewalk are chipped in several areas and require priming and painting. The landscaping around the facility is nice; however, it is overgrown. Many of the trees should be trimmed and thinned to facilitate proper growth and maintain their health. The large slope on the north of the property down to the street is somewhat problematic due to its grade and watershed. We recommend considering working with a landscape architect to create to create a terraced slope. This would allow you to plant native items along each terrace to slow down the watershed as well as promote pollinators and provide an opportunity for less cutting of grass and other items. By placing terraces there, you also potentially have the opportunity for a solar panel type of project along the terrace edges, allowing you to generate solar power without potentially damaging your facility and a project area that is easier to access and maintain. The monument sign at the corner of the property is inconsistent in color and should be repainted to refresh its appearance. The sign's location and the current organic overgrowth make this sign the first indication for a guest that you are there.

Runoff from the hill impacts city sidewalk

Landscaping has overgrown the facility



Monument sign needs repainting

The large hill could be terraced

Playground fencing is crooked

The parking lot seal and striping is faded

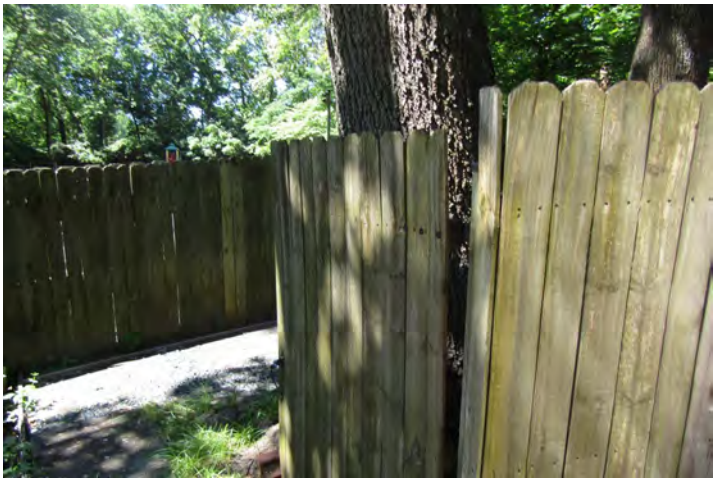
Chain-link fence paint is chipped

Curb cut is not well marked

Rental Property – The exterior of the rental property requires some basic upkeep. There is a buildup of organic debris on the brick chimney as well as sections of the roof. A soft wash followed by a mildewcide would help keep the growth to a minimum. Several small sections of the siding are loose or damaged. We recommend having a siding company address the joints and any other areas they may find. The caulking is also beginning to fail where the siding meets the masonry. The wood fence would benefit from cleaning. In the interior of the space, a concern was mentioned regarding deflection in the ceiling of the family room. While a visual inspection did not reveal noticeable deflection, running a string line across the ceiling to establish a baseline measurement of the existing deflection (likely present to some degree) and checking it annually would be sufficient. The report of movement in the floor (in the upstairs bedroom) seems more likely to be an issue with the subfloor not firmly attached to the floor joists. We recommend having a flooring contractor inspect the floor under the upstairs bedroom to determine if it is a subfloor issue. Without telegraphed cracking or significant deflection in the ceiling below the bedroom, structural issues seem unlikely, though it is always possible. As for maintaining the interior finishes and appliances, we believe tenant needs should always be immediately addressed (when reasonable). Any equipment or structural failures should be rectified as soon as possible.

Fencing needs cleaning

Caulking line has failed



Fencing needs cleaning and resealing

Minor areas of repair needed on the siding

Roof is at or near service life

Siding damage

Stairs should have two handrails

Organic buildup on the brick

INTERIOR OBSERVATION

Basement - When entering the basement, it is noticeable that the carpet in the stair areas has been recently replaced. During the assessment, I was informed that it was due to water damage. When entering the lower classroom area, there was a powerful, musty smell that appeared to be from the new carpet. There is still moisture that is not being evacuated from the area. That is likely leading to an environment that allows mildew to grow. We recommend putting in larger humidifiers in the basement area and the hallway to facilitate removing excess moisture and keeping the environment inhospitable for mildew growth. Several small paint chips are visible on the handrails. Minor touch-ups are needed on the wall color as well. We recommend adding a door lite to the door into the youth area classroom for safety purposes. Since two steps go from the landing down into the space, a handrail would be beneficial for safety reasons. Ideally, it should be on both sides of the steps, but at least on the hinge side of the door. The current condition of the VCT is acceptable. It will need a strip and recoat within the next two years. Several minor nicks on the wall will require some touch-up. The MC8 that connects to the exit sign to the right of the stairwell door requires covering. Additionally, according to any current building or electrical codes, the MC8 that comes through a hole in the sheetrock is incorrect. Placing it through the correct junction box style is recommended.

