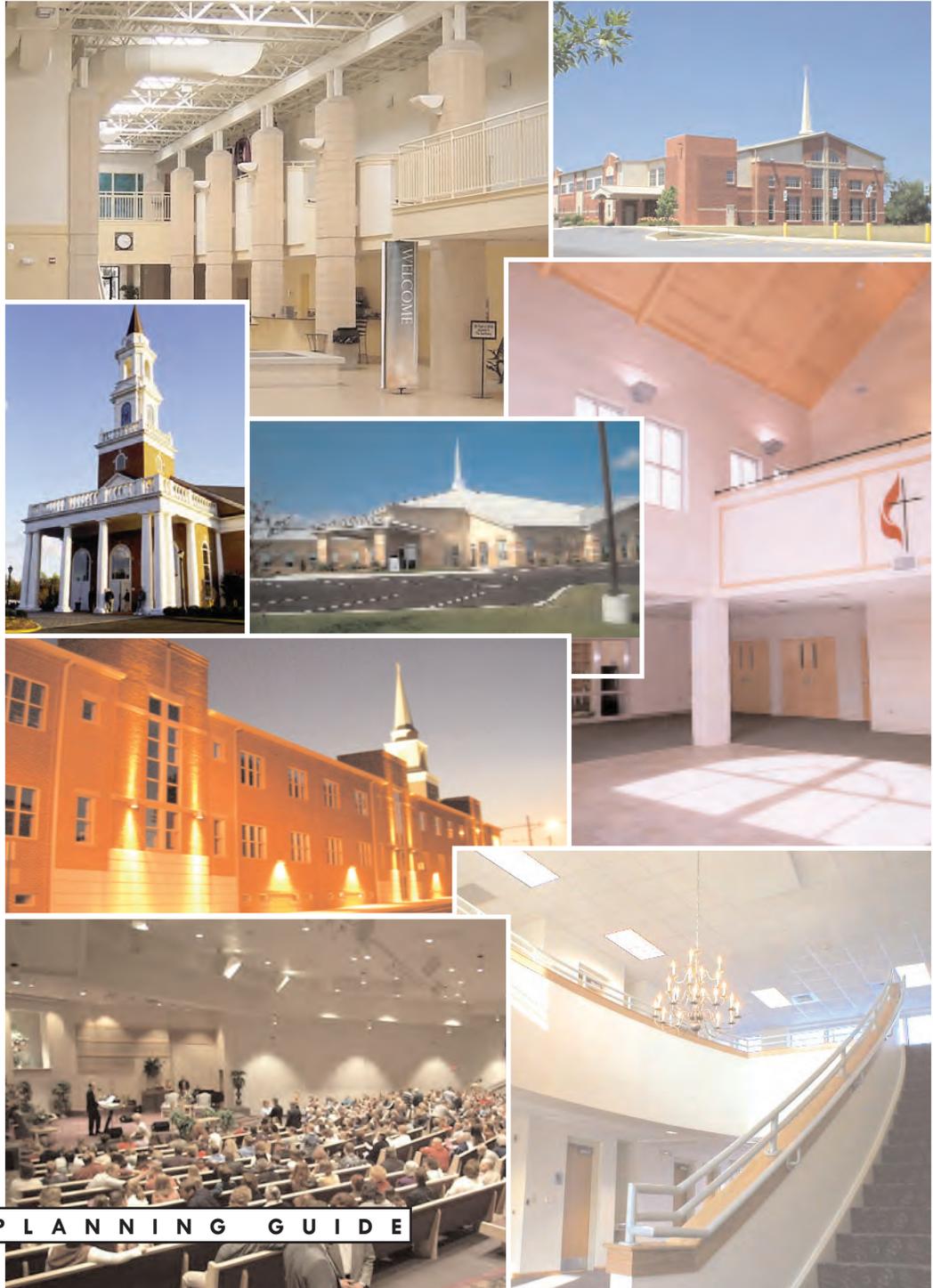


NEWCOMER ASSOCIATES

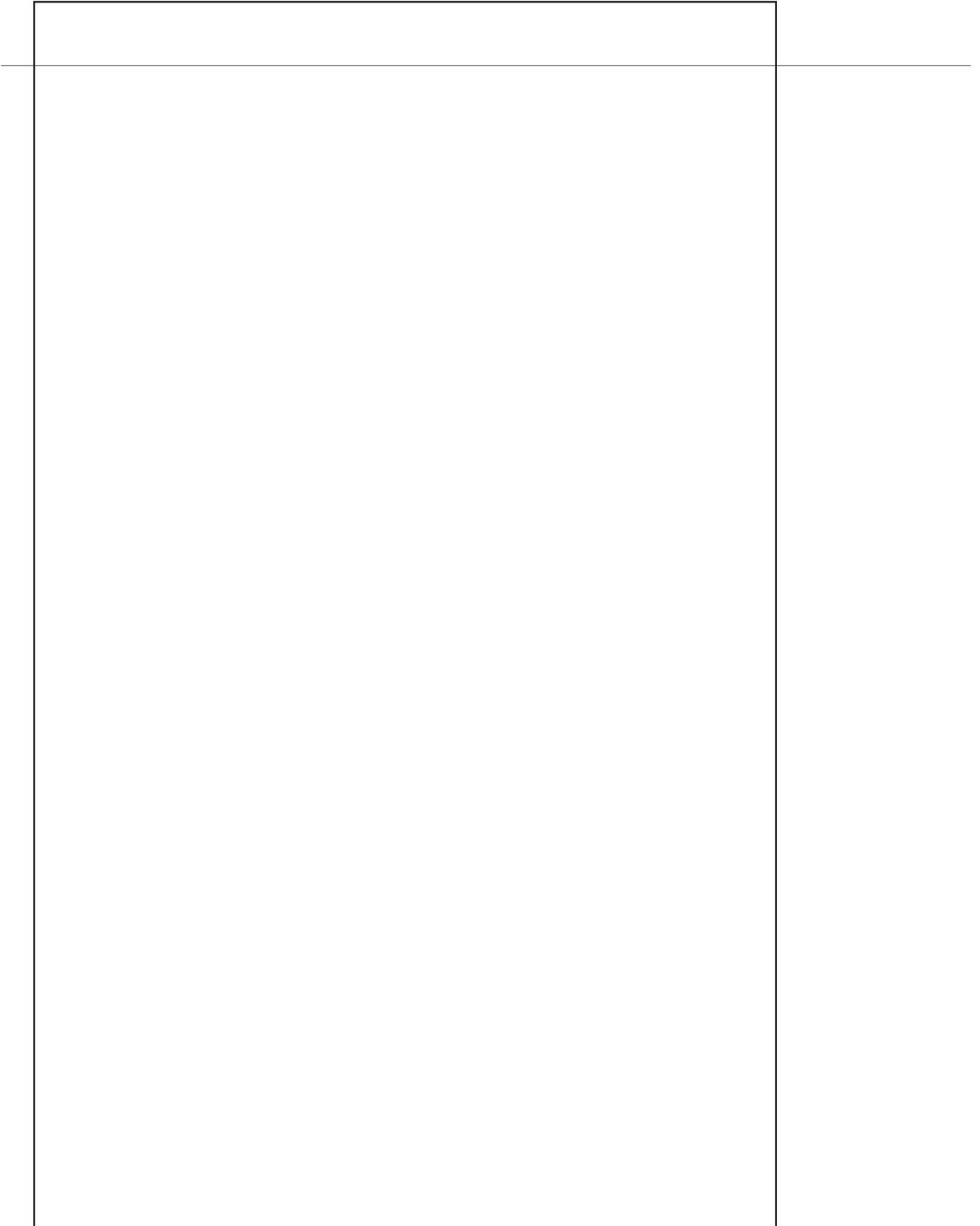
architecture + engineering



CHURCH PLANNING GUIDE

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W E L C O M E

Newcomer Associates is pleased to present you with this Church Planning Guide to aid your church with the expansion process. We give these ideas freely for your use, and ask only that you consider giving our firm the opportunity to present our skills and ability to guide and represent you through the design and construction process.

Since 1980, Newcomer Associates has had the opportunity of working on over 180 church projects through various phases of design, with at least 60 of those currently complete through construction. We provide the same attention to service whether the project is a 2,000 s.f. addition or a 234,000 s.f. masterplan. We understand ministry needs, the committee process, and the special importance of meeting budget for church projects. Newcomer Associates can in fact, offer you a design process with continued focus on budget compliance as a priority. We can also provide insight into the various delivery systems available for construction.

Newcomer Associates works in a variety of formats whether through a standard architectural contract, design/build with several quality general contractors, or through the team approach using a negotiated construction contract involving a competitively selected general contractor. This inclusion of a contractor from the outset provides for efficient construction decisions and ongoing estimating and budget monitoring from the schematic phase forward. Newcomer Associates serves as the Owner's representative under separate contract to provide full administration during the design and construction process.

Let us help your church navigate through programming, masterplanning, project phasing, and construction to maximize your facility's enabling of ministry.

We thank you for your time and interest in Newcomer Associates.



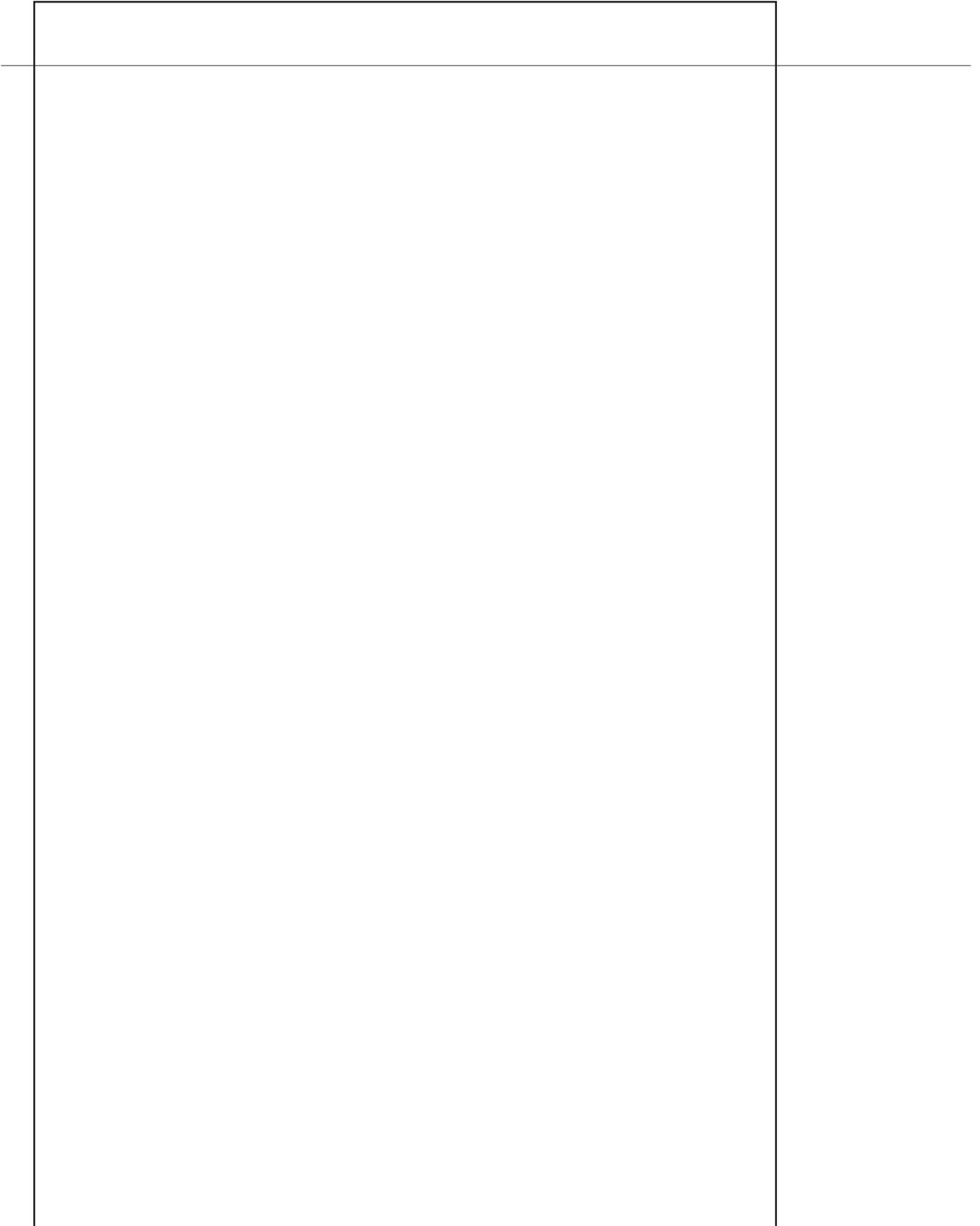
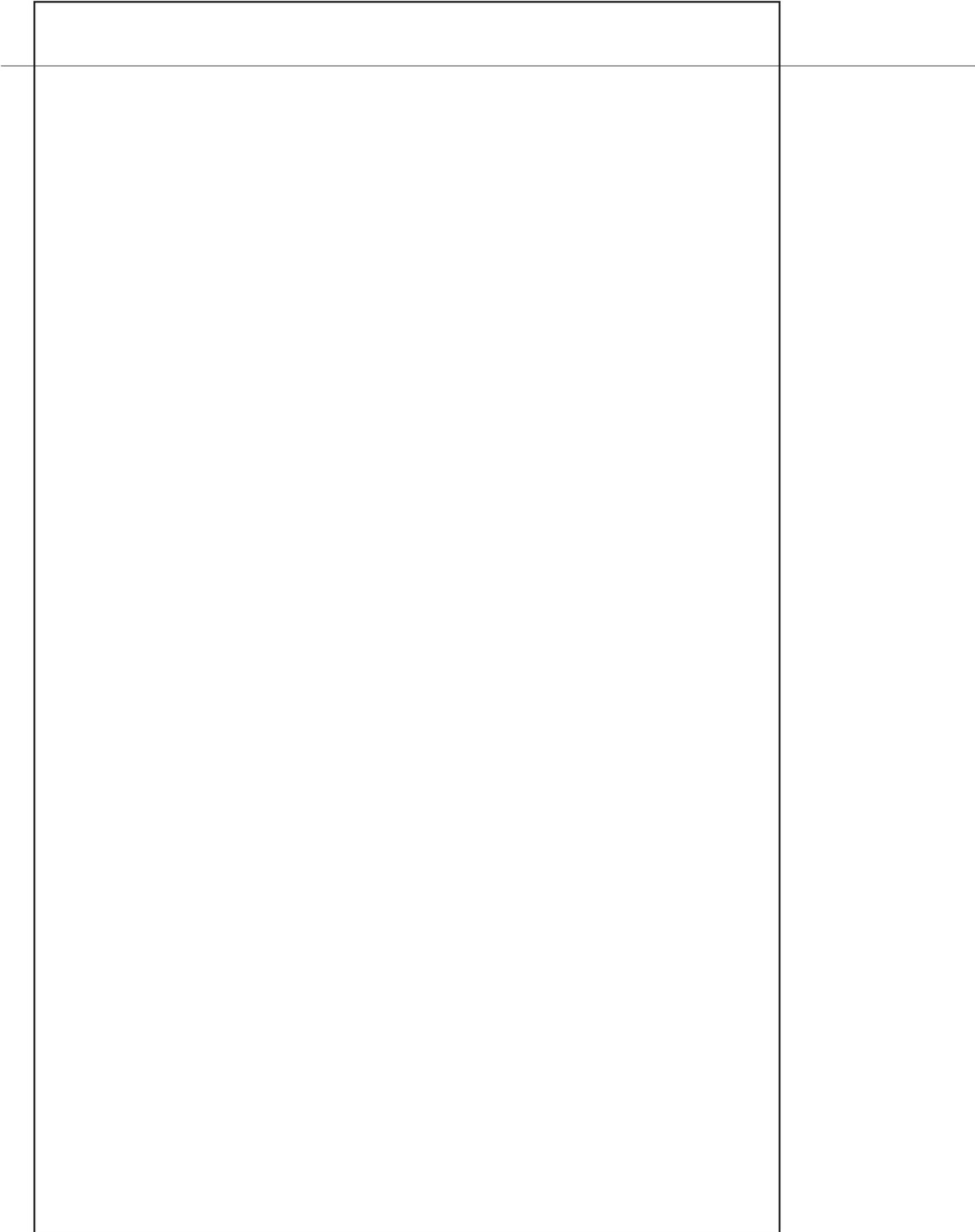


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NEWCOMER ASSOCIATES

FIRM

Newcomer Associates is a full service architectural and engineering firm that was established in 1980 by Ronald E. Newcomer. Current principals are Jennifer A. Greenlee, A.I.A., Matt J. Runyon, P.E., C.B.O., and T. Kim Jackson, P.E. Mr. Newcomer continues to be actively involved in marketing and consulting, particularly with church and assisted living projects. The Firm is currently registered in 18 states with work primarily involving projects of the following types:

- Banks
- Churches
- Commercial / Retail Facilities
- Elderly Care / Assisted Living
- Hospitality
- Industrial Facilities and Warehousing
- Offices



Currently, the Firm is 21 persons strong with two registered architects, two architectural interns, two structural engineers, one project manager, one junior structural engineer, one mechanical/electrical designer, three construction administrators, one specifier, four technical persons, and four clerical persons. Several key members of the Firm have extensive building construction background to go along with their design abilities and credentials.

