

## REQUEST FOR PROPOSAL

### To PROVIDE A MASTER SITE PLAN

- For -

#### LADERA COMMUNITY CHURCH UCC, Portola Valley, CA

Submission Deadline 16 September 2022

#### **General:**

A Request for Proposal (RFP) is solicited by Ladera Community Church (“The Church”) for Architect and Design firms interested in being considered for a contract to provide a master site plan consistent with the Church’s future vision including a design process and 2-3 alternative site plans. The site plan should address renovations of existing facilities, potential new facilities and a landscape master plan. Interested firms are encouraged to submit their proposals as soon as possible but in no case later than the due date. The Church is seeking firms with demonstrated, successful experience working with other churches or comparable institutions on similar projects.

#### **Campus**

The Church is a protestant church denominationally affiliated with the United Church of Christ located near the Ladera Shopping Center. The Church owns two adjacent parcels of land. The primary parcel at 3300 Alpine Rd. (containing all current buildings) is 1.36 acres and is in unincorporated San Mateo County. The second parcel is .55 acres (containing a shed) and is in the Town of Portola Valley.

#### **Campus Buildings**

The Church was founded in 1954 and the sanctuary was opened in 1957. The sanctuary was designed by Victor Thompson. Some of the classroom buildings were constructed at this time as well. Additional classrooms were constructed in 1960 along with the kitchen and fellowship hall (Peabody Hall). The patio outside Peabody Hall was initially completed in 1963. The Church buildings campus includes approximately 9500 square feet of usable space. The buildings are connected by courtyards and walkways and a contiguous roof.

The Church plans to continue to use these buildings and wants to understand what renovations, if any, are necessary to keep them current and fully usable.

There is a cottage on the property near the sanctuary. The cottage was added in 1985. The Church is currently in the process of replacing the cottage. It is our understanding that if the cottage is replaced, it can only be replaced with another residential building of the same footprint. Some preliminary investigations have been conducted to explore the feasibility of putting affordable housing on the .55 acre parcel in the Town of Portola Valley. Discussion with the congregation about both of these land-use

projects has revealed a wide range of viewpoints. The site planning process should consider these perspectives in creating alternative site plans.

### **Members and Budget**

The church had a total of 107 active members as the end of 2021. As with many protestant churches, we have an aging congregation. The Church's operating budget for 2022 was \$395,000, 57% of the income comes from member pledges and 19% comes from income on invested funds. On the expense side, personnel accounts for 71% of our expenses. The church leased five of the classrooms to a preschool beginning in August 2022 which will generate income of \$8,000 per month beginning October 2022.

### **Previous Work**

In 1965, the Church purchased a manse (parsonage) that lies adjacent to the .55 acre parcel. Around 2002, the .55 acre parcel was split off in a lot split, creating a new parcel that has a number of deed restrictions that may affect its usage. After much discussion, the manse was sold in 2014.

The narthex (sanctuary entryway), fireside room, bathroom and pastor's office adjacent to the sanctuary were not part of the original sanctuary. These rooms were added in 1971. The bathroom was updated and made ADA compliant around 2015.

The church has a tradition dating back to 1980 of helping refugees. Originally, the Church sponsored a Laotian family who came to the US. To house the family a cottage was constructed on the Church property in 1985. This property housed various in-need families until around 2010. Subsequently, the cottage has not been used and has fallen into disrepair with a plan to replace the aforementioned cottage (with the exact same footprint) with a manufactured house in 2023.

Structural work was done on the sanctuary in 1996/7 for seismic strengthening following the 1989 earthquake.

There has been repeated water damage to the floors in the kitchen, Peabody Hall and office, the latest in 2012. To prevent further water problems, a swale was constructed and drainage improved on the second floor. Drainage was also improved in the patio outside Peabody Hall. In addition, water proofing material was injected into the joints between the walls and flooring in Peabody Hall and the kitchen. While this work was being done, significant checking was discovered in the structural beams in Peabody Hall. Steel cladding was added to the beams to ensure their structural integrity.

### **Vision Work**

The Church has periodically taken the time to think through and express our vision for the future and our mission as a church. Our latest vision work was completed and adopted by the congregation in May of 2020.. While our recent experience with COVID has forced us to change how we engage with each other, the fundamental tenets of this vision work are valuable insights as to who we are as a community and where we aspire to go. The key elements of this work are summarized below:

## Vision

*Our vision for Ladera Community Church is to be an inviting, vibrant, and visible faith community that lives Jesus' central teaching of love of God and neighbor. We offer a heartfelt welcome to all – including the LGBTQ+ community and anyone who has ever felt marginalized. We value and celebrate our diversity. We strive to make a positive impact, often expressed through environmental and social justice actions and advocacy. We seek to create a space that renews, connects, and brings all closer to God.*

## Purpose

*Our Purpose: Seeking | Serving | Growing*

- *Seeking.* We value questions as much as answers and recognize there is more to be discovered, understood, and enjoyed about our faith, each other, ourselves, and the world around us. We endeavor to pursue and practice our dynamic faith.
- *Serving.* We act compassionately to alleviate all forms of suffering, address their root causes, and care for our planet. We are committed to sharing our church resources generously with the broader community to make a positive impact in the world.
- *Growing.* We offer a safe space to explore ways to grow closer to God and stronger in faith. We strive to be authentic, appreciative, and respectful of each other as well as our world. Worship services, shared meals, conversation, and music form the **foundation for strong connections with each other and our community.**

## Branding

One of the important outcomes of our vision work was the creation of the four pillars that are now branded on our website:

Look deeper  
Quiet the noise  
Find connection  
Make a difference

These four pillars should be reflected in the site plan for the Church.