Chipped paint on the handrail

The door needs a door lite

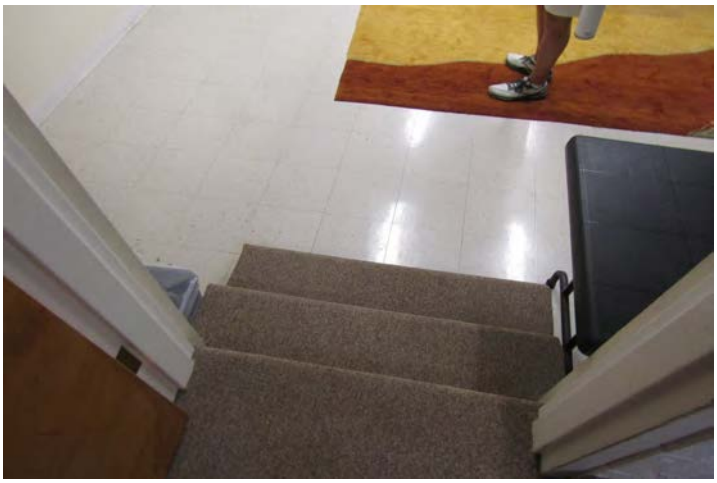
Access stairs need a handrail

VCT floor needs a strip and re-wax

Stairwell has a strong musty smell

Chipped paint on the wall

Cove base has separated



Stair edges need marked

Chipped paint on the door

Improper MC8 installation and wall needs touchup

At the time of the assessment, the children were at Montessori school, so we could not observe all classrooms thoroughly. However, enough classrooms were seen to establish a baseline understanding of their current condition. A buildup of dirt and debris on the upper horizontal and vertical surfaces was observed throughout the preschool classrooms. There's an opportunity to consider changing how the area is cleaned and what chemicals and equipment are used. The chemicals and equipment currently in use do not follow the current effective and efficient cleaning recommendations. We can provide additional information on this topic if requested. The tile floors are in good condition, but debris build-up in the corners, rust, and other issues are visible along the door frame edges and trim. Several switches, outlet covers, and devices were painted when the spaces were painted. There are also several touch-up spot painting needs around lighting and emergency signs that have been replaced. The boiler room in the basement area was in acceptable condition regarding cleanliness. Some loose wires and exposed capped wires should be in a junction box. Unfortunately, the gas main in the building is in a shared space with the Montessori school. While challenging, we recommend blocking out at least 36 inches of clear floor space around the gas main and its equipment in that area to ensure that it is accessible at all times should the need arise.

Improperly contained wires

Switch plat and switch has been painted

Gas main access is blocked

Ceiling touchup needed around the new light

Debris buildup on the sensor

Debris buildup in the corner

Debris buildup on the vent

Rust and staining on the door frame

Offices – The offices are in acceptable condition. We recommend adding additional storage capability through either open wire rack shelving or storage cabinets with castors. This allows items to be moved out of the way or consolidated when necessary. There is visible staining on the carpet throughout these spaces, but not to the level requiring replacement. The 2X4 ceiling tiles in the Rector's office are not fully seated in the suspension grid, and several are sagging. The doors have old screw holes in them from hardware installation and removal, and the wall and trim paint has minor chips throughout.

Small stains visible in the carpet

Broken HVAC supply vent

Ceiling tiles out of place

Door damage at the bottom

Haphazard storage

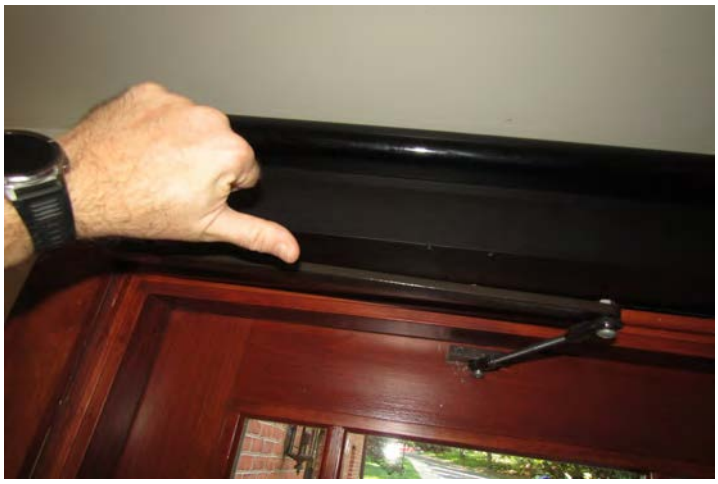
Spaces need more storage capability

Improper cable access through the ceiling tile

Lack of storage options

Parlor, Restrooms, and Foyer—The Parlor carpet has several minor visible stains. A whiteboard blocked an emergency exit (to the outside) and should be stored in a different area. An additional exit sign should be above the door to note that it is an emergency exit. We also recommend adding a peephole to the door. Several stained ceiling tiles in the Parlor required replacing. The restrooms between the Parlor and the Offices were in functional condition. Both restrooms had stained and damaged ceiling tiles that needed replacing. There is also debris buildup along the exhaust fans and the partitions.

The brass push bar at the main office entrance door is showing wear. The green walk-off mats in the foyer are worn, faded, and too narrow. Wider matting would remove more debris and moisture, making the tile safer. The accessible door openers cannot unlock the doors from the inside to operate. This means that in an emergency when the building doors are locked, a person requiring the openers to open the door for them could not get out. We recommend working with your access control provider to install and sequence the openers to unlock a latch and open the door in an emergency. Adding a key switch to the outside to interrupt the signal from the exterior pushbutton would ensure it would remain secure from the outside during non-open hours. Additionally, the mobile coat rack was positioned to block access to the egress door and a portable fire extinguisher.