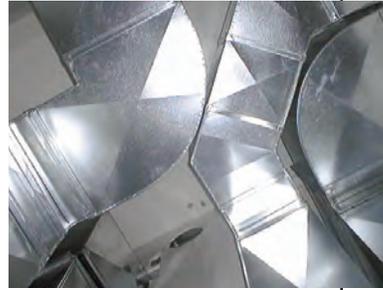
SERVICES

The range of services provided by the Firm include:

- Design and / or Construction Consultation
- Master Planning
- Programming
- Building Cost Studies
- Estimates
- Scheduling
- Schematic Design including 3-D Presentations



Full Construction Documents
Structural Engineering
Mechanical, Electrical, Plumbing Design
Bidding / Negotiation Coordination and Oversight
Construction Representation
Construction Management



When design services are initiated, each project is given careful consideration as to required program, budget, level of finish, and constructability. This is done to ensure that each client's needs are met with the highest quality building available within a pre-established budget. Project sizes have ranged from less than \$100,000.00 to more than \$10,000,000.00. More than 95% of the Firm's work involves the use of computers. This includes:

Design and drafting (AutoCad Release 2000)
Specifications (SPECTEXT)
Word Processing (Word Perfect)
Accounting (Quick Books Pro)
Structural Design (RISA 3D)

The Firm is constant in its efforts to upgrade hardware systems, software programs and techniques. In-house training programs have been developed for all technical and clerical staff to help them stay current with the latest developments.

Newcomer Associates management is committed to technical excellence and quality service. Our reputation for satisfied clients is exemplified by the fact that the majority of our work is for repeat clients. This satisfaction is confirmed by completion of over 50 projects for one client alone.

Newcomer Associates would like the opportunity to put their services to work for you. We believe you will find working with us a pleasant and satisfying experience, and more importantly, a resulting facility successfully meeting your needs.

ARCHITECTURAL PHILOSOPHY

Newcomer Associates brings to you the thoughtful integration of artistry, function, and value. It is through proper integration that excellent architecture is achieved.

ARTISTRY

Artistry is important. Through artistry, buildings can be designed to be modern and dynamic for high-tech clients, warm and cozy for retirement communities, worshipful and ecclesiastical for church related buildings, or any other character deemed appropriate to the project. But artistry, for its own sake, is not architecture. If we concentrate only on artistry, we may end up with a beautiful building that is inefficient and one that is not functional.



FUNCTION

The building must also function. The building must operate efficiently and effectively. The spaces must have the proper adjacencies and work well for its intended purposes. If we concentrate totally on function, we may end up with a dull uninteresting building that fails to motivate and establish a sense of pride in both the owner and its occupants.

VALUE

For a project to be worthy of construction, its value must exceed its cost. The value may be determined many ways. It could give a good return on investment, it could memorialize a person or event, it could instill pride or satisfaction. Regardless of the measure, it will be enhanced by the proper integration of art and function to be its greatest value.

Modern technology has had a major impact on all phases of architecture. Newcomer Associates has been on the leading edge in the use of this technology. All of our drawings are produced on the latest CAD systems including 3-D renderings, 3-D walk-thrus and fly around aerials. We have the ability to give you a photo-realistic video guided tour of your building even before we break ground. Our engineering department uses computer programs to design the structural elements, heating and air conditioning, electrical power, lighting and plumbing, security systems and energy management system to name just a few.

Technology is not limited to our architectural practice. Our buildings are designed to take advantage of the latest innovations in technology as may be required for the various

building types such as energy management systems, passive solar design and security. Now, of course, for a project to actually become buildable it must also be within budget. And beyond that, it should be the best value for the money invested.

We take great pride in our common sense approach to construction. We design very buildable projects. Many on our staff have considerable field construction experience. We have some on our staff that have worked as estimators for construction companies.

We feel that we have the expertise in life-cycle-analysis, project schedule and overall construction knowledge to design value into a project yet keep the projects within budget.



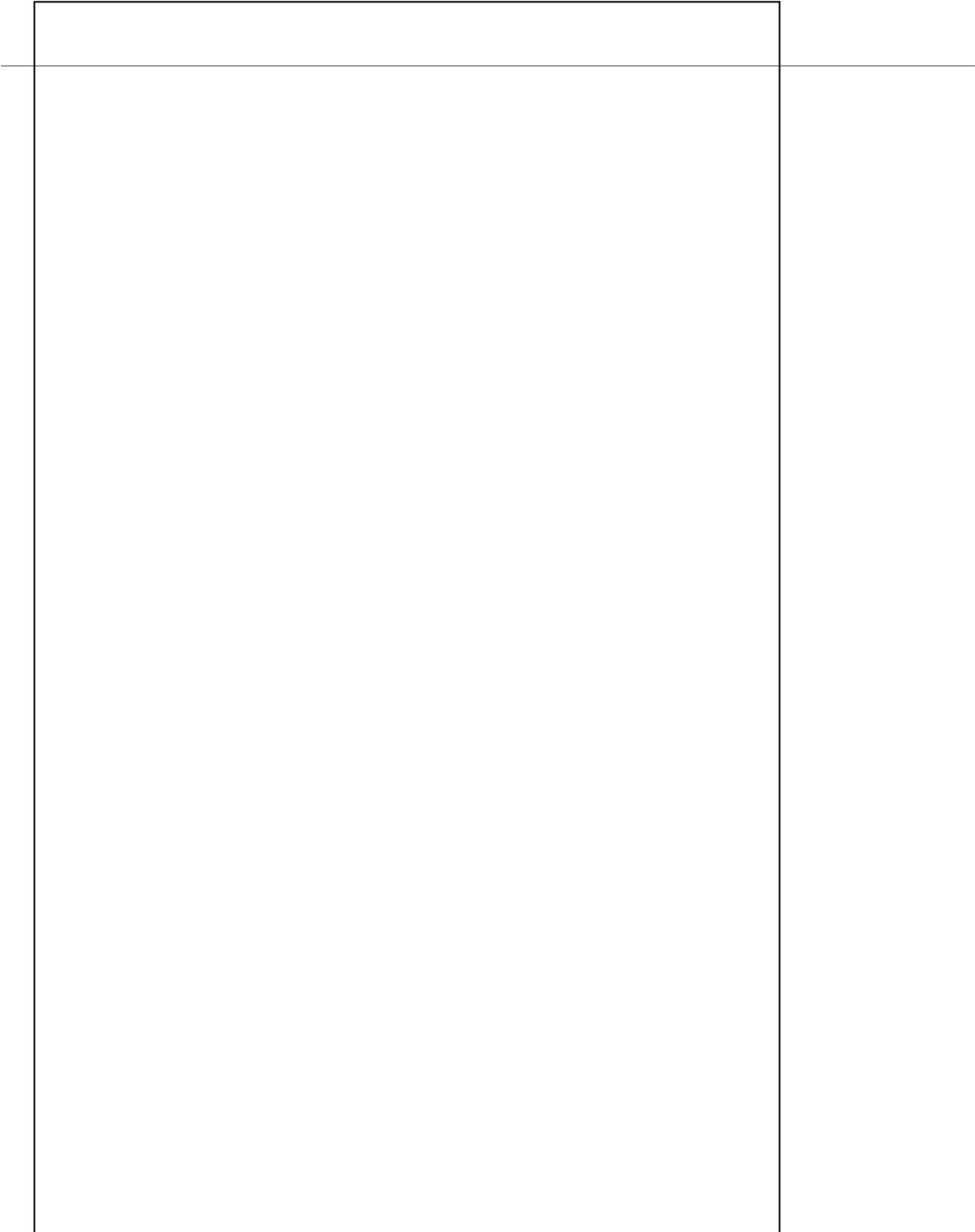
We have considerable experience with banks, supermarkets, churches, retirement communities, motels, and industrial projects. Experience in one type of project often helps in the design of another type of project. Our broad range of experience cross-references to all of our projects.

We take great pride in the quality of our construction documents. But more important than our pride, is the practical benefit that clear, well-detailed documents bring to our clients. The contractors and subcontractors bidding on our work can clearly understand the scope and complexity of their work, thereby allowing them to give their most competitive prices. Conversely, drawings and specifications that are unclear cause the contractors to add in extra money to cover unforeseen circumstances. It can be shown that quality architectural service can reduce the cost of construction more than the cost of the architectural fee. Again, it is the integration of all of the elements of design and construction that bring value to the architect's service.

Proper integration of all the essential ingredients does not guarantee a successful project. Our true measure of success is determined by the degree of client satisfaction. To further assure a satisfied client, we have put client satisfaction as the most important element in

measuring architectural success. We have learned to be good listeners. We spend the necessary time listening to our clients' needs and desires. We work hard at developing plans that fulfill their needs and have the style and character agreeable to our client.

As important as anything previously discussed, is the end result. We closely check and inspect the construction, check shop drawings, schedules, certify contractor's pay requests and stay involved with the construction process to be sure our clients get the quality project they pay for and deserve.



RESPONSIBILITIES OF A CHURCH

In a building program, the leadership of the church, whether it be the pastor, elders or building committee, needs to be aware of the extent of their responsibility. In many churches this leadership is the pastor, in others the pastor has no role. For the sake of communication, the pastor will be assumed as having the leading role. If your church is not structured this way, you can modify the role as needed.

STRUCTURAL FLEXIBILITY

Now, as pastor of your church, one of your primary roles in a church building project is to create a foundation for future growth – a foundation that should provide a building of flexibility. Flexible, in the sense, that it must surpass the immediate vision of a church – it must surpass the element of time. Therefore, when considering a building project, the design must be designed to accommodate not just the present needs, but also changing needs of future generations. In retrospect, it is easy to see that such forethought has been lacking. As an architecture firm, one of our biggest challenges in building additions or modifying existing churches is to work on structures that were not designed for future expansion. And as a result, the final product is sometimes less satisfactory and more costly to the client.

...there was a church that has a full-emersion baptismal pool in the front vestibule. Rocks and plants surround it and it resembles a garden pool. The current pastor was delighted with it; however, other visiting pastors have said, "If I were the pastor of that church, the first thing I would do is remove the baptismal pool". Removing the pool would not be a problem but, relocating one to a more conventional location could be a big problem if provisions were not made for an alternate location in the initial design.

FUTURE GROWTH

Why this lack of foresight? In most building programs, the leadership has focused their attention on satisfying only their current needs. Rarely is any thought given to the needs of future generations. Why? Many churches fail to believe that future growth is possible and as a result, decision making is proceeded with blinders on. Therefore, it is important that the leadership accept the responsibility to provide a foundation for future growth and modification through wise planning rather than construct a building that may be difficult and expensive to modify in the future.

Some of the thinking in opposition to progressive church planning that has caused the greatest problem has been: "I don't think a church should be larger than 250 people". This opinion may be fine for the present pastor and congregation; however, the next pastor may have a vision for building a much larger congregation. The building could be designed

initially to seat 250 to 300 and later be expanded to accommodate thousands. Another concern arises out of church personalization. Sometimes pastors and their congregations want to create an “image” for their church which may also be fine; however, can become expensive to eradicate with future generations that may disagree with the current decision.

The lesson here is: pastors and building committees need to consider their short tenure as measured against the permanence of the building. They should not do something so unusual that it will create problems or limit future pastors and congregations. Because times and needs change, you need to allow for as much flexibility as possible. If you want something unusual, make the provisions to change back to something more conventional should future pastors and congregations not appreciate your personal touches.

This standard also holds true with architectural styling. The building itself makes a subtle statement about the attitude of the congregation it houses. A very conservative congregation may not feel comfortable in an ultra-modern building. Conversely, a progressive congregation may not feel comfortable in a very traditional building.

Not long ago, I designed a typical square sanctuary that has the chancel in one corner and the entrance in the opposite corner. This is quite standard. I designed the narthex and front entrance in the corner of the building adjacent to the entrance into the sanctuary. However, the pastor wanted the front entrance centered in the end wall of the building, not in the corner as I proposed. This alteration necessitated a corridor to be added connecting the narthex to the entrance into the sanctuary.

The pastor was very assertive and prevailed against my better judgement and the wishes of the building committee. Shortly after the completion of the building, the pastor left. The incoming pastor called me to discuss some changes he wanted made to another area of the building. He was quick to voice his displeasure about the location of the main entrance. If the church decides to make this change, it will be a costly modification due to the drive-under canopy and layout of the parking, roadways, and landscaping.



SITE SELECTION

It is through our experience that we have developed a checklist to assist our clients in the site selection process. The following questions cover a broad scope of issues that our clients have encountered in the past. It does not cover everything since each project and its program requirements are individually unique; therefore, each site requires a different analysis contingent upon the clients' needs and requests.

EXISTING SITE CONDITIONS

- Is the property in the flood plain?
- Are there any wetland areas?
- Will the property pass percolation tests?
- Does the site drain properly?
- What is the elevation of the ground water table?
- Are the contours flat enough to build on?
- Are there any known sink holes on the site?
- Does the site have any trees or vegetation?
- Is the existing soil suitable for lawns and landscaping?
- Are there any streams on the site?
- What is the surrounding neighborhood like?
- Are there any buildings requiring demolition?
- Does the site have good exposure to traffic?
- Will you have good site lines when exiting the property?
- Is there public transportation to the site?
- Are there neighboring parking lots that may be used during services?
- Is rock anticipated on the site?
- Has there been any mining under the site?

AVAILABLE SITE UTILITIES

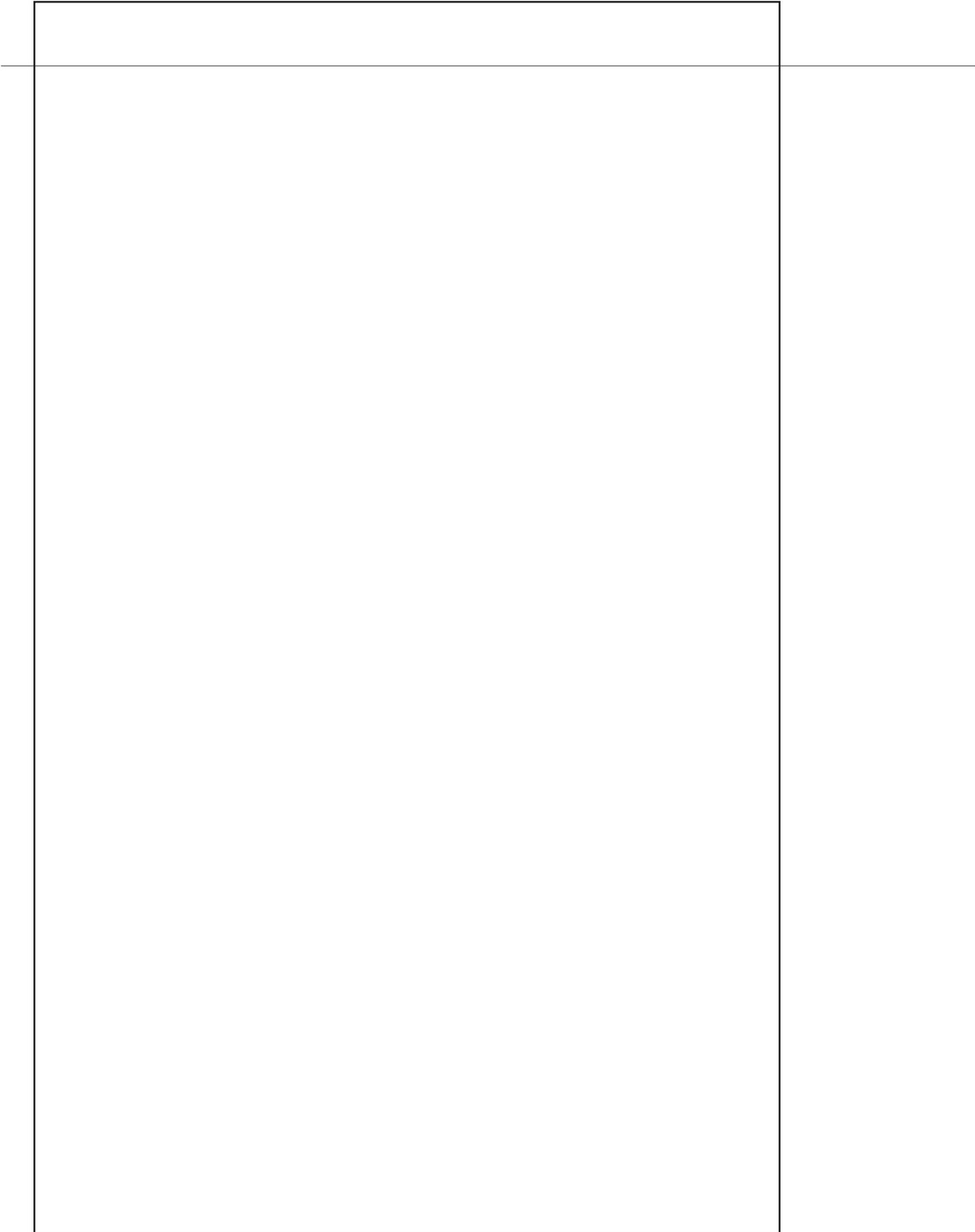
- Is there public water?
- Is there public sewer?
- Is there gas available at the site?
- Are there any utility right-of-ways or easements through the site?
- Is there sufficient electrical power at the site (3-Phase)?