As part of our vision process, the vision team conducted several “touchpoints” sessions with the congregation to solicit their input. The list of recommendations coming from these sessions is included as **Appendix A**.

### **Planning Process**

The selected consultant will bring their expertise to this process. Based on internal discussions, there are several items that we believe should be part of the site planning process:

1. There should be time in the initial discovery phase to meet with 6-8 individuals/small groups that represent different stakeholders in the congregation.
2. Their processes should include an opportunity for review and feedback on both criteria for the site plan and on the proposed site plan alternatives.
3. Multiple deed restrictions, covenants and easements exist on Church property, particularly the vacant half-acre parcel, and some of our existing facilities cross parcel lines. Site plans should consider restrictions on the land and make recommendations for addressing any limitations imposed by those restrictions.
4. The overall site planning process should be completed in 3-5 months and will be led by the selected architectural firm and aligned with the church’s vision.
5. The landscape design should include a sound barrier to minimize the noise from Alpine Road in the sanctuary.
6. The design should incorporate environmental sustainability as articulated in LEED certification goals.
7. There should be a rough costing for each of the site plans proposed.

Final decisions for selecting the consultant will be made by the Church Council.

## **RFP Response and Project Expectations**

### **Format**

Submissions should be provided electronically as a PDF.

### **Submission Content**

The content of your submission must include the following information:

- **Firm Information**
  - Principal contact information
  - Provide a brief background of your firm.
  - Office location: If a firm has multiple offices, indicate the office location responsible for this work.
  - Acknowledge any litigation pending or settlements reached in the last ten (10) years in excess of \$100,000.
  
- **Relevant Experience**
  - Provide a list of your firm's experience with churches and other religious and related non-profit organizations.
  - Provide at least three (3) client references for the proposed principal-in-charge and the project manager.
  - Describe representative site plans your firm has completed in the past five (5) years..
  - Provide a listing of three construction companies your firm has worked with in the past that you would work with again.
  
- **Proposed Team**
  - Provide an overall explanation of your team structure, including any sub-consultants.
  - Describe the qualifications of the key individuals assigned to this project, and the percentage of their time to be devoted to this project.
  
- **Deliverables and Cost**
  - Please provide a breakdown of the main deliverables and cost for this work
  - Please indicate deliverables that the Church may be able to assist with to reduce your resource costs.
  
- **Appendix**

Use the appendix section of your submission to provide additional, special, or unique information that you believe is useful to our evaluation.

### **Resource and Review Team:**

The Church has a consultant selection committee comprised of members from the Church Council (governing body) and interested members of the congregation.

**Submission and Selection Schedule:**

**RFP Submissions Due:** September 16, 2022

Opportunities will be provided for guided tour of the Church campus

**Interviews**

September 26-30, 2022

Selected firms to make a one (1) hour presentation to the selection committee.

**Selection Announcement**

October 19, 2022

**Client Contact:**

Communications regarding this RFP process are limited solely to:

Kyle Barriger  
Treasurer  
Ladera Community Church  
3300 Alpine Rd.  
Portola Valley, CA 94028  
ladchurchtreasury@gmail.com

Questions regarding the RFP should be submitted in writing. Two updates summarizing the questions and responses from the week will be emailed on September 2 and September 9.

**Non-Discrimination**

Ladera Community Church does not discriminate on the basis of race, color, religion, gender, or national or ethnic origin.

## APPENDIX A:

### LCC VISIONING TOUCHPOINT SURVEYS – RESULTS & RECOMMENDATIONS –

#### ABOUT the First Survey (aka the “Dot Survey”)

- We asked what you wanted *for yourself at LCC* in three areas:
  - Inner Journey
  - Connecting with the World
  - Being in Community
- Top four results (received the most dots) of the survey:
  - **Personal growth and spirituality** are desired for our inner journeys (85%)
  - Connecting with the world through **social & compassionate actions** (73%)
  - **Regular Sunday services** (88% of respondents) and **social gatherings** (81%) are important for being in community
- **Inner Journey** top results:
  - Personal growth and spirituality (85% of respondents)
  - Small group activities around sharing, trust and interpersonal connections (46%)
  - LCC as a place for refuge, meditation and renewal (44%)
  - Interest in spiritual practices and sermons that inspire (30%)

**RECOMMENDATION:** The Minister's Job Description should include a commitment to address the congregation's Inner Journey interests, such as personal growth and spirituality, and interpersonal connections.