Door timing is too short

Debris buildup on the exhaust fan

Egress door is blocked

Ceiling tiles out of place

The door needs a peephole

Debris buildup on the exhaust vent

Stained ceiling tile

Debris buildup on the partition structure

Small stains visible on the carpet

Blocked access to the fire extinguisher and door

Stained ceiling tile

Opener does not unlock the door

Entrance matting is worn and too narrow

Stained ceiling tiles

Debris buildup on the exhaust vent

The finish is wearing on the pushbar

Parish Hall and Kitchen – The Parish Hall was in acceptable condition. Dust and debris are visible in the upper areas of the space and in the lights. The VCT floor was in poor condition. A strip and recoat would revive the surface and improve the look. It is great to see that the attic access ladder in the area was the better-quality aluminum ladder style. This more robust design is safer for all who may need to climb it. Some items blocked access to the water heater and should have been stored in a different area. As with electrical panels and equipment cut-offs, you should have 36” of clear space around the water heaters when possible. The kitchen was in acceptable condition. There were stained ceiling tiles that needed replacing. The flammable items stored loose in the kitchen (lighter fluid) should be in a secured, preferably fire-resistant, cabinet or stored in an exterior building. We recommend adding a peephole to the exterior egress door. Significant dust and debris buildup was visible on the vents in the ceiling.

Debris buildup on the exhaust vent

The door needs a peephole

Good style of attic access ladder

Debris buildup on the exhaust vent

Wall damage

Cobwebs and debris on the light and framing

Stained ceiling tiles

Flammable liquid left unsecured

The VCT needs a strip and re-wax

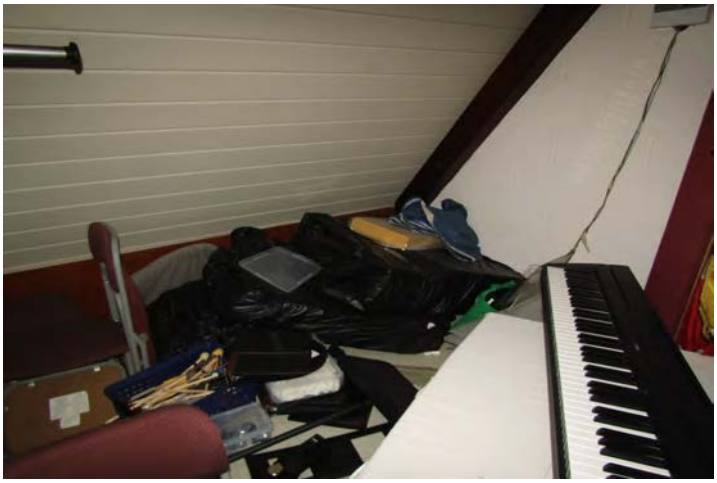
Blocked access to the hot water heater

Sanctuary – The Sanctuary is in good condition. The wood trim around the windows exhibits the most significant deterioration in the space due to the constant temperature fluctuation. Cleaning the window trim with a citrus-based cleaner/degreaser and then adding a wood protectant that adds wood oil back into the wood would be helpful to prolong the material. Sealing the material with any polyurethane or shellac would cause significant issues in the long term. It is best to allow the material the ability to “breathe”. The balcony is no longer set for occupation other than for the tech teams. We recommend purging the balcony of all the unnecessary items and adding storage racking and shelves for what remains. In its current condition, it is a life-safety and fire-load concern. In the Narthex, several items appear to be unnecessary or stored haphazardly. Purging all unnecessary items and organizing what is left will help the visual appeal of the space and make it more practical. Adding racking, shelving, or even cabinets is recommended. The steps from the Altar into the Sacristy are a small safety concern. We recommend adding a visual marker at the step edge (on the Altar side) as well as considering an additional handrail.