SPECIAL CONCERNS

- What types of zoning issues are applicable to the specified site?
(e.g.: curbs and sidewalks, signage, height restrictions, lot coverage, etc.)
- Is the site easily accessible and/or can future entrances be easily added?
- Will any traffic controls be required?
- What agencies will need to review your plans prior to getting a permit?
- What is the usual time required to gain permit approvals?
- What fees are required for permits such as tap-on fees, impact fees, transfer taxes, etc.?
- Is there sufficient room for off-street parking, if not, how much will be required?
- Have test borings been performed at the site?
- Will a retention pond be required?
- Is there a recent boundary survey?

FUTURE ISSUES

- Is there a recent topographical survey?
- Will the site require additional fill from other sites?
- Will retaining walls be required?
- Will handicap ramps be required?
- Will there be future options for adjacent land purchasing?



MASTER PLANNING

Through Newcomer Associates' years of experience, we have been called in by many ministers and building committees who want to put an addition onto their existing facility. In most cases, the original building was not designed to accommodate future expansion projects. The churches, typically, are rectangular in shape with the narthex at one end, the chancel at the opposite end, one center aisle with one row of pews to either side, and two outside aisles. The side walls are load bearing (supporting the roof structure) or have laminated wood arches with columns along the side walls.

The expansion of this type of building is difficult, usually expensive, and more often than not, ineffective. By expanding the sanctuary length-wise into the narthex area and building a new narthex,

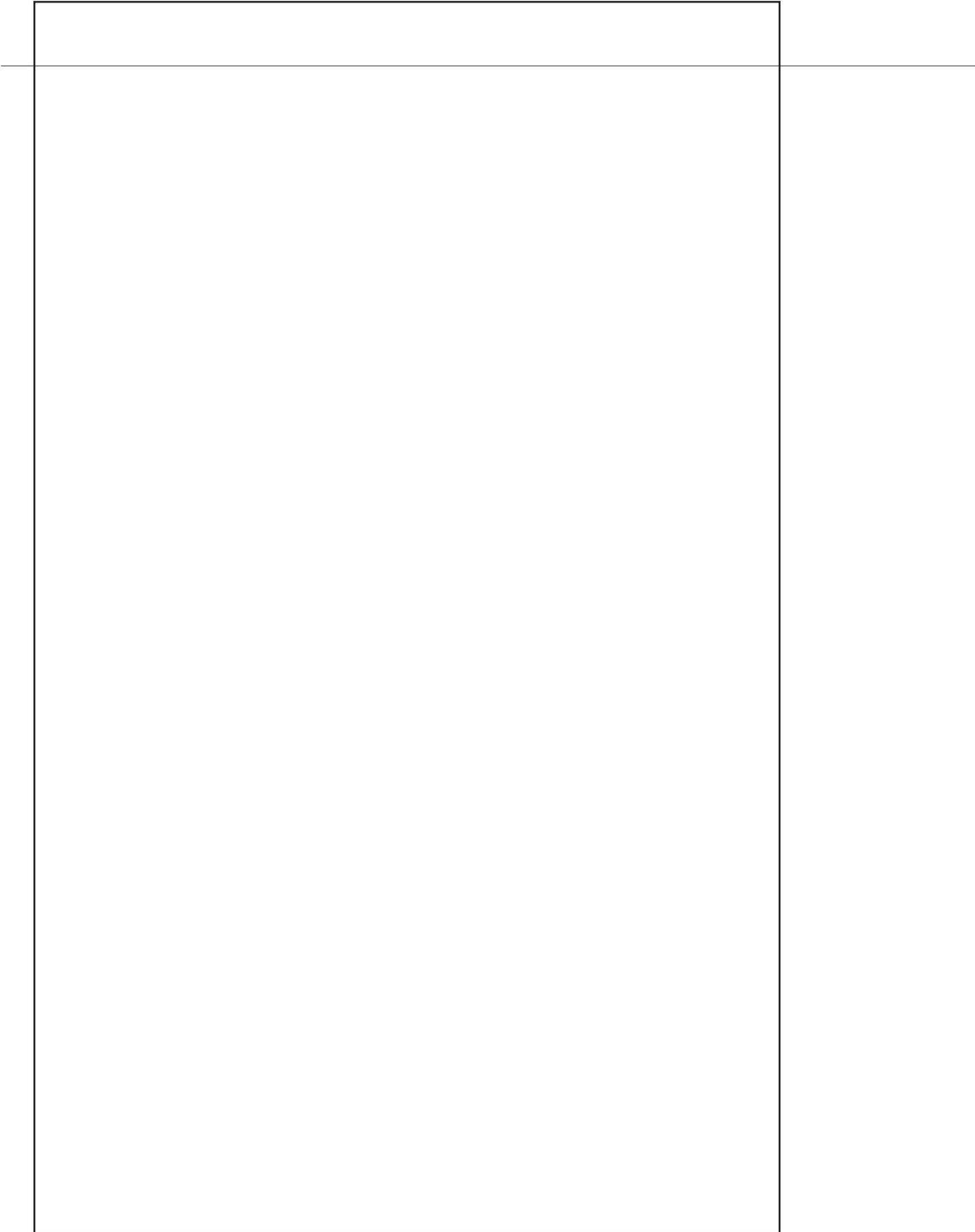
... churches are still being built along these same configurations despite the obvious limitations. In part, the problem is spiritual in nature. The people lack faith that the church will outgrow the next expansion. Some of the problem is simply a lack of understanding that a church can be built with almost limitless expansion provisions.

the distance from the pulpit to the last row of pews becomes too great and creates a tunnel-like atmosphere and a loss of communication. By expanding at the sides, visibility is usually poor and if laminated arches have been used, the existing columns interfere with direct eye contact with the church pastor. And to avoid this, large sections of load-bearing wall must be removed at a costly figure .

The best approach for construction is to master plan your entire site. Take the limits off of your vision and think of what you would want on the site if money was not a factor and if you could attract any number of people to your church. Would you want (or will future pastors and congregations want) a large sanctuary, educational space, a family life center, a retirement community, a nursing home, a home for unwed mothers or other such buildings needed for special ministries? The site should then be designed to properly locate these areas (space allowing).

Psychologically and spiritually speaking, it may be good to see the total vision as the goal with each building a milestone to its ultimate accomplishment.

A phased construction program can be designed so that each area or building can be built in its proper order of priority and as the funds become available. The master plan can then be accomplished in an orderly, cost-effective manner resulting in an end product that is much more representative of the church's visions.



THE SANCTUARY

An area around the main altar or chancel; a space used to gather apart from our hectic lifestyles to worship, learn, contemplate, and pray.

One of the most important elements of consideration in a sanctuary is communication: communication with the Lord and communication with the speaker, choir, special guests, and other participants in the service. Freedom from distractions is essential to good communication. Distractions can come from many sources; such as, poor acoustics, noisy heating and air conditioning equipment, uncomfortable temperatures, sounds or noises from adjacent spaces, and uncomfortable seats to name a few. All of these distractions take a toll on communication.

I have sat in some beautiful sanctuaries and found myself marveling at the elaborate art work and architecture to the degree that I realized that I was not paying attention to the worship service at all. I am not saying that we should not build beautiful churches, but I am saying that as an architect I need to be careful that I am not creating a beautiful space that fails to provide one of its most important reasons for existence -- communication.

One distraction not mentioned above, yet found in many churches, is too high a degree of ornamentation. Stained glass windows, pipe organ pipes, wood or stone carvings, and all of the aesthetic elements found in the most beautiful sanctuaries actually compete with the speaker for the attention of the congregation.

Liturgical churches allow for more ornamentation in the sanctuary due to the more ceremonial nature of their services. In such sanctuaries the space itself can become a quasi-part of the service by creating a reverent atmosphere that promotes a proper attitude of worship.

Evangelical churches rely more heavily on the speaker or singers to bring the congregation into the proper attitude of worship. In this setting, the very ornate church may get in the way of the communication process. With this in mind, it may be better to have a clean, comfortable, very practical space that is not a distraction from the intent of the service.



Two very divergent points of view have just been described. It is important that the church (clergy and lay people) communicate to the architect the degree of ornamentation they desire, and the intent and style of the services they will be conducting. The architect should be sensitive to the wishes of the church and should be able to accommodate either extreme

THE NARTHEX

A space preceding the sanctuary typically used for informal gatherings before proceeding into a church service; an area where visitors can be made to feel welcome and where the people can stop for a moment of Christian fellowship

From a functional standpoint, it should have well-marked, convenient restrooms and an area for hanging coats away from the direct path of travel. The narthex should be designed so that it will not become a bottleneck. It should be spacious enough so that people



standing around in small groups fellowshiping will not impede the travel of those entering or leaving. Spatially, it should be a minimum of 25% of the church sanctuary.

The doors leading from the narthex into the sanctuary should have some small glass panels so someone entering

the sanctuary after the start of a service can choose the most appropriate time of entry without disturbing the ongoing service.

Some design elements that need consideration are:

- Durable, easily cleaned floor surface
- Sound absorbing wall and ceiling materials
- Good sound separation from the sanctuary
- Very attractive, pleasant atmosphere
- Space for selling books and tapes
- Receptionist space
- Bulletin boards
- Literature racks
- Information desk
- Ample coat hanging area
- Convenient restrooms
- Signage directing visitors to the educational space, offices, library, etc.

THE CHANCEL

A space which serves as the focal point within a sanctuary; a flexible space designed to accommodate a podium, a choir area, special programs, and drama

The most common error when designing a chancel that it is typically too small. Many churches are increasing the size of their choirs, orchestras, and using worship and drama teams to enhance the overall religious experience. Some churches are using stage curtains to conceal the choir and orchestra when needed. Others have pulpit and choir risers that actually come up out of the floor. Regardless of your style of ministry, it is important to make provision for the flexibility of the chancel area for both now and ministries in the future.

Some important design considerations are:

- Attractive
- Sufficient space
- Ample microphone plugs
- Good site lines from all seats within a given space
- Electrical outlets for musical instruments, overhead projectors, etc.

- Good lighting with flexibility
- Acoustically designed to project the sound
- Soft carpeted floors (anti-static type)
- Elevated properly above the main floor for visibility
- Appropriate ornamentation (if applicable)
- Removable or movable risers
- Privacy screening for choir and musicians
- Altar space
- Communion space
- Ample space for musical instruments



EDUCATIONAL BUILDINGS

Churches differ greatly in their requirements for educational space. Some churches put a lot of emphasis on their educational program, while other churches place the main emphasis on the worship service.

The percentage of educational attendance to worship attendance ranges from 40% to 80%. Balancing against this, is the fact that the square footage allotment per person is approximately 8 to 10 square feet per person for the sanctuary, but 15 to 35 square feet per person for educational space, depending on the age group. This factor indicates that a detailed analysis is required to assure the proper educational space. As ministries change and the emphasis shifts from worship to education and back, it is important to be flexible in the educational plan in order to be able to accommodate the changing needs of the future.

Typically, educational space is used as fellowship space through use of movable partitions. This can be a good way to combat under-utilization of space since many educational rooms are used only 45 minutes per week. Where multi-use is anticipated, it would be wise to put extra closet space in the rooms to store equipment used for various purposes.

Some important elements of design are:

- Have a variety of room sizes for larger and smaller classes.
- Have ample storage space.
- Should be able to shade the windows adequately for the use of a slide or overhead projector.
- Have good acoustical separation from adjoining spaces.
- Window sill heights should be low enough for kids to see out where appropriate.
- Have bulletin boards, chalk boards, desks, tables, etc. as applicable.
- Lighting levels should be sufficient for easy reading. Around 50 foot candles at desk height.
- Have ample receptacles for overhead or slide projectors and other equipment.
- Toddlers should have an area of hard surfaced, easily cleaned floor for the use of finger paints and other messy activities. A child height lavatory is good to have for these younger ages.
- If some of the educational area is to be used as a nursery, then kiddy toilets and a diaper changing area should be provided.

Many denominations consider the educational department to be the backbone and foundation of the present and future church; shortcutting on space and facilities in this area is probably unwise. Expandability and flexibility are key.

To assist you in your preliminary planning, here are some rules-of-thumb you may find helpful. Overall building size ranges between 45 and 55 square feet per person (ground coverage). The individual rooms should be designed to have the following square feet allotments per person:

| | |
|------------|--------------------|
| Infants | 25 S.F. per person |
| Pre-School | 35 S.F. per person |
| Children | 25 S.F. per person |
| Youth | 20 S.F. per person |
| Adults | 15 S.F. per person |

FAMILY LIFE CENTERS

A versatile space commonly used for a “starter” church in which it can conduct worship services, dinner and wedding receptions, dramatic presentations, and sporting events.

From a functional standpoint, the building needs to be flexible in accommodating its concurrent usages. For example, if the building is to be used for concerts or musical presentations, the acoustics of the space should be properly designed for. If dinners are to



be served, a floor system that is easily maintained should be installed. In addition, it is wise to consider the level of food service to be provided. For example, in larger kitchens many local codes require all NSF approved appliances as well as exhaust hoods with automatic fire suppression systems. On the other hand, smaller kitchens

may only require typical residential characteristics. If planning for sporting events or other similarly structured programs, it may be wise to plan for restrooms, showers, lockers, bleachers, and adjacent locations to exterior sporting fields and picnic areas. And finally, a large storage space(s) should be planned for and its size is contingent upon the items being stored such as tables and chairs, stage props, and sports equipment.

If used as a starter church, a “chancel-like” platform complete with choir risers, musical instruments, and chancel furniture should be considered.

ADMINISTRATIVE AREA

During the growth process of a church, it will find itself in the need of flexibility and expandability in the administrative area. It will need to consider issues such as technological advances and changes in both social and business related patterns. Physically, the church will need to consider issues such as privacy and visual connection between spaces to help enhance or control communication patterns. In addition, it is wise to consider flexible office arrangements, multiple counseling rooms with variations in their sizes, convenient restrooms, a work room, a kitchen, a conference room, and an expandable multi-media library that can both serve the church and the immediate church staff.

Acoustically, physical separation is important between certain rooms particularly where counseling may occur. Vision panels should be considered in counseling areas so that a secretary can be a monitor to protect the counselor's integrity.

ACOUSTICS

There are basically two schools of thought in dealing with the acoustics of a sanctuary. The more modern approach is to create an acoustically dead sanctuary and produce the desired effects by the use of sound reinforcement equipment. This is usually done by installing carpet, padded pews, a ceiling made of an acoustical material, and walls that have a high degree of sound absorbency. Heavy tapestries and draperies can also be used. Congregational singing in an acoustically dead sanctuary may prove less than satisfactory unless some reverberation is added by the sound equipment. With no sound modification people will tend to hear themselves too much and if they are inhibited or self-conscious, they will not sing out. The vibrancy of group worship is lost in the un-modified, acoustically dead sanctuary.

The other school of thought is to create an acoustically live sanctuary. This is best achieved by having unpadded pews and hard surfaced floors, walls, and ceilings. If in the acoustically live sanctuary, there is too much reverberation, the sounds become garbled and indistinguishable. In addition, sound transmission from outside of the building is another critical issue that determines the degree of audibility within the sanctuary.

In general, acoustics are a vital, sensitive element of sanctuary design and should not be left to chance. There is a middle ground between the two extremes where the proper reverberation can be provided but this can be achieved by an acoustician familiar with the design of a church sanctuary. Also, if the service is intended to be taped or videotaped. It is advisable to consult an acoustician or other professional within this field.