#### ABOUT the Second Survey

- We asked *what you want for Ladera Community Church and what should LCC do*
- Covered three categories, some from first survey:
  - **Being in Community: Arts & Entertainment**
  - **Connecting with the World: Service & Outreach**
  - **Developing & Caring for our Site**
- Categories informed in part by MissionInsite data
- 56 Respondents, 14 were write-in. Ten (10) of the write-in respondents left some questions unanswered. Three (3) online respondents exited before the Site questions.
- **BEING IN COMMUNITY: Arts & Entertainment**
- We value time for fellowship and social gatherings.
- We asked: *How would you like to spend time socializing with our community, friends and neighbors?*
- Answer: “**Music and meals**”  
We are *likely or very likely* to participate in: potlucks (70%), concerts (61%), food trucks and music (54%), social events at church (game nights, movie nights) (52%)
- **RECOMMENDATION:** Form an intergenerational Social Team to plan some fun events and invite our neighbors. Encourage individuals to also plan and lead activities.

## CONNECTING WITH THE WORLD: *Service & Outreach*

- Outreach to the local community and the larger world is very important to us.
- We asked: *should we do less of, more of, or continue doing the same* for:
  - Social & compassionate actions
  - Environmental actions
  - Educational events
- Answer: Strong support for *doing the same or more* (89% - 96% of respondents) We want to be active in areas of **social justice**
  - **Affordable housing**, building projects
  - **Compassionate actions**, supporting LGBTQ+ concerns
  - Caring for our **environment** at home, at church and in the broader community, and through organizations working on larger issues (**advocacy**). Includes **actions** we take as well as **educational events** we can sponsor—ecology, recycling, climate change, how to become greener.

**RECOMMENDATION:** Continue supporting our teams: Mission & Service, Social Justice and Green Team

### **DEVELOPING AND CARING FOR OUR SITE**

- Improving the appearance of our facilities and grounds is important to extending our welcome. Some envision the use of our facilities and grounds as part of our vision to connect with and serve the larger community.
- We asked: *how should we use the backyard space and the preschool space, and how should we prioritize upgrades to our facilities and campus?*
- The items considered the highest priorities are (not in any specific order):
  - We wish to rent the **preschool space**, including the play yards, to an established or new preschool
  - **Affordable housing** is a priority
  - We want to improve our outdoor areas:
    - **Landscaping**, especially the backyard
    - Develop a **meditation area, patio area** and/or **community garden**
  - We want to **upgrade the exterior** of our facilities, **modernize rooms**, and make the **upstairs more accessible**, for example:
    - New doors, windows, paint
    - Church office, Fireside room

### **RECOMMENDATIONS:**

- Form a team to explore renting to a preschool
- Form a team to develop affordable housing options
- Engage a landscape architect, taking into account the cottage and affordable housing in the backyard
- Create a refurbishment plan (with costs) for upgrading the interiors and exteriors of our buildings
  - Consider hiring a project manager for the implementation



## **BEYOND THE TOUCHPOINTS**

The Vision Team explored additional topics in our efforts to draft a vision for the congregation. We analyzed MissionInsite community data and we discussed our desires along with the interests of our neighbors. We also outlined a draft marketing plan realizing that in order to attract others, we must make ourselves much more visible. Our vision should attract people to engage with us. The following items are critical to successfully achieve both our vision and purpose.

### **BEING INVITING, VISIBLE AND VIBRANT**

- Being Inviting: members of the congregation, not just the minister, should welcome and follow-up with people who visit our church or attend our events.
- Being Visible: we must increase our visibility through more advertising, publicity and invitations in order to attract people from the broader community to engage with us.
- Being Vibrant: through our welcome, visibility and invitations, and our offerings for spiritual growth, service and fellowship, we hope to share our enthusiasm and generate interest in LCC.

#### **RECOMMENDATIONS:**

- Form a Welcome Team to work with the minister to develop a strategy and to conduct subsequent contacts with visitors.
- Create a marketing plan that includes public relations, advertising, communications, and branding. Hire consultants as needed for the execution.

#### **PRIORITIZING, IMPLEMENTING AND MEASURING OUR SUCCESS**

How will Council prioritize our recommendations? We know they can't all be done at once, but in stages over time. How will Council measure our success in implementing the vision and these recommendations?

#### **RECOMMENDATIONS:**

- Council to prioritize the Vision Team's recommendations.
- The Second Touchpoint Survey collected lists of volunteers to work on projects and tasks. These should be utilized when committees are formed.
- As recommendations are moved to committees, measurable goals should be developed to encourage progress and gauge success.
- The Minister's Job Description should include a commitment to the Vision Statement and the implementation of actions resulting from the Vision Team's recommendations.
- Pastor Jeff feels, and the Vision Team concurs, that the following may be necessary to implement the Vision of LCC:
  - A reorganization of staff job descriptions and duties to implement some of the needs of LCC, especially communications, marketing and outreach.
  - The reformation of teams, while some existing teams continue.
  - A comprehensive time, talent and resources survey that effectively describes volunteer opportunities and time commitments related to church functions.