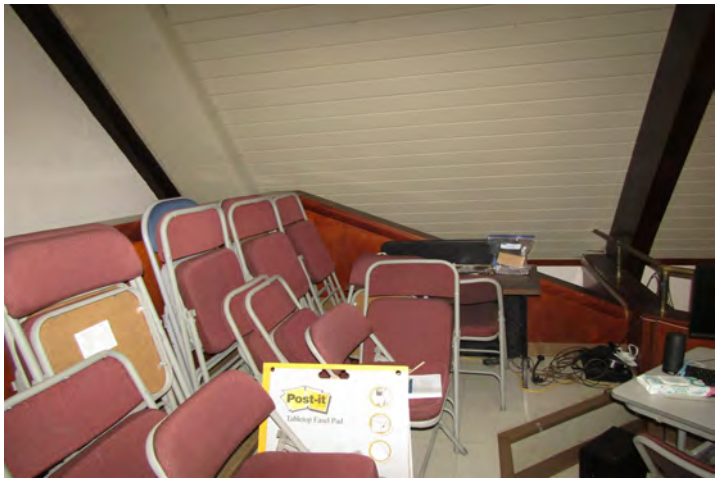
Debris buildup on the floor base

Cable management is poor

Steps need a handrail



Excess of of items stored



Haphazard storage

Debris buildup in the high spots

Excess of items stored

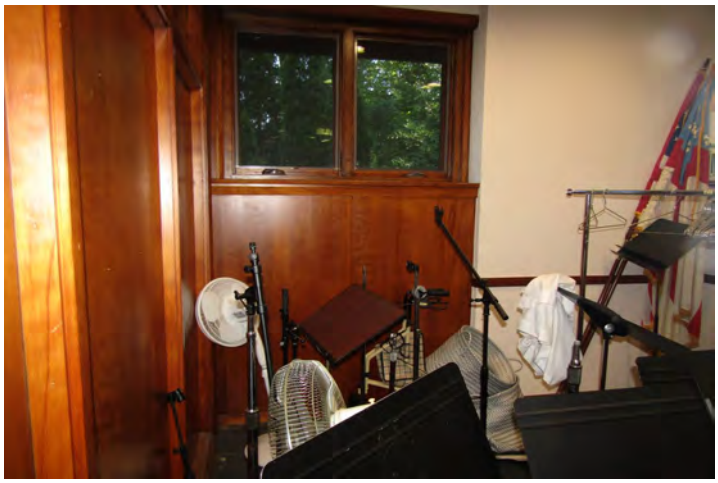
Minor floor damage

Access to sacristy needs a railing

Wood needs cleaned and refreshed

Potential trip and fall hazard

Wall touchup needed



Excess of items left out

Poor organization of items

MECHANICALS

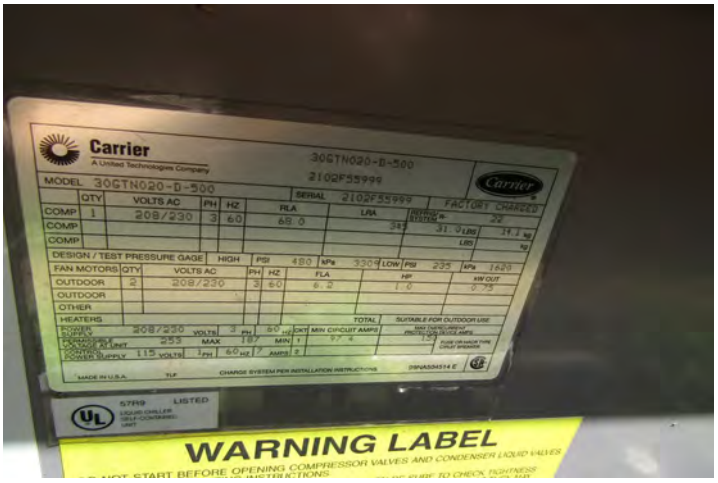
Your current chiller is at the end of its expected service life. While it is still working, we encourage you to develop a plan to change it and set aside the funds to accomplish it. Current wait times for equipment like your chiller can exceed nine months. We also recommend keeping the organic growth culled back from the equipment (within the mechanical yard fencing). We encourage you to create and maintain 36” clear access space to the items in the mechanical rooms and by area with equipment or electrical panels.

The following pictures give you a visual record of the equipment I assessed and saw on campus.

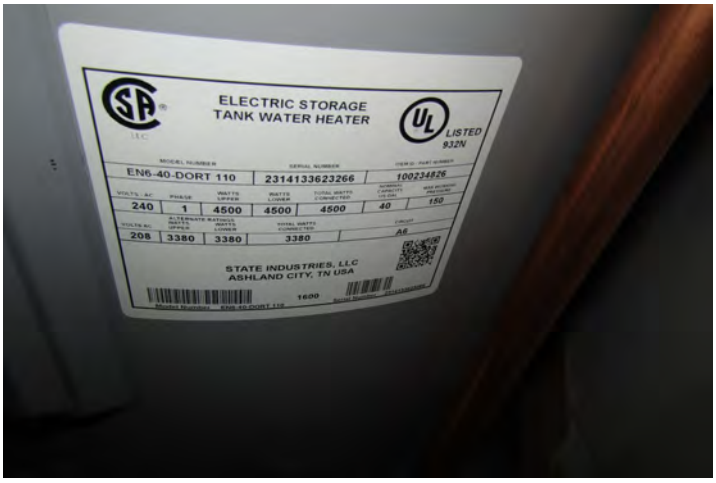
Air exchanger over the Montessori School entrance

Chiller which shows landscaping being too close

Parsonage unit

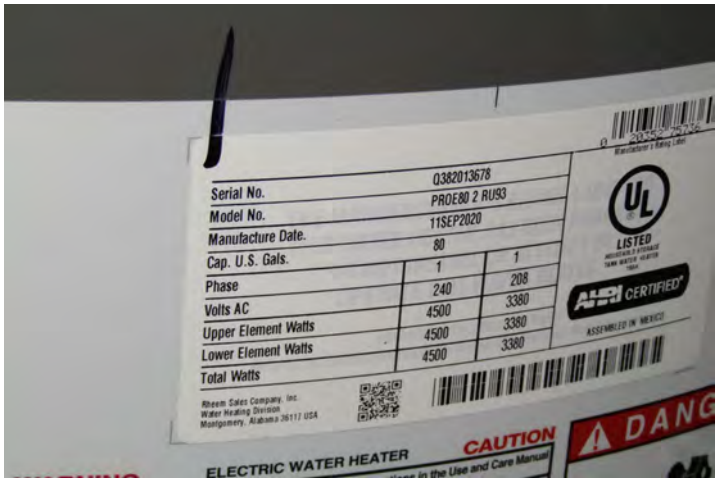


Chiller data plate



Water Heater

Church boiler



Water Heater

Water Heater

OSHA, GENERAL SAFETY

While on campus, I conducted inspections to assess compliance with standard OSHA and other Safety-related items. It's important to note that compliance with these items is not a choice; it's mandated by law at the State and Federal levels. Unfortunately, several consistent issues were found throughout the campus. The glossary part of the report will provide more detailed information about OSHA applicability, but it's crucial to address these issues promptly to ensure the safety of all occupants.