If you are reluctant to hire an acoustical expert, you may be able to find an existing church of a size and construction type similar to your proposed church. A visit to that church and/or a call to the pastor of that church may give you insight to the effectiveness of the acoustic properties that may be applicable to your building.



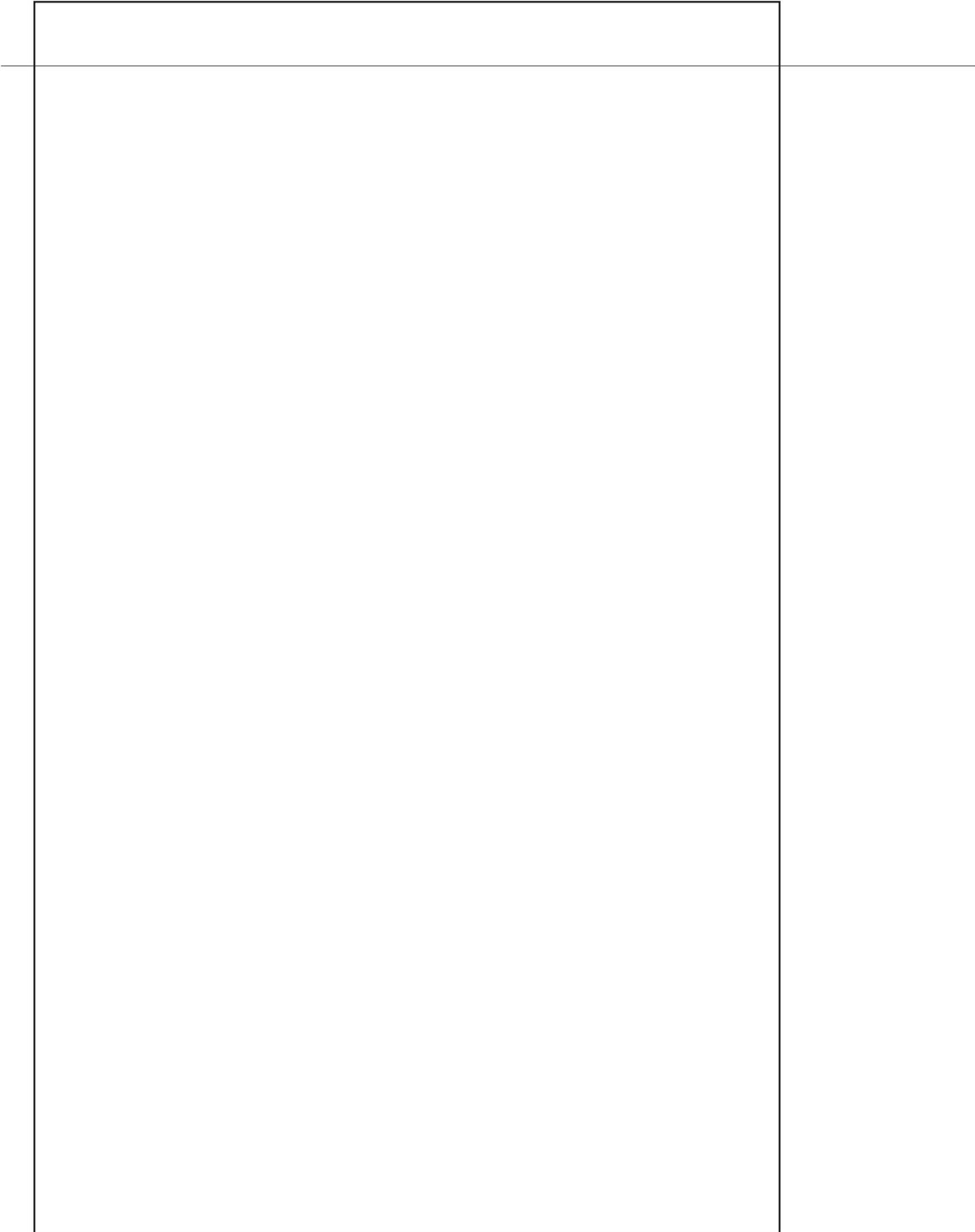
LIGHTING

Lighting is a powerful architectural tool that is often overlooked during the design process. It can be a great asset in controlling congregational focus. For example, consider a totally dark sanctuary with a spotlight directed at the speaker's face. This would result in nearly 100 per cent focus. Of course this would rarely be appropriate but it does show the power of lighting. In general, it is an element that can enhance both the focal point and the atmosphere of a space.

By lowering the light level over the congregation and raising it on the choir area, it creates a more direct dialogue between the congregation and the choir. Another example is by using a spotlight on a particular location which automatically draws the eye to the point of highest concentration in light, therefore enhancing and re-enforcing the communication process.

Another creative way to use light is to use accent lights on the exterior which helps to provide a friendlier atmosphere as well as a more secured environment. In general, lighting can be a powerful tool, therefore, it deserves considerable study and thought to its application.





TYPES OF CONTRACTS

There are several different contracting methods commonly used in church construction. We will review several of them giving the advantages and disadvantages of each.

CONSTRUCTION MANAGEMENT

Construction Management is a term that represents several modes of operation. For example, some construction managers simply put a project out to bid separating the project into 3 or 4 prime contractors; such as, the site work contractor, mechanical contractor, electrical contractor, and a general contractor. In this case, the general contractor assumes the coordination of all of the trades as his responsibility. Other construction managers solicit bids from all of the construction trades and the CM plays an active role in the coordination and scheduling of these trades.

In general, the CM acts as the superintendent for the church with the church essentially acting as its own general contractor. In this case, the CM receives the invoice from the subcontractors, approves or disapproves the invoices for payment, and the church pays these invoices directly. Some advantages to this method are:

ADVANTAGES

- Possibly the least expensive form of contracting.
- Church can be involved in all major decisions.
- Very flexible construction method.
- Easy for church to take advantage of its tax free status where applicable.

DISADVANTAGES

Some disadvantages to this method are:

- Usually no guaranteed, maximum price.
- The church takes most of the risks.
- Usually a floating completion date.
- Most or all of the contract is not covered by performance or payment bonds, generally.

TRADITIONAL ARCHITECTURAL SERVICES

Traditionally, the architect designs the project, puts it out to bid, helps select the general contractor, monitors and inspects the construction, and is, in general, the owner's representative. Some advantages of this method are:

ADVANTAGES

- Guaranteed maximum price.
- Guaranteed completion date (can be further assured by having liquidated damages penalty clause).
- Clearly defined responsibilities for the owner, architect, and contractor.
- Architect is the owner's advocate.
- Competition between contractors results in good prices. In fact, it can be pretty well established that, with a good set of bidding documents and initiating the competitive process, the amount of savings is more than equal to the Architect's fee.
- This method has stood the test of time.
- Usually, performance and payment bonds are required.

DISADVANTAGES

Some disadvantages of this method are:

- Often an adversarial position occurs between the owner, the architect, and the builder.
- Drawings need to be totally complete prior to bidding resulting in the longest time between the start and finish of the project.
- Many times, Architects have been accused of building monuments to themselves.
- In most Owner/Architect contracts the Architect is not given enough responsibility for keeping the project within budget. As a consequence, many, many projects come in 50 to 100% or more over budget. This has often resulted in the Architect being paid even though the project had to be abandoned.

DESIGN/BUILD

A construction method that has been gaining in popularity over the years is design/build. This is where the architect and builder join forces and present the owner with a total, combined package. This method has advantages, but is accompanied by the greatest risk.

The most important element seems to be: know who you are dealing with! Many design/build firms do an excellent job and deliver very good value to the owner, but beware, there are also some wolves in sheep's clothing out there.

The best advice is: complete a thorough check on the firm. Check references, talk to pastors and building committees of past projects. You cannot be too careful. There have been many disastrous projects where the church has been beaten unmercifully by unscrupulous businessmen. Some of the advantages to the design/build system are:

ADVANTAGES

- No adversarial relationships. The owner, architect and builder can all work together toward a common goal.
- Guaranteed maximum price.
- Closer coordination between the architect and builder assuring that the most cost effective methods and products are used.
- Guaranteed completion dates.
- Single source of responsibility.

DISADVANTAGES

Some of the disadvantages are:

- Some firms have questionable design skills.
- Some firms slant the contract in their own favor by not requiring themselves to provide bonds, completion dates secured by a penalty clause, profit sharing with the Owner, and sufficient controls assuring proper workmanship.
- Many times the builder will have the major sub-contractors (such as the site work contractor, plumber, HVAC company, and the electrician) design and execute their phase of the project on a design/build method. This eliminates competition in these trades, resulting in higher prices and questionable levels of quality.
- Many times, a design/build company will give a guaranteed maximum price based on having some of the major trades covered by allowance prices. Then, after the contract is signed, if the actual prices exceed the allowances, the church is responsible for paying the difference between the allowance amount and the actual price. Some of the cost over-runs resulting from this kind of contract have been enormous.

It would be our advice, when working with a design/build firm, to insist on a cost disclosure form of contract in which you reserve the right to review the estimate sheets as well as all construction cost documentation. Insist on sharing in any excess profits.

THE TEAM APPROACH

This delivery system creates a team of the Owner, Architect, and General Contractor all working towards the best project possible within the Owner's budget. A General Contractor is selected through a competitive interview process, and becomes involved at the outset to bring construction insight and provide pre-construction services with accurate estimating during design. The Owner, to whatever degree desired, is involved in decision making regarding choices between project size and materials affordable within the budget. The Architect's role is still to represent the Owner. This includes monitoring the process, reviewing estimates, using experience and creativity to develop the best resulting project value, and aiding the Owner in review of construction cost documentation.

ADVANTAGES

- Owner can choose level of involvement
- No adversarial relationships
- Value engineering through contractor feedback is done during design and not after drawings completed
- Competitive subcontractor final bidding
- Total record disclosure of all project costs for Owner's audit
- Shared cost savings
- Guaranteed budget compliance
- Guaranteed maximum price contract with full bonding

DISADVANTAGES

- Essentially none; possibly additional time required for team consultation and co-ordination during design to make final bidding and construction more efficient.

We feel this system is particularly appropriate to churches where budget and final product are dependent upon the support of membership, and church leaders want to provide accountability as good stewards. The team approach process provides for phased design development and expenditure of funds. Fund-raising materials with accurate concept pricing can aid the church with vision building and milestones. Full accountability from the contractor in this cost disclosure process provides competitive bidding and Owner review of costs.

We recommend this system to all churches as it combines the best features of other contract types. Newcomer Associates has a Powerpoint presentation fully explaining this approach which we would be happy to share with you.

BONDS

There are basically three types of bonds commonly used in the construction industry to insure contractor performance and payment. They are:

BID BOND

- When a project is competitively bid by a number of contractors, many times a bid bond is required. This bid bond is an assurance that the low bidding contractor will not withdraw his bid and will, in fact, enter into a contract at his bid price. Should the contractor elect to withdraw his bid, the bid bond will pay the owner the difference between the low contractor's price and the next lowest bidder up to a maximum of 10% of the low bid. In rare occasions, the percentage is changed, but more often than not, the maximum penalty is 10%.

The purpose of this bond is to make the contractor consider the seriousness of his bid. Without this penalty the contractor could submit a price, consider how he fared against the competition, and if he was significantly lower than all other bidders, he could simply withdraw his bid. This would work like an auction in reverse and successive bidders could withdraw until a contractor that was comfortable with his price would accept the contract.

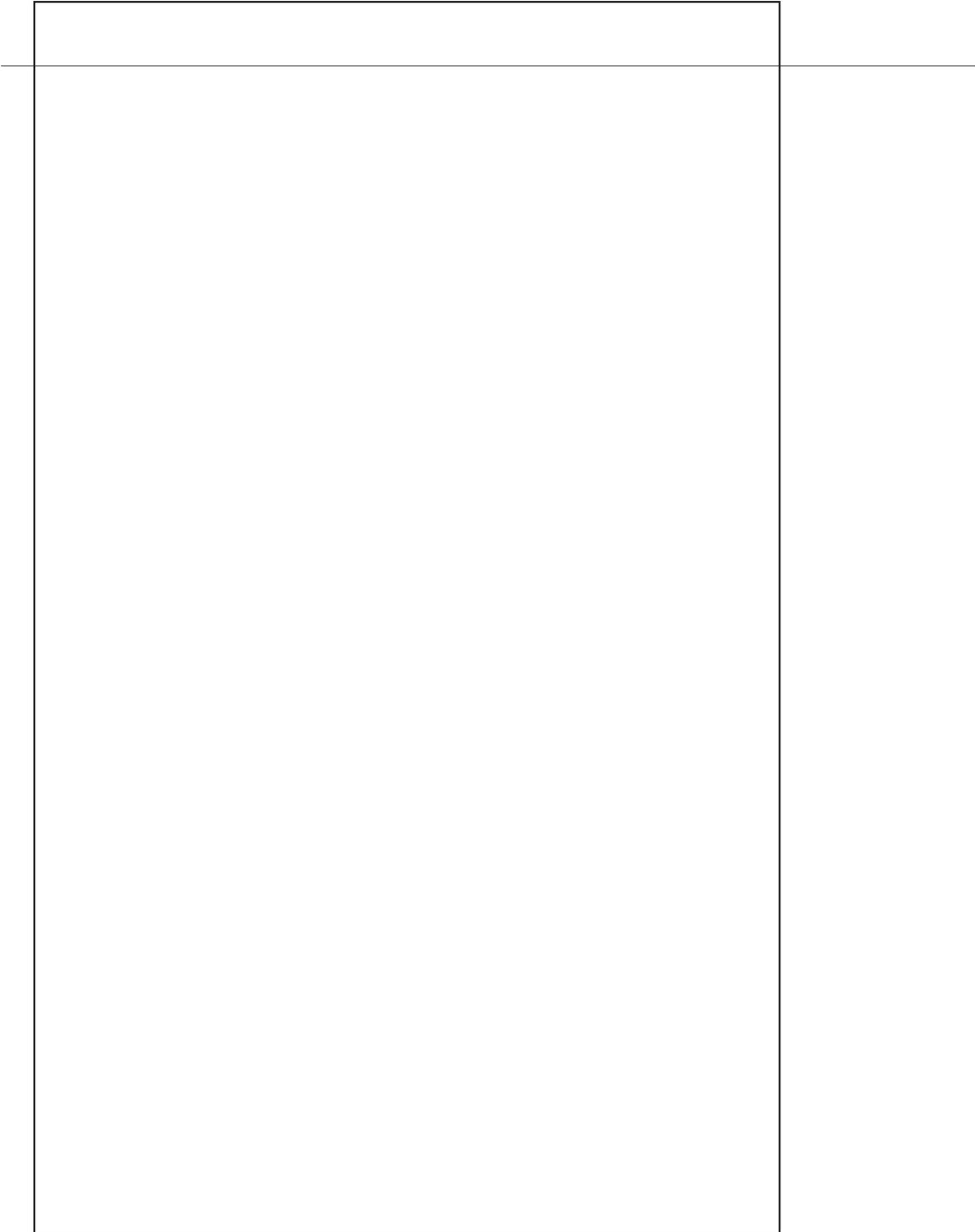
This bid bond is usually provided by the contractor's bonding company at no cost.

PERFORMANCE BOND

- This bond insures the owner that if the contractor fails to provide the project in accordance with the contract documents (plans and specs), the bonding company will hire another contractor, or by other means, complete the project. This is particularly important protection in view of the many general contractor failures. The bonding company carefully screens and monitors the companies they bond to keep their risks at a minimum. The bonding company looks at the financial strength of the contractor, competency of their personnel, their experience on similar projects, and other crucial factors to be sure that the general contractor should not have any difficulty in carrying out the contract.

PAYMENT BOND

- This bond guarantees suppliers will be paid for their materials and services. In many states, anyone who worked on the project or supplied materials for the project is entitled to payment and is secured by their right to file a lien against the property.