Items observed include the following:

-monthly portable fire extinguisher inspections not noted

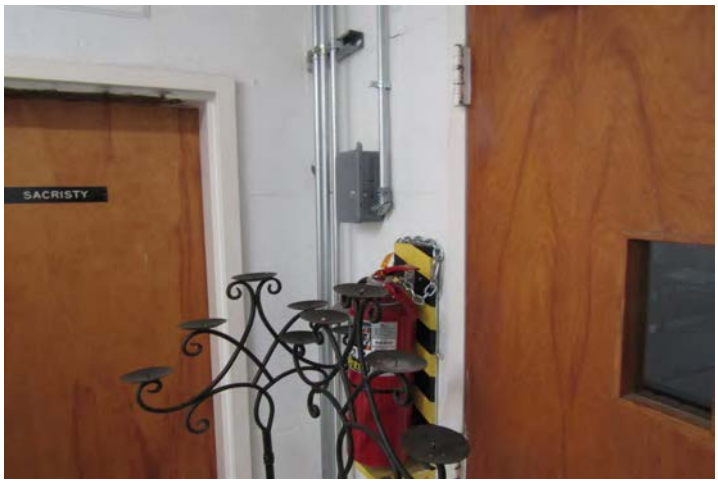
-emergency exit lights and signs did not function as designed

-burn marks on door frame headers

-blocked access to emergency devices

-poor indoor environmental quality in the basement area

-unsafe electrical connections and overloaded circuits



Blocked access to a fire extinguisher

Improperly labeled secondary chemical container

Cleaning and maintenance supplies co-mingled

Expired 1st-aid items

Emergency exit sign did not function as designed

Musty smell indicates potential mildew in the stairwell

Improper electrical connection, missing junction box cover

Improper label for secondary chemical container

Ungrounded outlet, incorrect junction box for a floor mount

Suspended power strips and extension cords instead of proper circuits

Unmonitored fire alarm

Burn marks on the door frame header

Incorrectly wired emergency exit light

Emergency exit light did not function as designed

Emergency exit light did not function as designed

Monthly inspections are not noted

Emergency exit light did not function as designed

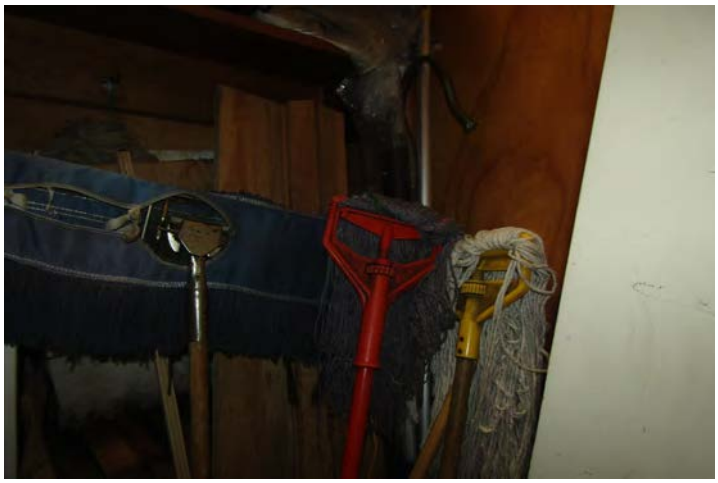
Unsafe cable management

CUSTODIAL OPPORTUNITIES

The critical and high-touch areas are being addressed regularly in the facility. The detail and deep cleaning activities are not being attended to. There is debris buildup on many of the upper horizontal surfaces and the corners of the floor/walls. The current selection of chemicals, processes, and equipment is not the most effective nor efficient for properly cleaning the commercial space. We recommend changing the facility's process to bring it up to more modern methods. We are happy to help you understand this further if you desire.

String mop used instead of microfiber

Dirty tools and equipment



Dirty equipment

Random chemical selection and storage

MAINTENANCE OPPORTUNITIES

The current level of investment in time, personnel, and funding is inadequate to keep pace with the expected deterioration of the facility. Currently, high-need projects (by necessity) must be prioritized over needed preventative and planned maintenance. Putting off the planned maintenance creates costs 3-4 times more costly than they might have if done when initially required. Reducing clutter in the facility, cleaning out the exterior to create space to access the building façade easily, and setting a schedule to accomplish regulatory items will help begin to arrest the accelerated decline of the facility.

DEFERRED MAINTENACE AND FACILITY OPERATIONS PLANNING

St. Dunstan's Episcopal Church			
Preliminary Deferred Maintenance and Project Assessment - 2024			
Total Campus Potential Capital Reserve Needs	$679,420	Over the next 1-15 years	
*NOTE: This is not an exhaustive or inclusive list. However, it is a reasonable guide for monies to prepare for planned projects and deferred maintenance. Amounts from 1-year forward use an assumed annual 3% inflation rate from base 2024 dollars.			

Capital Group	Item	Location	Potential in Current Year Dollars	Time Frame	Notes
HVAC	Carrier Chiller 2102F55999	Exterior	$90,000	Immediately	The Carrier chiller is past its expected service life. While it may still function, the plans to replace it should be in place, along with the funds. Time for delivery for these unts can exceed 6-9 months.
Roofing	102 squares of roofing	Main Building	$102,483	Immediately	The roof is at the end of its expected life. We recommend replacing approximately 102 squares of shingles with Class-3 dimensional shingles, synthetic underlayment, ice and water shield on the edges and valleys, and all associated trim and flashing. We estimate $1000 per square turn-key.
Roofing	24 squares of roofing	Parsonage	$23,869	Immediately	The roof is at the end of its expected life. We recommend replacing approximately 24 squares of shingles with Class-3 dimensional shingles, synthetic underlayment, ice and water shield on the edges and valleys, and all associated trim and flashing. We estimate $1000 per square turn-key.
Exterior Project	Safety	Sidewalk	$35,250	Immediately	Add approximately 235 lineal feet of handrail along the sidewalk from the upper parking lot to the main building. Design should comply with ADA design standards. Allowance of $150.00 per lineal foot for plain steel, painted black.

Capital Group	Item	Location	Potential in Current Year Dollars	Time Frame	Notes
Exterior Project	Landscaping	Campus-Wide	$12,500	Immediately	Thin and trim trees, reduce landscaping, trim back from the facility. Certified arborist and licensed landscaper recommended.
Exterior Project	Masonry Repair	Campus-Wide	$8,750	Immediately	Stabilize the masonry and sidewalks near the Columbarium and at the basement egress window walls.
Interior Project	Accessability	Campus-Wide	$15,000	Immediately	Rework and add necessary hardware for the door openers to operate (when locked) from the inside. Repour access ramp at the lower parking lot area. Convert one restroom by the office to an accessible restroom. Allowance is for all work, turn-key.
Exterior Project	Wayfinding	Campus-Wide	$4,500	Immediately	Repair and repaint existing monument sign. Add additional directional signage with lighting on the parking lots.
Interior Project	Custodial	Campus-Wide	$2,750	Immediately	Perform a high dusting and deep cleaning project.
Interior Project	Flooring	Parish Hall and Youth Meeting rooms	$3,500	Immediately	Strip and re-wax the VCT in both areas. Two layers of sealer and three layers of wax are recommended.
Interior Project	General Maintenance	All spaces less Sanctuary and Montessori school	$6,120	Immediately	Patch, repair, replace, prime, and touch-up all the minor interior issues. Allowance of $.85 per SQ FT, approximately 7,200 SQ FT of work area. DOES NOT INCLUDE FLOORING
Interior Project	General Maintenance	Sanctuary	$1,950	Immediately	Patch, repair, replace, prime, and touch up all the minor interior issues. Clean and refresh all wood sills, trim, and pews. Allowance of $1.95 per SQ FT, approximately 1,000 SQ FT of work area. DOES NOT INCLUDE FLOORING

Capital Group	Item	Location	Potential in Current Year Dollars	Time Frame	Notes
Exterior Project	General Maintenance	Wood trim elements	$3,025	Immediately	Prep, prime, repair, and replace all damaged wood trim elements. Topcoat all trim to the final color. There are approximately 550 linear feet of work area, and the allowance is $5.50 a lineal foot.
Exterior Project	Fence repair	Playground and east side	$2,750	Immediately	Repaint and straighten playground fence, repair the east boundary fence.
Exterior Project	Siding repair and cleaning	Parsonage	$7,500	Immediately	Repair all areas of the siding that are damaged or loose. Saftwash the exterior of the parsonage and garage. Recaulk all joints.
Exterior Project	Railing	Parsonage	$550	Immediately	Add a second handrail to the steps.
Parking Lot	General Maintenance	Campus-Wide	$9,450	Immediately	Reseal and restripe the upper drive and parking lot, approximately 21,000 SQ FT.
			$329,947	Needed Immediately	
HVAC	Carrier D/X 5112E09427	Parsonage	$13,113	1-5 Years	The unit will reach its expected service life in three years from the assessment. Though it may still function, funds should be available to replace it.
Exterior Project	Terrace project	North slope	$125,000	1-5 Years	Terrace the north slope of the property. The project would require a landscape designer and an engineer to ensure it performs as designed and for permits. The allowance is based on similar-sized projects.
			$138,113	Needed in the next 5 years	
Plumbing	A.O Smith Water Heater 1751108670603	Interior	$4,958	5-10 years	The water heater will reach the end of its expected service life within 9 years of the assessment. Though it may still function, the funds should be available to replace it.
Parking Lot	General Maintenance	Campus-Wide	$5,200	5-10 years	Reseal and restripe the lower parking lot, approximately 11,000 SQ FT.
			$10,158	Needed to be saved in the next 5-10 years	
HVAC	Rheem Water Heater Q382013678	Interior	$592	10-15 Years	The unit will reach its expected service life in 11 years from the assessment. Though it may still function, funds should be available to replace it.

Capital Group	Item	Location	Potential in Adjusted Dollars	Time Frame	Notes
HVAC	Weil-Mclain Boiler MD139441H	Boiler Room	$181,364	10-15 Years	The boiler will reach its expected service life in 13 years from the assessment. Though it may still function, funds should be available to replace it.
HVAC	State Industries Water Heater 2314133623266	Interior	$647	10-15 Years	The water heater will reach its expected service life in 14 years from the assessment. Though it may still function, funds should be available to replace it.
HVAC	New Office Unit	Exterior	$18,600	10-15 Years	The unit will reach its expected service life in 15 years from the assessment. Though it may still function, funds should be available to replace it.
			$201,202	Prepare to have this amount in a Capital Reserve Account in ten to fifteen years	
		Potential Capital Reserve Needs	$679,420	Over the next fifteen years	
	*NOTE: This is not an exhaustive or inclusive list. However, it is a reasonable guide as to the amount of monies that are needed to address deferred maintenance.				