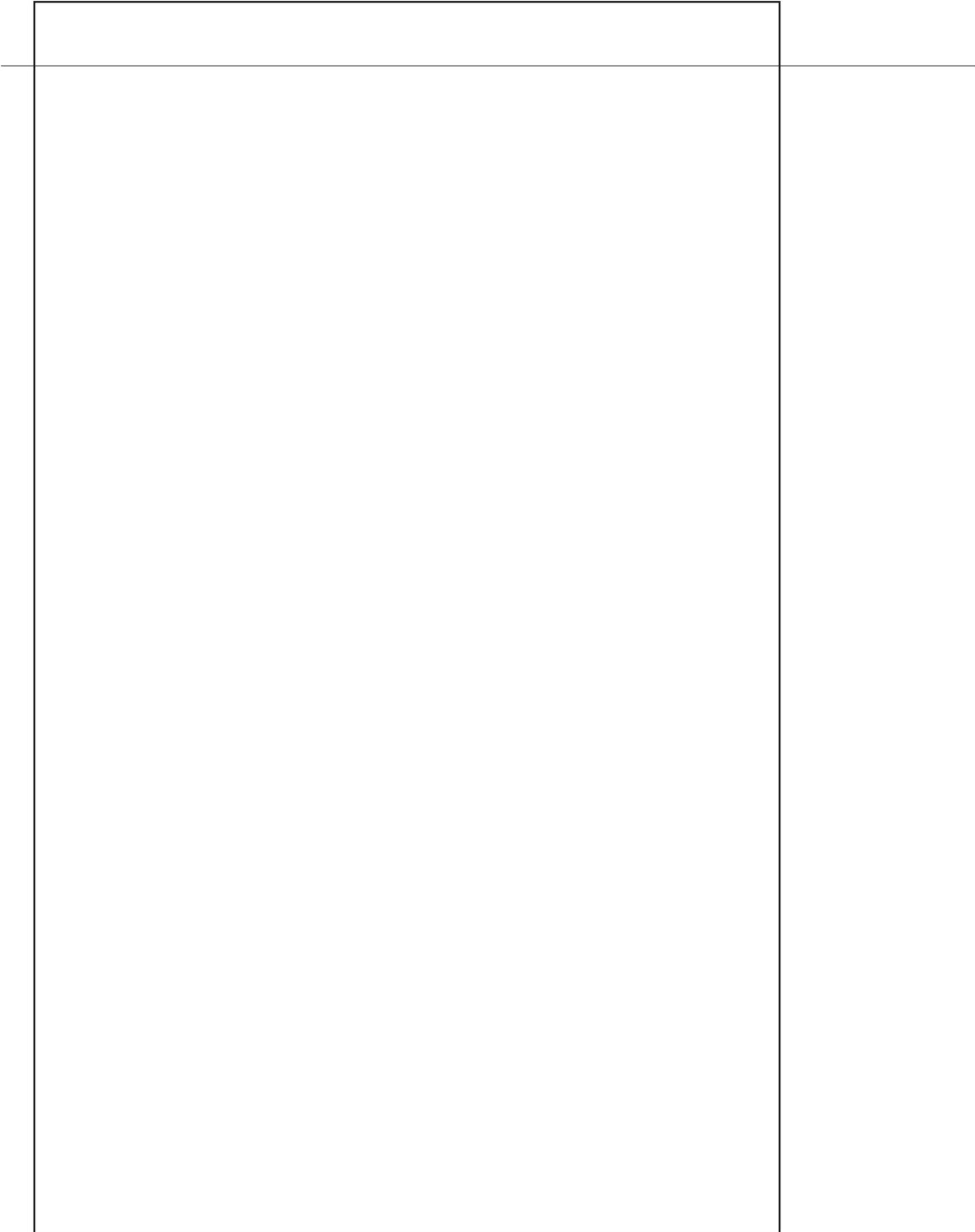


ARCHITECTURAL PLANNING QUESTIONNAIRE

During the initial planning of a project, the optimum results can only be achieved if all available information can be collected, analyzed, and used in an orderly manner. To this end, most architects and church builders have developed their own standard forms for the collection of this information.

The foregoing forms can be used for the collection of much of this data. Some architects and builders will want additional information, some less; however, these forms should give at least a good starting point. Before filling out these forms it may be a good idea to re-read the chapter, Church's Responsibility. Keep in mind that you are planning for your church's future. If your church grows, it is important that you have provided a good foundation for growth. Expand your vision. Many times, providing for future growth and flexibility does not cost extra, it merely requires proper forethought and planning.

If you are in a building program, you may want to photocopy some of the following pages, fill in the appropriate information, and pass it on to your architect or builder.



GENERAL INFORMATION

Church Name
Street
City
State Zip

Denomination/Affiliation

Pastor's Name Phone
Building Committee Chairman Phone

What are you planning to build?
Sanctuary Yes or No
Christian School Yes or No
Educational Building Yes or No
Elderly Care Facility Yes or No
Family Life Center Yes or No
Other:

When do you plan to build?
6 months to 1 year 1 year to 2 years 2 years to 5 years (Circle One)

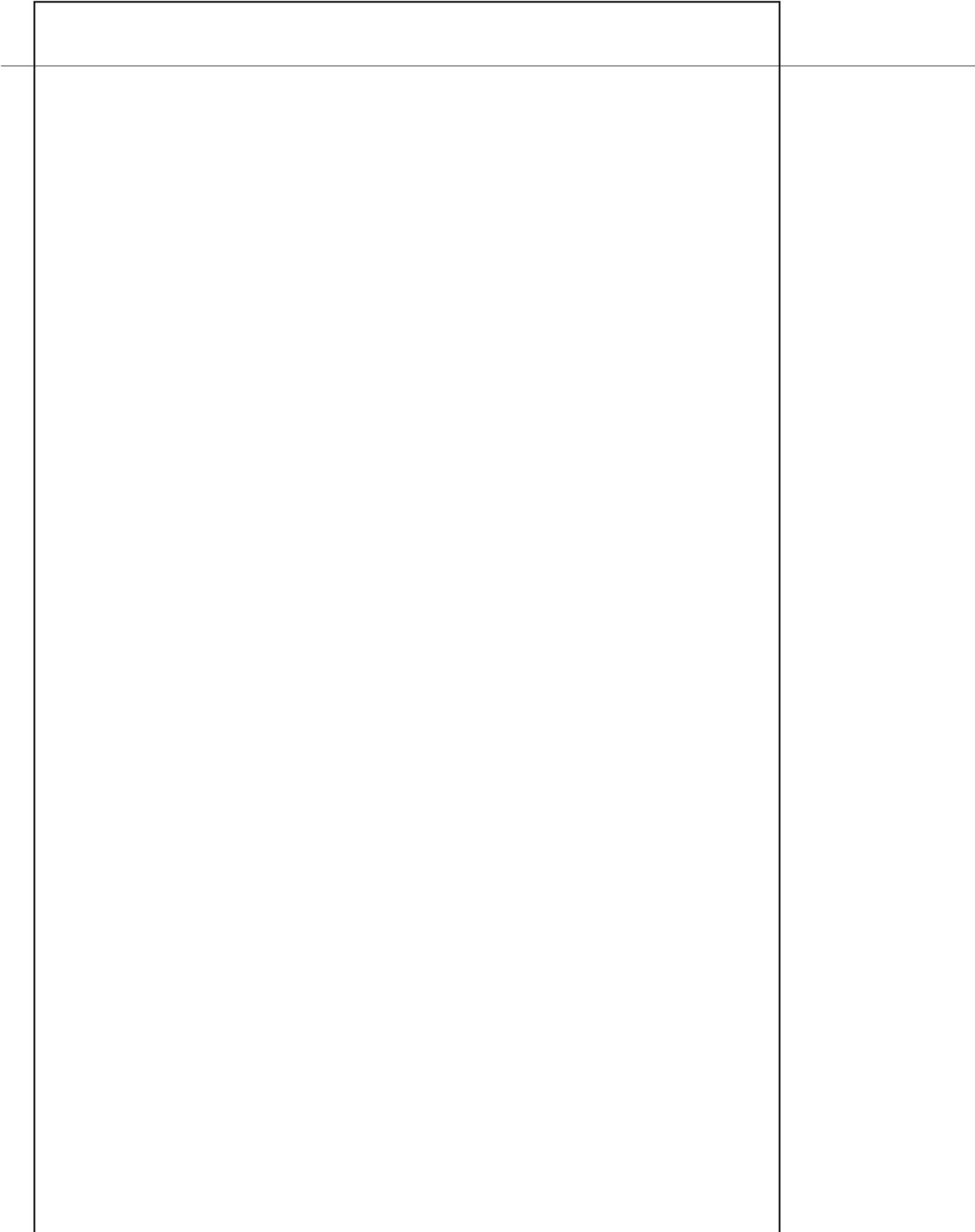
Will this be a new facility or an addition to an existing building? (Circle One)

Do you own the land? Yes or No
And if so, how many acres?

Do you have financing? Yes or No

How will the project be financed?
- Conventional mortgage
- Gifts
- Bonds
- Sale of Existing Property
- Grant
- Other - Explain:
.....
.....
.....





SAMPLES OF WORK

First United Methodist Church of Mercersburg, Pennsylvania



Salem Evangelical Lutheran Church of Marion, Pennsylvania

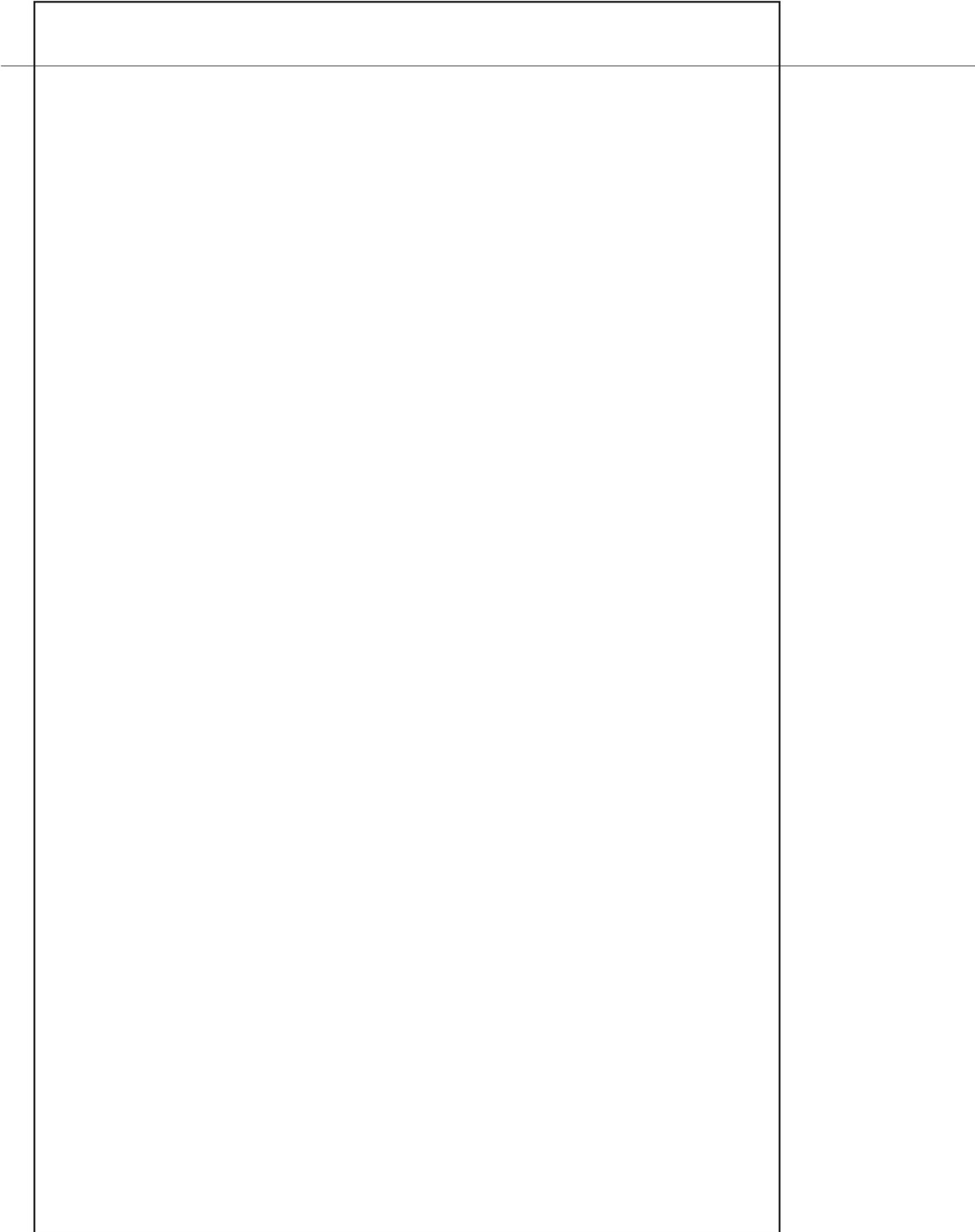


Bethel Assembly of God, Savage, Maryland



Hylton Memorial Chapel of Dale City, Virginia





NEWCOMER ASSOCIATES

architecture + engineering

The Church at
Severn Run
(formerly known)
Severn Baptist Church

at

Severn, Maryland

Project Type:

New Phase I church structure with 850 seat sanctuary/multi-purpose room to accommodate a senior high sized basketball court, future commercial kitchen, administrative offices, children's department, 200 seat youth chapel, and classrooms.

Square Footage:
40,415 s.f.

Project Description:

This church near Baltimore, Maryland had outgrown its worship space and was leasing school buildings for weekend use. The acquisition of open green space in the metropolitan area allowed the masterplanning of phased expansion to serve this growing ministry. A three phase concept resulted with the first phase being designed to accommodate 'flexible' spaces; phase two to accommodate a dedicated children's ministry center and chapel; and the final phase to accommodate a new 2,000 seat auditorium..

Special Design Considerations:

This project is the product of perseverance by all members of the team: the church, the architect, and the contractor. The contractor-led predevelopment phase assisted the church in evaluating multiple construction types, phasing, and scope to reach the best value for budget for a quality focused congregation. The period of tremendous price escalation, resolution of site issues, and satisfying reviewing agencies' concerns were challenges met with persistence to create this welcoming structure. The design resulted in a creative combination of a pre-engineered metal building, split-faced concrete masonry units, and strategically placed detailed windows to create a space of worship and community.

Participants:

Newcomer Associates
Messick & Associates
Brechtbill & Helman Construction, Co.



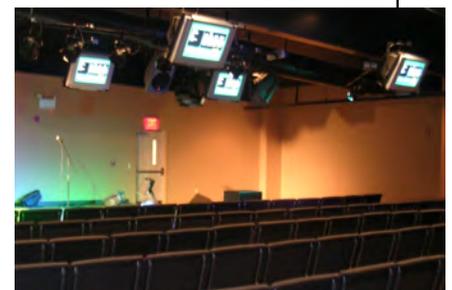
Exterior Perspective



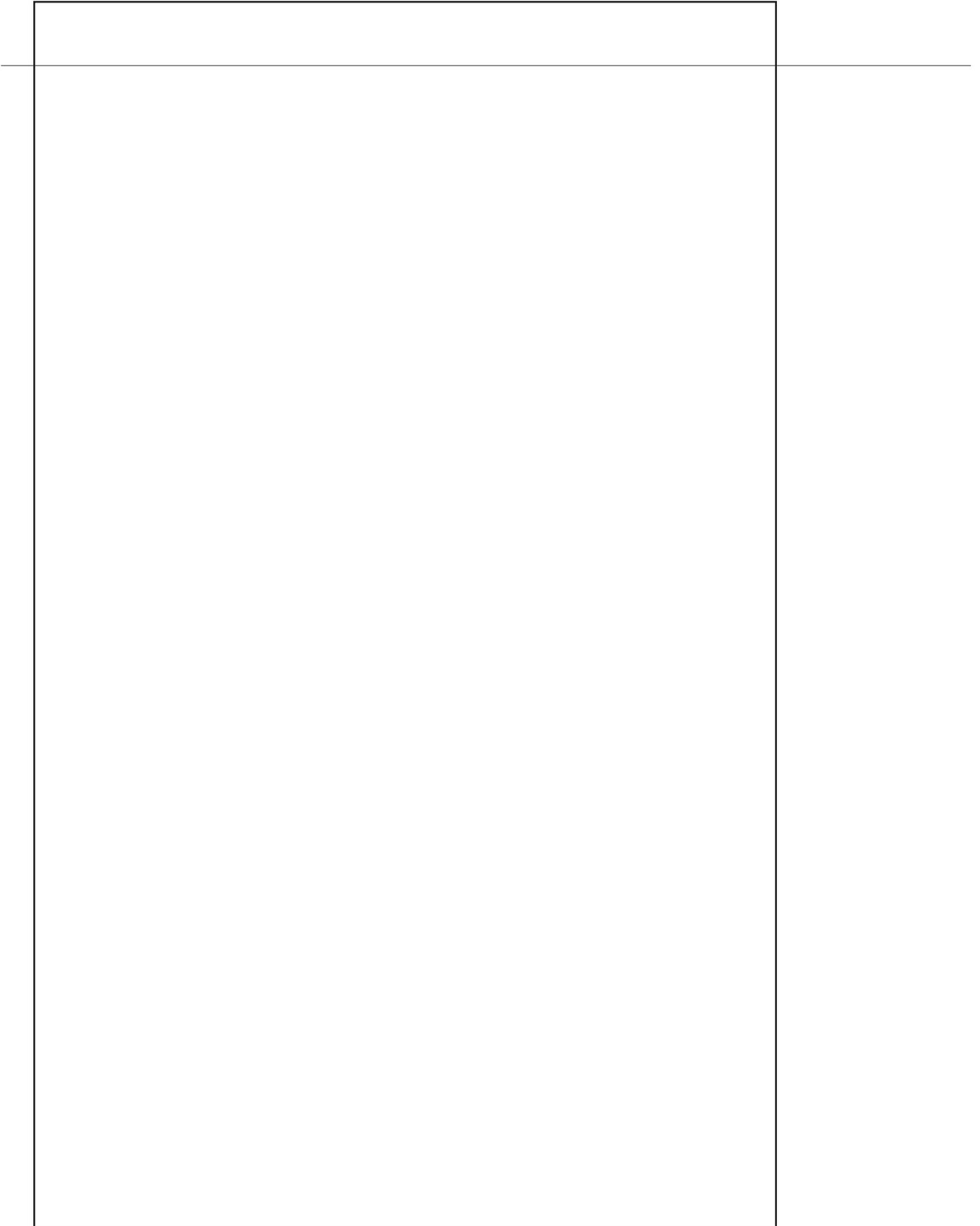
Narthex Interior



Interior View of Sanctuary



Interior View of Youth Chapel



NEWCOMER ASSOCIATES

architecture + engineering

Grace Bible Church

in
Hollidaysburg,
Pennsylvania

Project Type:

Two-story classroom/narthex addition with renovation to existing sanctuary, commercial kitchen and toilet rooms.