NEXT STEPS

As you digest the assessment, I recommend carefully considering the "why" of your ministry and where you want to be. This "Fresh Eyes" look at your campus will hopefully allow you to see areas where you can positively impact all that enter. The following are primary items we encourage you to consider initially:

Exterior Landscaping: There is a demonstrable need to thin out many trees and cut back some of the landscaping around the building and sign. Proper tree care by a certified arborist will improve the health and life of your trees. Cutting back on some of the bushes and other landscaping will allow you to maintain the building and improve the first-time guest impression. You also have an opportunity to create a terraced front facade (the large hill on the north side) to reduce maintenance while improving water flow/retention, adding native flowers to facilitate pollination, and adding other green initiatives. We are happy to share more on this aspect if desired. We have included a cost estimate in the report.

Accessibility Improvements: We recommend adding electric strikes to your accessible doors to facilitate operation from the inside in an emergency if the doors are locked. We also recommend looking at converting one of the restrooms near the office into an accessible universal restroom. The access ramps on the sidewalk near the accessible parking need to be redone to meet ADA design standards.

Exterior Signage: Additional signage at the lower parking area would help first-time guests understand where to go.

Parking Lot Pathway Handrails: Due to the slope of the sidewalk, it would be beneficial to have a handrail along the entirety of the sidewalk from the upper parking lot to the building. Additional benches would also give those with mobility concerns a chance to rest.

Deep Cleaning: We recommend contracting a company to come in and deep clean and perform all the high dusting. This would help get the facility to a baseline clean, which would be easier to maintain,

Thank you for the opportunity to serve St. Dunstan’s Episcopal Church in this facility condition assessment. I pray that the information provided will be helpful as you move forward in caring for what is entrusted to the body at St. Dunstan’s Episcopal Church. If you have any questions or require clarification, please do not hesitate to reach out.

I look forward to serving you as I can in the future.

Sincerely,

Nathan Parr

Facility Stewardship Specialist, Smart Church Solutions

GLOSSARY OF COMMON TERMS

AED

An automated external defibrillator is a portable electronic device that can treat through defibrillation, the application of electricity that stops the arrhythmia, allowing the heart to reestablish an effective rhythm.

AHU

Air Handling Unit - is the composition of elements mounted in large, accessible box-shaped modules, which house the appropriate ventilation requirements for purifying, air-conditioning, or renewing the indoor air in a building or premise.

Alligatoring

Also called alligator cracking and perhaps misleadingly fatigue cracking, it is a common type of distress in asphalt pavement.

Asbestos

Any of several minerals (such as chrysotile) that readily separate into long flexible fibers, that cause asbestosis and have been implicated as causes of certain cancers, and that have been used especially formerly as fireproof insulating materials.

Backflow preventer

It is a device used to protect potable water supplies from contamination or pollution due to the backflow of water.

BAS

Building Automation System - a computer-based control system installed in buildings that control and monitors the building's mechanical and electrical equipment such as ventilation, lighting, power systems, fire systems, and the like.

Caulking

The material used to seal small gaps between building materials.

CMU

Concrete Masonry Unit – These are often called "concrete blocks" or "Cinder blocks".

Deferred Maintenance

The practice of postponing maintenance activities such as repairs on both real property (i.e., infrastructure) and personal property (i.e., machinery) to save costs, meet budget funding levels, or realign available budget monies.

Efflorescence

It is the migration of a salt to the surface of a porous material (i.e., Brick, concrete, and CMU), where it forms a visible coating. The process involves the dissolving of an internally held salt in water or occasionally in another solvent. The water (or another solvent), with the salt contained in the solution, migrates to the surface, then evaporates, leaving a coating of the salt.

Façade

The vertical presentation of a facility or space.

Fascia

It is a visible vertical frieze or band under a roof edge that forms the outer surface of a cornice.

HEPA

High-efficiency particulate air is an efficiency standard of air filters.

HVAC

Heating, Ventilation, Air Conditioning

Incandescent

It is an electric light with a heated wire filament that then glows.

Infrared Images

It is a technology to measure the temperature of an object.

LVP/LVT

Luxury Vinyl Planks and Luxury Vinyl Tile are durable and affordable alternatives to hardwood flooring and other natural floorings.

LED

Light-Emitting Diode – This technology is used in many forms of lighting.

Life Safety

Any interior building element that is designed to protect and evacuate the building population in emergencies, including fires and earthquakes, and less critical events, such as power failures.

Lintel

A horizontal support of timber, stone, concrete, or steel across the top of a door or window.

Microfiber

It is a synthetic fiber finer than one denier or decitex/thread, having a diameter of less than ten micrometers.

Organic Buildup

Is the term for the visible deposit of mold, mildew, or another live staining present on either interior or exterior surfaces that can be diminished with a surfactant, water, and agitation.

OSHA

Occupational Safety and Health Administration is a significant regulatory agency of the United States Department of Labor that originally had federal visitorial powers to inspect and examine workplaces.