Square Footage:

41,056 s.f. (Existing - Partial Renovation)
9,347 s.f. (Addition)

Project Description:

Formerly, a group home for children, this church struggled with both identity and spatial issues. Visually, the structure was ideally located on a hilltop; however, the structure was marred with age. Internally, the structure was plagued with tight corridors and lingering institutional appeal. To grow, the church had to make drastic changes while anticipating future growth.

The design resulted in a new two-story addition with several nursery and toddler rooms below and new spacious narthex above. The existing sanctuary was completely remodeled with new ceiling, lighting, chancel re-design with baptistry, replacement of existing balcony for better sight lines and new windows. In addition, existing corridors were widened to increase general circulation, new ADA compliant toilet rooms were installed, new commercial kitchen, and installation of (2) new wheelchair lifts to provide ADA access to all parts of the church.

Special Design Considerations:

For future growth, the church opted for a phased expansion with conversion of existing narthex into sanctuary expansion and made provisions for future narthex/expansion to help reduce renovation costs and structural impact.

Participants:

Newcomer Associates (Architect)
EADS Group (Civil)
Barnes Construction (Contractor)



Exterior Perspective - Before the Remodel



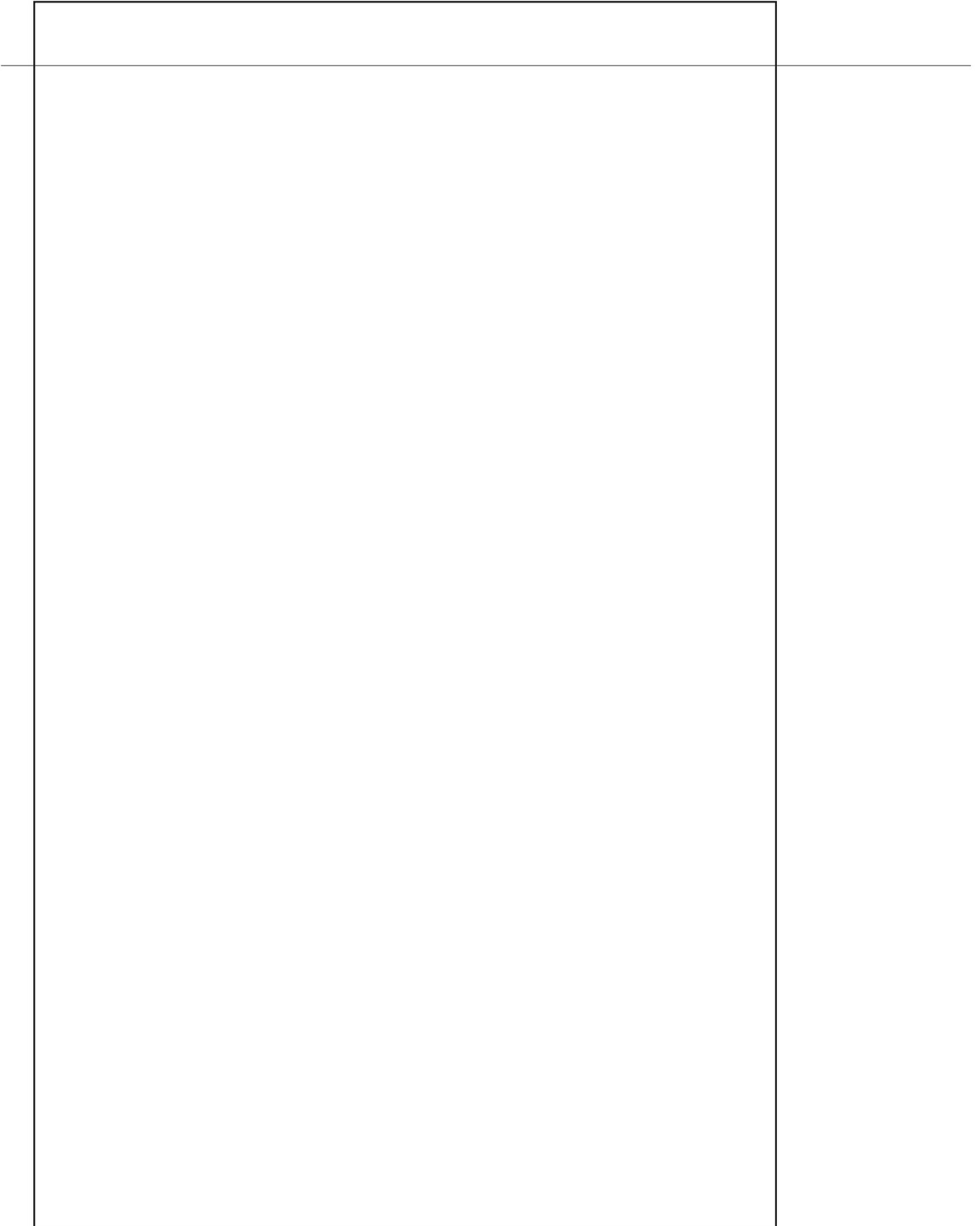
Exterior Perspective - After the Remodel



Interior View of Narthex



Interior View of Sanctuary



NEWCOMER ASSOCIATES

architecture + engineering

Central
Christian
Assembly of God

in

Baltimore, Maryland

Project Type:

Two-story classroom/narthex addition and modifications to existing multi-purpose room/sanctuary.

Square Footage:

20,250 s.f. (Existing - Partial Renovation)
19,371 s.f. (Addition)

Project Description:

Outside of Baltimore, Maryland, there was a rapidly growing church; however, its ability to meet its congregation's needs was limited due to lack of fellowship and educational space. As a result, the church decided to add a new large multi-purpose fellowship narthex/cafe and two-story education addition. The design resulted in a two-story atrium with beautiful skylights, fountain, and cafe with a small prayer chapel overlooking this much needed space. In addition, the classroom addition houses a nursery, toddlers room and several additional adult classrooms.

In addition to its expansion project, the church decided to update its aging multi-purpose room with a new designated sanctuary to accommodate 850 people, a raised platform and new baptistry.

Special Design Considerations:

As part of its masterplan process, the church opted to plan for a new future sanctuary as part of its site development with visions to accommodate 1,850 people stadium-styled seating, 50 seat choir, nursery/toddlers suite, pre-school suite and new administrative office suites with existing offices being converted into classrooms. With this vision in mind, the church wanted to minimize future renovation costs thus requiring Phase I construction designed to be both structurally expandable and code compliant for egress purposes.

Participants:

Newcomer Associates (Architect)
Daft-McCune-Walker, Inc. (Civil)
Hopkins Construction (Contractor)



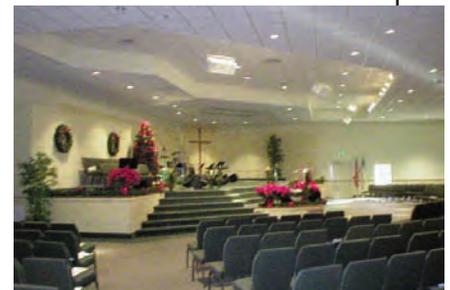
Exterior Perspective



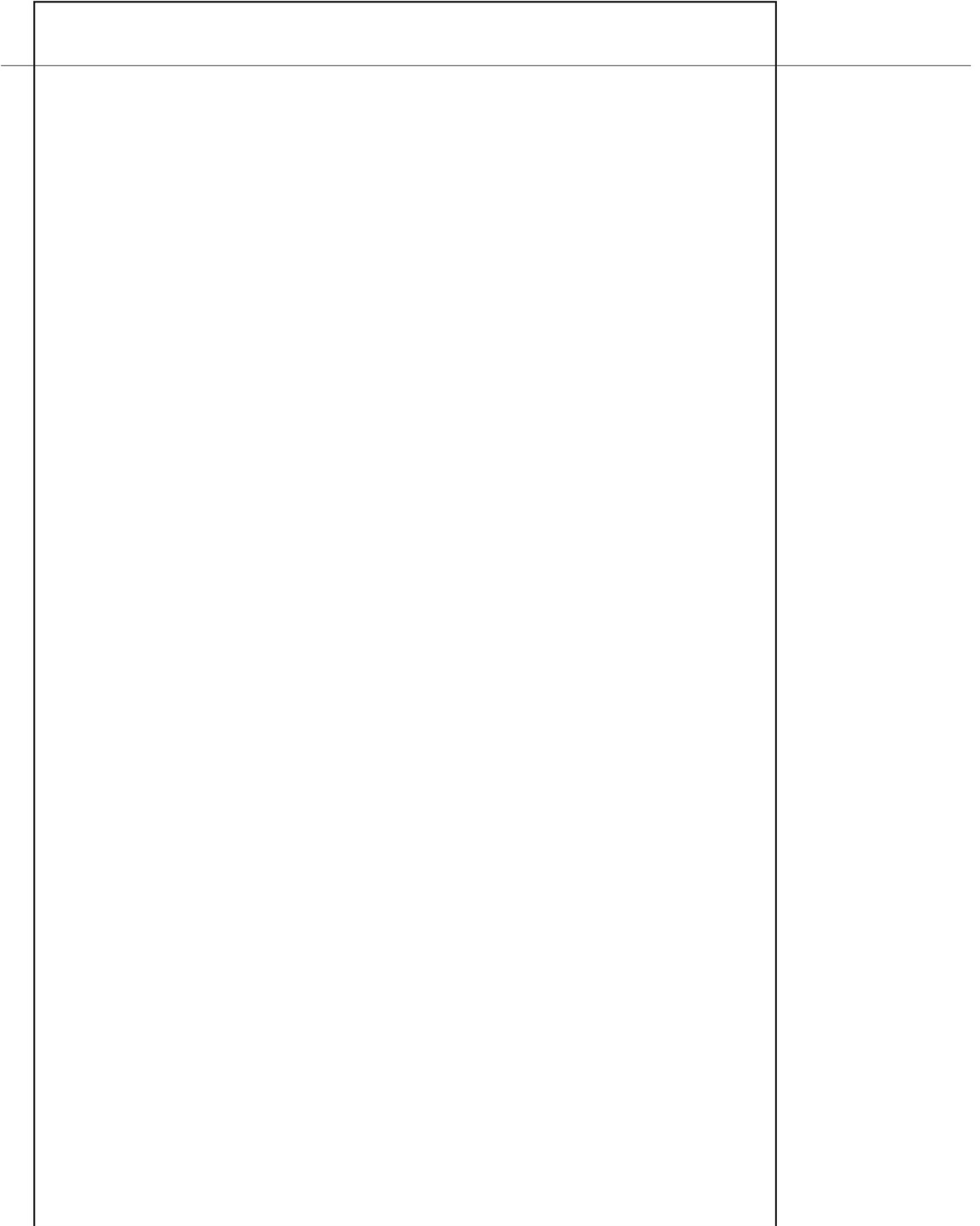
Interior View of Narthex



Interior View of Narthex



Interior View of Sanctuary



NEWCOMER ASSOCIATES

architecture + engineering

**Faith
Assembly of God**

at

Roaring Spring,
Pennsylvania

Project Type:

New independent church structure with 800 seat sanctuary, classrooms, fellowship hall/children's chapel, and administrative offices.

Square Footage:

28,011 s.f.

Project Description:

Previously, the client owned a small church facility in town and recently, experienced tremendous growth in their church thus outgrowing their current facility. They acquired a beautiful hilltop setting just outside the town overlooking the 'Cove'. They needed a new structure (and site) which would allow them both program flexibility and future expansion.

Phase I is divided into three basic components: the 800 seat sanctuary with related support spaces, classrooms, and administrative suite.

Phase II will incorporate a new youth center, multi-purpose facility, additional classrooms, a Royal Rangers room, and a hospitality apartment for both missionaries and guest speakers.

Special Design Considerations:

Challenges presented in this project were site design/analysis, program complexity and phasing requirements.

Participants:

Newcomer Associates
Bellock Engineering
Barnes Construction



Exterior Perspective



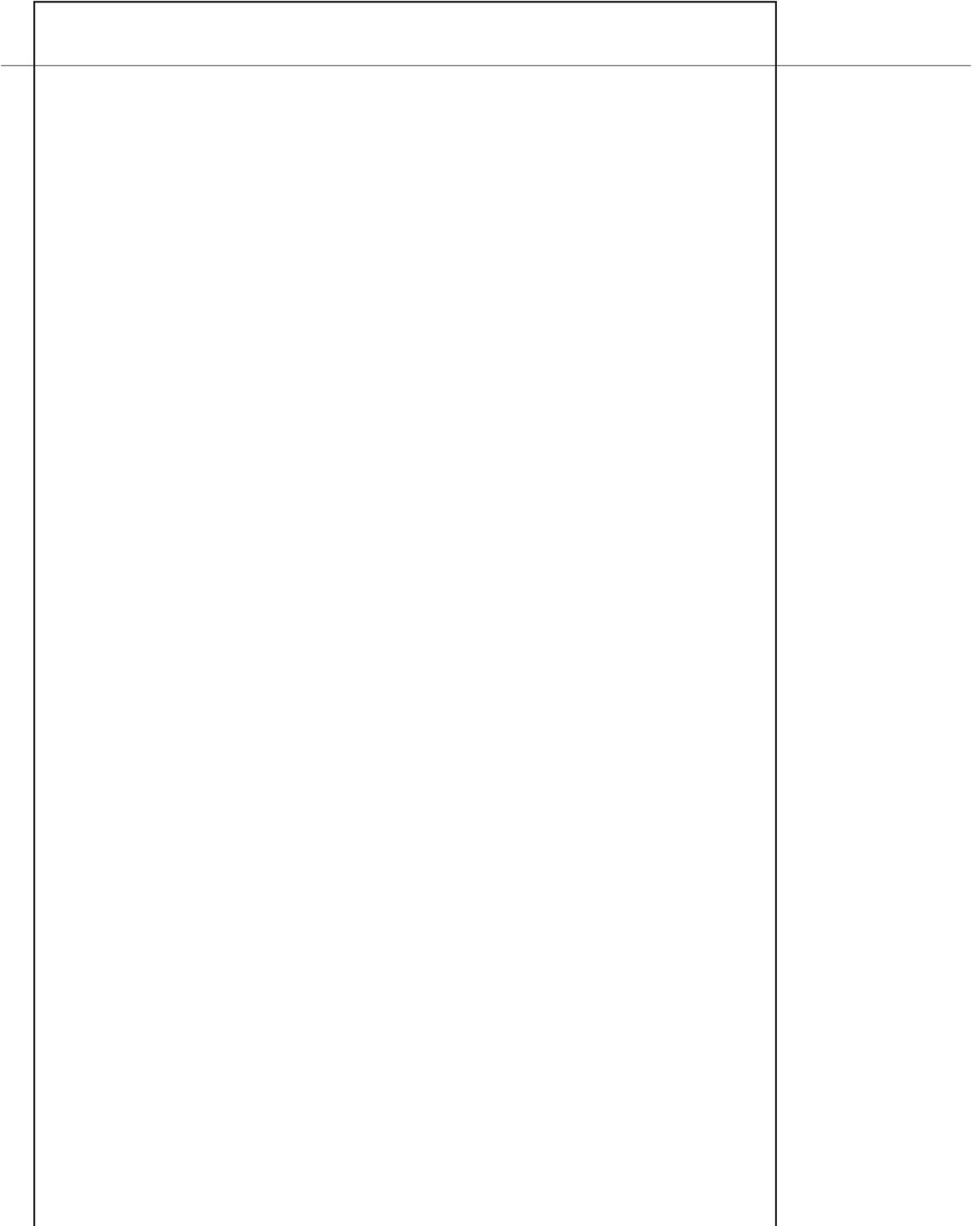
Drive-Thru Canopy



Interior View of Sanctuary



Fellowship Hall/Children's Chapel



State College
Christian
&
Missionary
Alliance
Church

at

State College,
Pennsylvania

Project Type:

Phase I Worship Center with daycare and kindergarten through eighth grade day school.

Square Footage:

35,000 s.f.

Project Description:

This multi-purpose project precedes a future sanctuary addition, so a masterplan was developed siting Phase I to allow Phase II construction to retain a new prominent 1200 seat sanctuary. This Phase I facility provides classrooms and a worship space for 550 people that will eventually become the fellowship / recreation hall. In addition, separate school and church entrances and administrative areas are developed for maximum flexibility between the church and its school.

Special Design Considerations:

Challenges that were presented in this design project were the co-existing relationships of the church and the school. The project had to present all the needs and aesthetics of a worship facility while at the same time, meet all the required needs and regulations involved in a school facility.

The building was designed to appear as a liturgical form from the primary site entrance, while the secondary neighborhood entrance was greeted with a residential / less formal look in its character and scale. In addition, the colors and massing were to reflect the changing dynamics of the vibrant agricultural valley surrounding this project.

Participants:

Newcomer Associates
Sweetland Engineering
BETA Engineers
Lobar Construction



Exterior Perspective



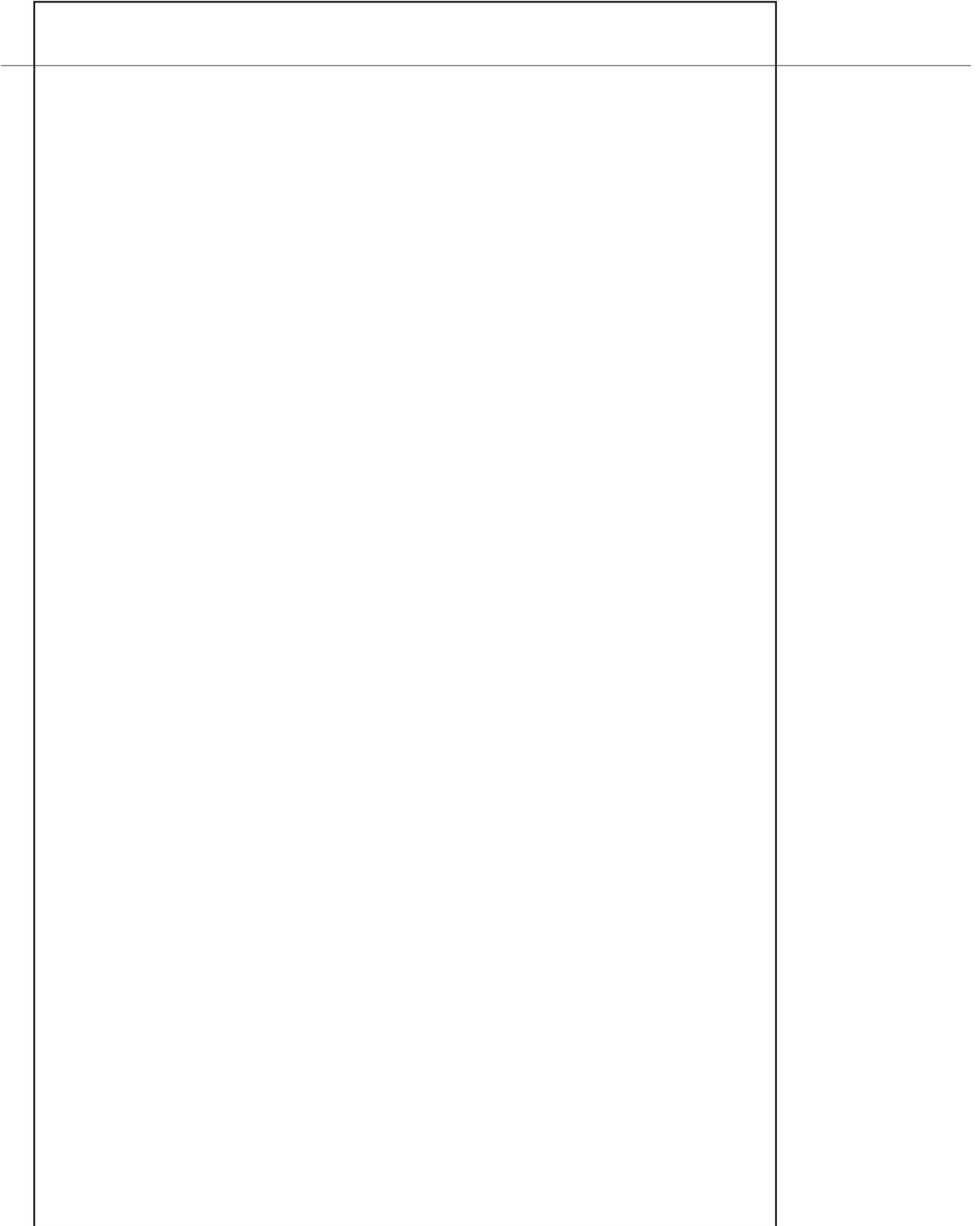
Public & Community Symbol



Narthex Interior



Drop-Off Entrance



First
United
Methodist
Church
Faith
and
Fellowship
Center

at

Mercersburg,
Pennsylvania

Project Type:

Expansion project with a multi-purpose room, support spaces, and a community library.

Square Footage:

24,000 s.f.

Project Description:

The client desired a facility to facilitate a flexible program. First, it needed to serve as a place of recreation with appropriate materials for both endurance and impact, while at the same time, it needed to reflect the ambience of a formal fellowship hall. Second, the program required a large library which would not only serve the immediate congregation but also the local community. And finally, these two prominent areas were to be connected by a series of administrative and educational spaces and a new collective lobby.

Special Design Considerations:

Challenges that were presented in this expansion project were its contextual scale with the surrounding community, the local historic regulations, and the narrow lot configuration.

The response of the design team was to achieve a quiet new facade that would continue a series of rhythms created by the existing 1800s structure and its 1950s addition. A new prominent entrance with a modern chapel-like lobby was developed to remind all visitors that this is a house of worship. The interior of the building contrasts with its masonry exterior by creating a series of light spaces, rich materials, and strategically placed windows to enhance the overall architectural and congregational experience for both visitors and the church's members alike.

Participants:

Newcomer Associates
Shelley & Witter
Rockwell Construction



Exterior Perspective



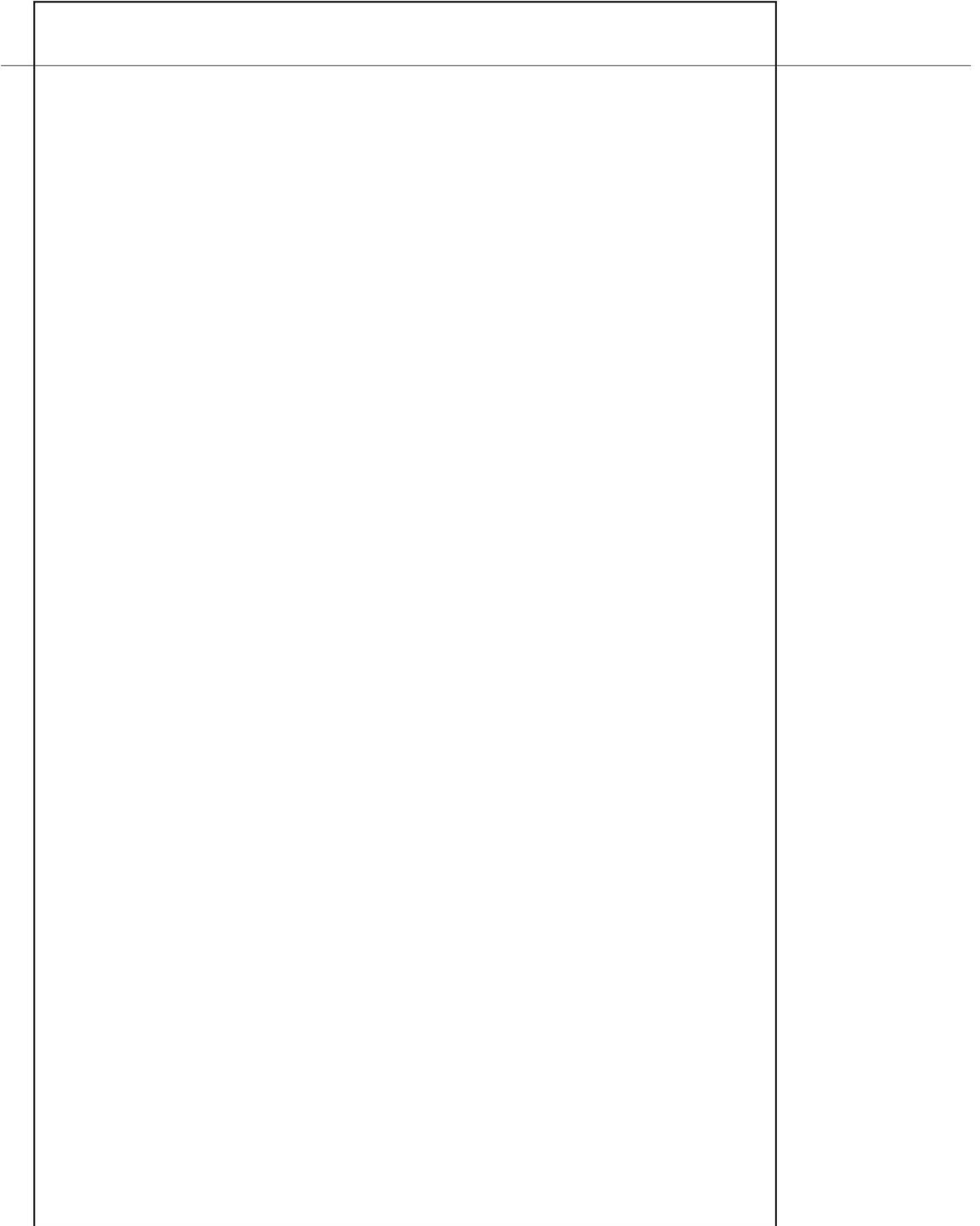
Interior View of Lobby



Interior View of Library



Interior View of Gymnasium



**King Street
United Brethren
Education Addition**

at

Chambersburg,
Pennsylvania

Project Type:

Expansion project with new nursery, pre-school, children's chapel, classrooms, and courtyard.

Square Footage:

31,646 s.f.

Project Description:

The client desired to maintain its downtown location; however, due to spatial limitations and limited existing parking, the client was forced to consider an efficient yet creative design alternative. The solution required demolishing an existing two story parsonage/administrative office and inserting an education wing framing a small courtyard.

The new three story 26 classroom addition placed adults on the basement level, secured nursery and pre-school classrooms on the first level, and a large 300 seat children's chapel and additional classrooms on the second level. The entire addition obtains daylight from a central courtyard which provides additional ministry opportunities ranging from outdoor weddings, fellowship/dining events, and outdoor Bible studies.

Special Design Considerations:

Challenges presented in this project were the downtown location, security, and obstacles created by numerous previous additions which had resulted in labyrinthlike corridors and multiple styles of architecture.

The response of the design team was to create a unified project both externally and internally thus creating a more efficient and safer church environment. Some priorities were creating clearly defined corridors, more daylight, and secured zones for various age groups.

Participants:

Newcomer Associates
Thomas Michael Englerth Surveying
Brechtbill and Helman Construction, Inc.



Exterior Perspective - Original Structure



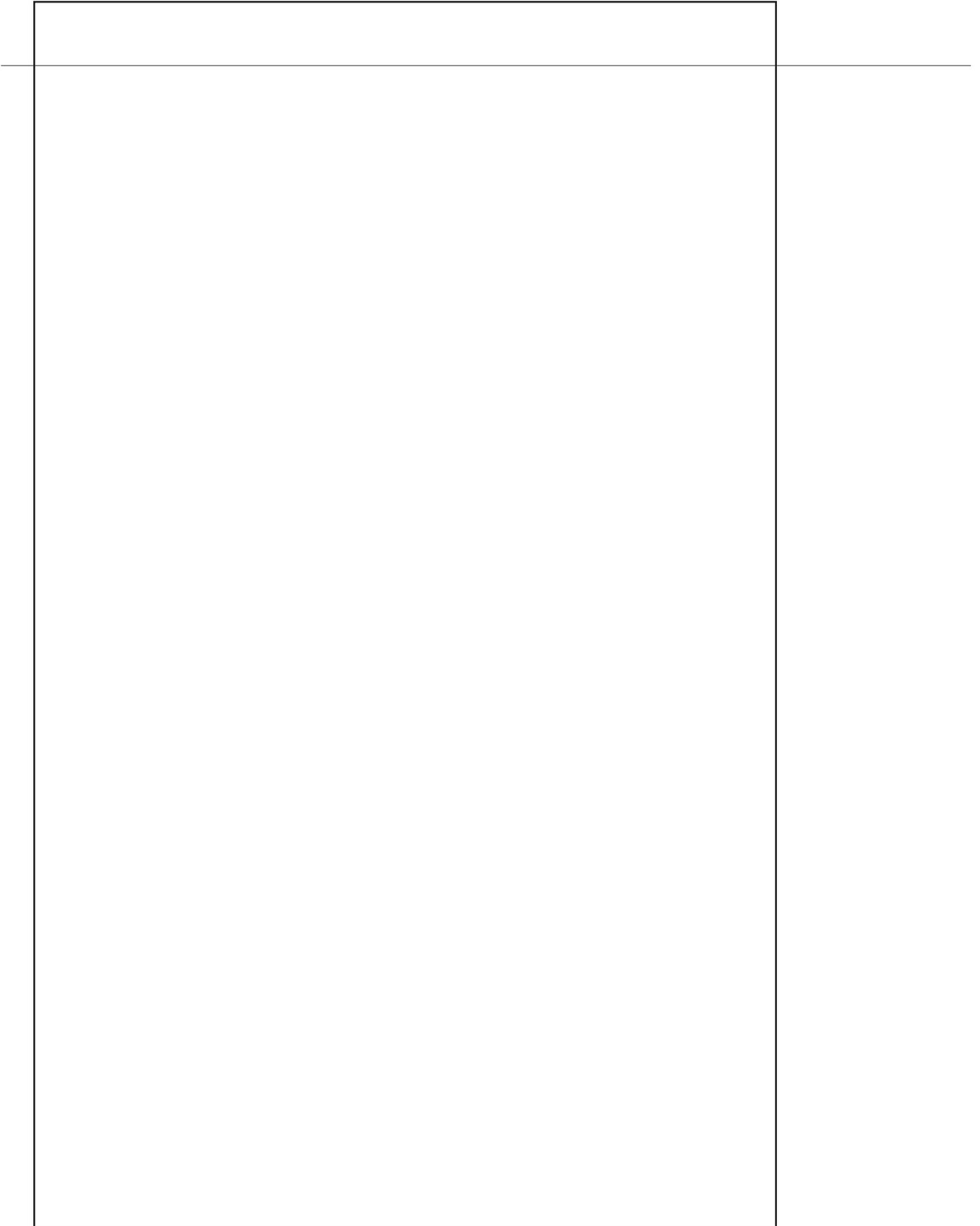
Exterior Perspective - New Construction



Exterior Courtyard



Nursery



| | |
|--|--------------------|
| Agape Assembly of God | St. Mary's, PA |
| Air Hill Brethren In Christ | Chambersburg, PA |
| Altoona Bible Church | Altoona, PA |
| Anchor Baptist | Millersville, MD |
| Berkey Church of the Brethren | Windber, PA |
| Bethel Assembly of God | Chambersburg, PA |
| Bethel Assembly of God | Oldtown, MD |
| Bethel Assembly of God | Savage, MD |
| Broadfording Church and Christian Academy* | Hagerstown, MD |
| Calvary United Methodist | Fayetteville, PA |
| Carlisle Reformed Presbyterian | Carlisle, PA |
| Cecil D. Hylton Memorial | Dale City, VA |
| Central Assembly of God | Houston, PA |
| Central Christian Assembly | Baltimore, MD |
| Chambersburg Church of the Brethren | Chambersburg, PA |
| Chestnut Assembly of God | Vineland, NJ |
| Christ Fellowship Assembly of God | Hagerstown, MD |
| Christian and Missionary Alliance Church | State College, PA |
| Christian Life Assembly of God | Chambersburg, PA |
| Coastal Cathedral * | Savannah, GA |
| Cornerstone Assembly of God | Bowie, MD |
| Crown Christian Center * | Charlotte, NC |
| Edgewood Assembly of God | Edgewood, MD |
| Ellicott City Assembly of God* | Ellicott City, MD |
| Evangel Assembly of God | McConnellsburg, PA |
| Fairview Chapel | Waynesboro, PA |
| Faith Assembly of God | Roaring Spring, PA |
| Family Life Center * | Savannah, GA |
| Family Worship Center | Kulpsville, PA |
| First Assembly of God | Alabaster, AL |
| First Assembly of God | Camden, AK |
| First Assembly of God | Cape May, NJ |
| First Assembly of God * | Leesville, LA |