OSHA – Authority

- 1975.4(b)(4) - Non-profit and charitable organizations. The basic purpose of the Williams-Steiger Act is to improve working environments in the sense that they impair, or could impair, the lives and health of employees. Therefore, certain economic tests such as whether the employer's business is operated for the purpose of making a profit or has other economic ends, may not properly be used as tests for coverage of an employer's activity under the Williams- Steiger Act. To permit such economic tests … is in disregard of the clear mandate of Congress to assure "every working man and woman in the Nation safe and healthful working conditions . . .". Therefore, any charitable or non-profit organization which employs one or more employees is covered under the Williams-Steiger Act and is required to comply with its provisions and the regulations issued thereunder. …

- 1975.4(c) - Coverage of churches and special policy as to certain church activities
    - 1975.4(c)(1) - Churches. Churches or religious organizations… are considered employers under the Act where they employ one or more persons in secular activities. As a matter of enforcement policy, the performance of, or participation in, religious services (as distinguished from secular or proprietary activities whether for charitable or religion-related purposes) will be regarded as not constituting employment under the Act. Any person, while performing religious services or participating in them in any degree is not regarded as an employer or employee under the Act, notwithstanding the fact that such person may be regarded as an employer or employee for other purposes - for example, giving or receiving remuneration in connection with the performance of religious services.

    - 1975.4(c)(2) -Examples. Some examples of coverage of religious organizations as employers would be: … and administrative, executive, and other office personnel employed by religious organizations. Some examples of noncoverage in the case of religious organizations would be: Clergymen while performing or participating in religious services; and other participants in religious services; namely, choir masters, organists, other musicians, choir members, ushers, and the like.

OSHA – Common Violations (NAICS Code 813110)

1. Hazardous Communication. - 19101200
2. Respiratory Protection. - 19103134
3. Ladders Safety and Inspection. - 19100023
4. Bloodborne pathogens. - 19101030
5. Duty to have fall protection and falling object protection. - 19100028
6. Maintenance, safeguards, and operational features for exit routes. - 19100037
7. Vehicle-mounted elevating and rotating work platforms. - 19100067
8. Head protection. - 19103135
9. Portable fire extinguishers. - 19100157
10. General. - 19100303
11. Aerial lifts. - 19260453
12. Duty to have fall protection. - 19260501
13. Asbestos - 19261101
14. Elevator Inspection (NFPA and OSHA) (NFPA 13, NFPA 70, NFPA 72, NFPA 101)
15. Emergency Equipment Inspection (signs with battery backup, which require a 30-second monthly and 90-minute annual test.)

RTU

A Roof Top Unit is a packaged unit installed on the roof. These packaged units contain all air conditioning and heating components.

Soffit

Soffit is the material between the roof's eaves where the fascia and gutters are placed on the wall.

Single-Ply Roofing

The term is given to roofing types consisting of primarily a single ply of water-resistant material on the roof to prevent water intrusion. Types include:

- PVC (Poly Vinyl Chloride)
- EPDM (Ethylene Propylene Diene Monomer)
- TPO (Thermoplastic Polyolefin) TPE, (Thermoplastic Polyolefin Elastomer)
- PIB (Polyiso Butylene)

Urethane Sealant

Types of sealants mainly used in horizontal joints or non-sagging, vertical applications. These include Isolation joints, roofing, foundations, gutters, and expansion and control joints.

UV

(Ultraviolet) is a form of non-ionizing radiation emitted by the sun and artificial sources.

VCT

Vinyl Composition Tile.

Water infiltration

The flow of water from aboveground into the subsurface or buildings.

Window gasket

Lengths of rubber that lock into place to provide a secure seal between the stationary glass and a body panel.

RESOURCES

a. Church Facility Management Solutions – Facebook Group – Join hundreds of other "Facility Stewards" sharing ideas, asking questions, and striving to be the best steward of the facilities that have been entrusted to them.

b. eSPACE Facility Management Software – The most comprehensive Facility and Event Management suite of software designed with your church in mind.

c. Life Cycle Calculator - Nearly every component of your facilities will have to be replaced or significantly modified at some point during its effective life cycle. Do you have a plan to address the inevitable? The Life Cycle Calculator sets you on the right path to being the best steward of the facilities entrusted to you.

d. Church Facility Budgeting – eBook - Where do you start when it comes to church facility budgeting? This question has risen to the top of many inquiries we receive at Smart Church Solutions. That's why founder Tim Cool wrote this eBook to provide you with specific steps and considerations for budgeting.

e. The Four Buckets of Church Facility Budgeting – eBook Operational budgeting is not rocket science, but it must be intentional. This eBook breaks down the Four "buckets" that need to be considered when developing your facility and operational budgets.

f. 2020 Church Facility Operations Benchmarking Report - Smart Church Solutions performed a Church Facility Operations Benchmarking Assessment to evaluate how churches of comparable size and operational tempos perform. Data collection occurred through a survey sent nationally through multiple outlets. Once we qualified the data for accuracy and completeness, we analyzed the results.

g. Facility Stewardship Manual - This 275-page manual provides all the know-how and tools you need to be an intentional and proactive steward of your facility. Filled with facility checklists, best practices, templates, applicable real-life experiences, and examples, the intentional Facility Stewardship Manual will guide you and your team on how to efficiently and effectively manage your facility.

h. Preventive Maintenance Checklist - The art of preventive maintenance involves noticing small problems and fixing them before major ones develop. This "checklist" of items should be on every church's "radar" as a minimum baseline for maintaining their facility.

i. Capital Reserve Planning - Almost every component of your facilities will have to be replaced at some point. Do you have an action plan? INTENTIONAL organizations plan today for tomorrow's costs. That's why it's critical you establish a capital reserve account now.