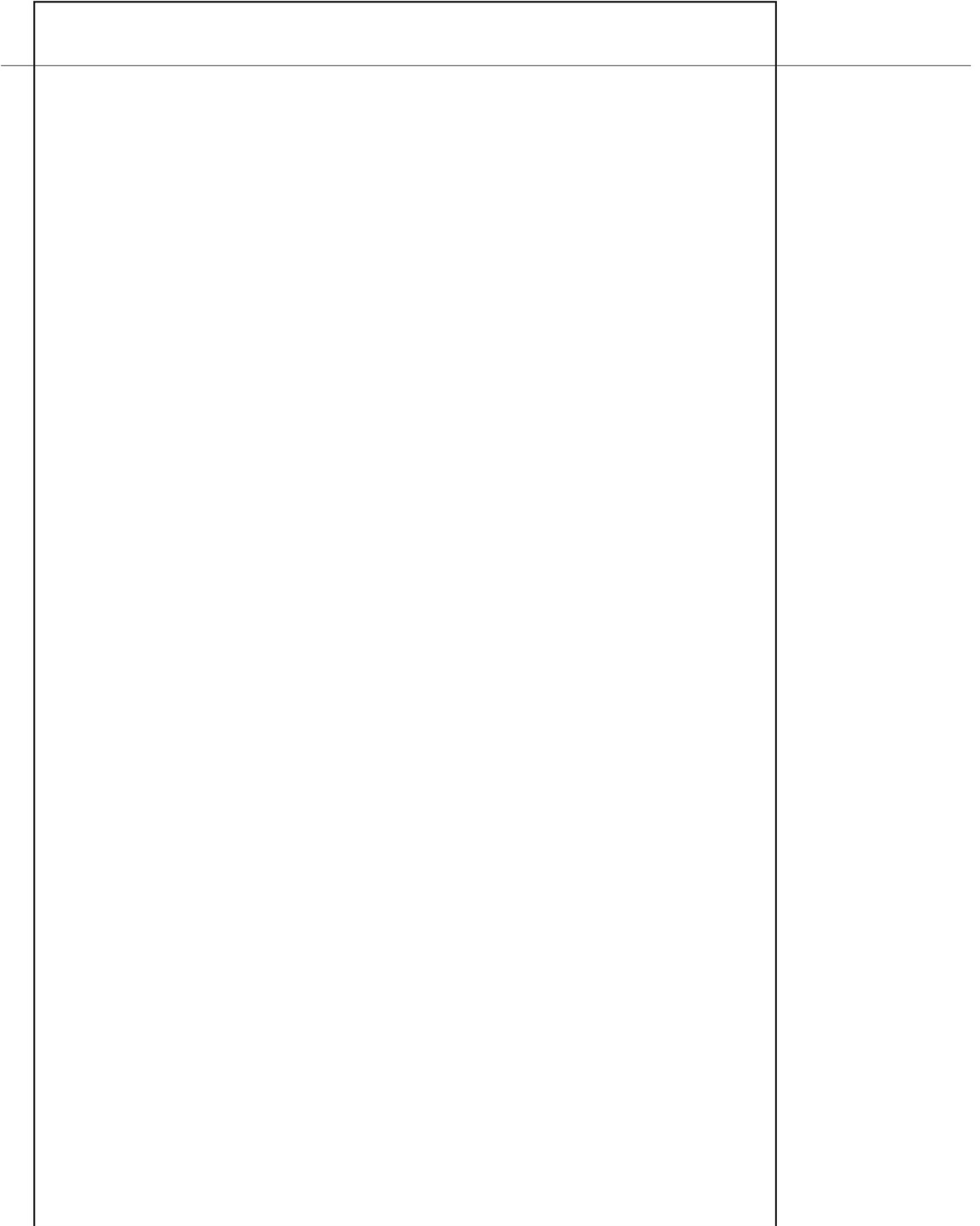
* Denotes Work Not Yet Constructed



| | |
|---|--------------------|
| Foot of Ten Bible Church* | Hollidaysburg, PA |
| First Assembly of God | Westminster, MD |
| First Baptist Church | Mifflintown, PA |
| First United Methodist Church | Mercersburg, MD |
| Freeport Gospel Tabernacle | Freeport, PA |
| Frederick Worship Center | Frederick, MD |
| Full Gospel Assembly of God | Camp Hill, PA |
| Full Gospel Church | Chesterfield, MO |
| Glad Tidings Assembly of God* | Middletown, PA |
| Glen Burnie Assembly of God | Glen Burnie, MD |
| Grace Baptist Church | Chambersburg, PA |
| Grace Bible Church | Holidaysburg, PA |
| Grace Brethren Church * | Chambersburg, PA |
| Hancock Church of God | Hancock, MD |
| Hedgesville Assembly of God | Hedgesville, WV |
| Iglesia Jerusalem Assembly of God | Siloam Springs, AK |
| Johnstown Christian Fellowship | Johnstown, PA |
| King Street United Brethren Church | Chambersburg, PA |
| Kingsway Christian Center | Baltimore, MD |
| Knobsville United Methodist | Knobsville, PA |
| Lake Shore Baptist Church | Pasadena, MD |
| Lighthouse Assembly of God | Pennsburg, PA |
| Living Water Chapel | Lebanon, PA |
| Living Word Worship Center | Hagerstown, MD |
| Lowell Assembly of God | Tewksbury, NH |
| Manassas Assembly of God | Manassas, VA |
| Marlton Assembly of God | Marlton, NJ |
| Martinsburg Grace Brethren Church | Martinsburg, PA |
| Memorial Lutheran Church Community Center | Shippensburg, PA |
| Messiah United Methodist Church* | Shippensburg, PA |
| Monroeville Assembly of god | Monroeville, PA |
| Morningstar Ministires | Cherry Tree, PA |
| Mt. Pleasant United Brethren | Chambersburg, PA |

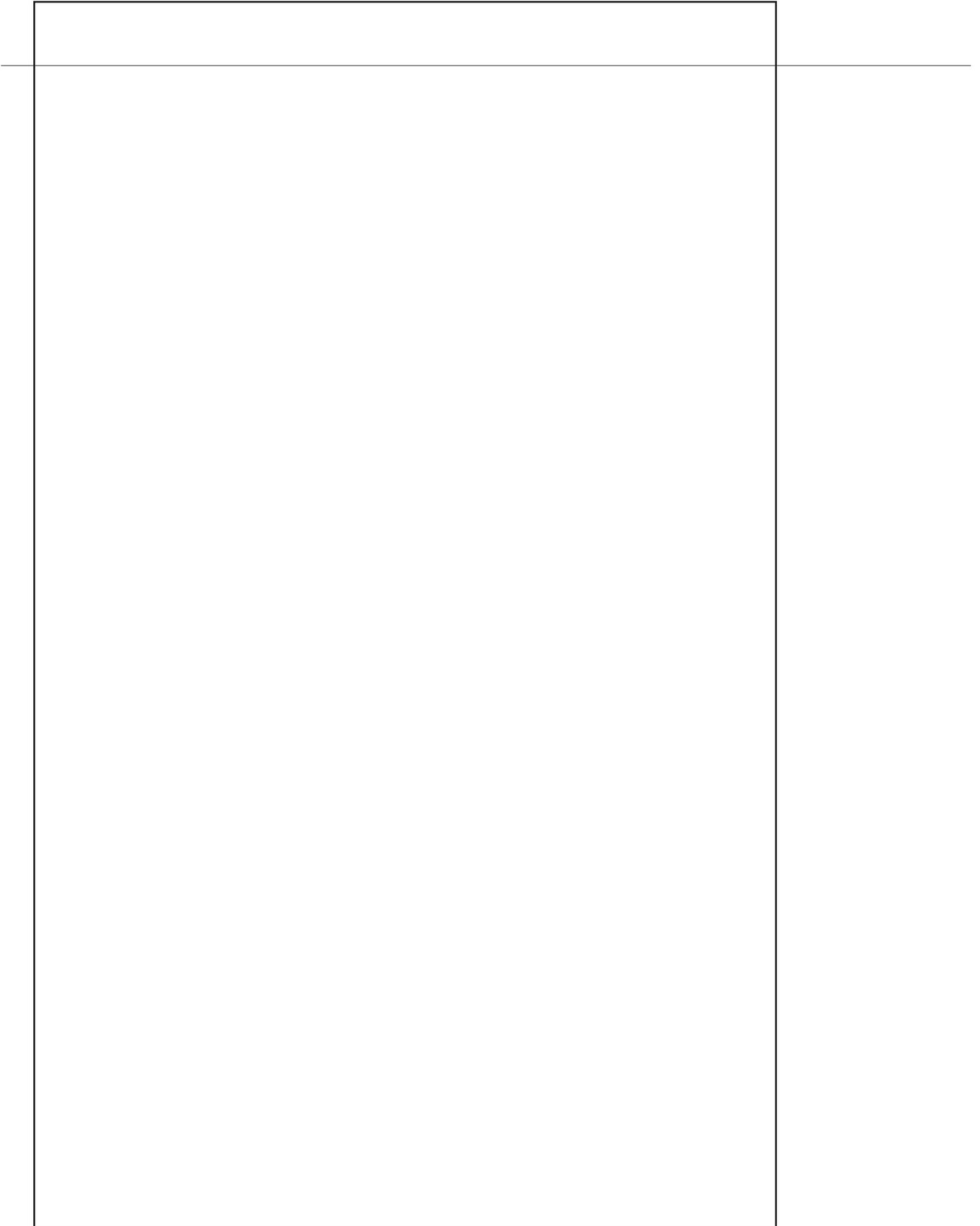


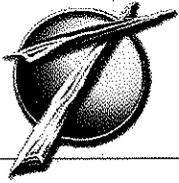
| | |
|--|---------------------|
| Nashua Christian Bible Church | Nashua, NH |
| National Church of God College and Dormitory | Fort Washington, MD |
| New Covenant Worship Center* | Fruitland Park, FL |
| New Franklin Assembly of God | Chambersburg, PA |
| New Life Four Square Church* | Frederick, MD |
| Ocean View Assembly of God | Norfolk, VA |
| Portsmouth Assembly of God | Portsmouth, NH |
| Rehoboth United Methodist Church * | Williamsport, MD |
| Salem Evangelical Lutheran Church | Marion, PA |
| Severn Baptist Church | Severn, Maryland |
| Shamokin Christian and Missionary Alliance Church | Shamokin, PA |
| Shiremanstown United Methodist | Shiremanstown, PA |
| Solomons Evangelical Lutheran Church | New Franklin, PA |
| Solomon's United Church of Christ | Chambersburg, PA |
| St. Andrew Presbyterian | Williamsport, MD |
| St. Alban's | Murrysville, PA |
| St. Matthews Baptist Church | Williamstown, NJ |
| State College Assembly of God | State College, PA |
| State College Christian & Missionary Alliance Church | State College, PA |
| Teen Challenge | Capitol Heights, MD |
| Trinity Assembly of God | Middletown, NY |
| Trinity United Methodist* | Walnut Bottom, PA |
| Trinity Evangelical Lutheran Church* | Chambersburg, PA |
| University of Pittsburgh Chapel | Johnstown, PA |
| Virginia Avenue Church of God | Hagerstown, MD |
| Watsonstown United Methodist* | Watsonstown, PA |
| Weems Creek Baptist Church* | Annapolis, MD |
| Williamsport Church of God | Williamsport, MD |



REFERENCE LETTERS







CENTRAL CHRISTIAN

Assembly

November 7, 2005

To Whom It May Concern:

I am writing to recommend the services of Jennifer Greenlee and the firm of Newcomer Associates. I am the Senior Pastor of Central Christian located in Baltimore, Maryland.

We recently had the pleasure of working with Newcomer Associates on the design and construction of our new Atrium and Education Wing. We found their entire staff to be friendly, knowledgeable, and very patient with our many questions and concerns. They offered insight into aspects of construction that became invaluable through a very difficult building process. They were a constant source of accurate information and a wealth of suggestions when we were not sure what to do.

Newcomer Associates is a company of individuals with great integrity and we will not hesitate to call on them for all future building projects.

Sincerely,

Terry V. Kirk
Senior Pastor



Anthony L. Baker, *Senior Pastor*
Jeremiah A. Baker, *Youth Pastor*
James W. Kirkman, *Administrative Pastor*

3088 Cove Mountain Road • Roaring Spring, PA 16673
814-224-5685 • Fax: 224-5718 • faithag@nb.net

November 16, 2005

Newcomer Associates
1105 Sheller Avenue
Chambersburg, PA 17201

Attention: Jennifer A. Greenlee

Dear Jennifer:

It is with great pleasure I write this letter of appreciation and recommendation. Newcomer Associates and all of their staff have left nothing but positive experiences here at Faith Assembly.

From the very beginning of the project, through the completion of this facility and the planning for the next phases of construction, you and Newcomer Associates have provided the leadership that we needed. We have almost completed our second year in this building and are just as pleased with the building as when we held our first service. Newcomer Associates was able to see our needs and provide the building design to meet those needs.

Thank you for all your work and we look forward to the continued relationship as we move forward with the next phases.

Sincerely,

A handwritten signature in black ink that reads "Anthony L. Baker".

A. L. Baker
Senior Pastor



Serving the Spiritual Needs of the Nation's Capital
**NATIONAL
CHURCH OF GOD**

Dr. Stephen L. Lowery, Pastor

PO Box 54095 • Washington, DC 20032
301/567-9500 • FAX 301/839-7520

To Whom it May Concern,

With great pleasure, I submit this letter of reference for Newcomer Associates, Architecture & Engineering, Inc. for their professional work in designing our World Education Center, here in Fort Washington, Maryland. Newcomer Associates were retained in 2001, to provide architectural services, to include the program development, schematic design, through to the development of the construction documents. Throughout the design process, Newcomer Associates demonstrated a thorough knowledge of the Building Codes and an understanding of the local zoning requirements.

Newcomer Associates Inc. has been involved in all aspects of our project planning and implementation work and has successfully delivered these projects within our budget and schedule parameters. They have assisted us with our programming, and provided feasibility studies and full architectural and engineering services. Their personnel work well in a team environment and consistently provided effective coordination of their Sub-Consultants. In addition, site services during construction and all aspects of coordination with General Contractors were well handled.

As we faced the numerous challenges associated with a project of this size, the Church never felt unprepared. Newcomer Associates provided the architectural and engineering expertise that ensured a well thought out process. I was also amazed at Newcomer Associates' desire to give the client a quality product at all times but within the requisite budget constraints.

The best attribute that I can uplift regarding Newcomer Associates is their commitment to finishing a project. Specifically, I have called upon the input of the principals and project management level personnel, even a year after the Church has taken beneficial use of the building, and they have provided assistance as vested parties to the team and without prerequisite for payment.

The Church's working relationship with Newcomer Associates Inc. has been a very professional one and we are very comfortable recommending their services. Please contact the undersigned for further discussion of this matter

Sincerely,

Preston Rivers
Project Manager

Church of the UNITED BRETHREN in CHRIST

www.ubc.org

Newcomer Associates
1105 Sheller Avenue
Chambersburg, PA 17201
ATTN: Jennifer Greenlee

Dear Jennifer,

October 1, 2005

In the hustle and bustle of my transition from pastor of King Street Church to Director of Healthy Church Ministries for the UB denomination, I regretfully failed to thank you for the wonderful design work Newcomer Associates did for the Meadows Education Center at King Street.

It is not often that a project of over \$4 million proceeds with such teamwork. In a recent visit back to King Street, I got to see the more finished product (since it was not quite finished when I left) and it turned out exactly as I envisioned it. Not only is the space beautiful in its design and presentation, from all reports I have received it is functionally fulfilling the desires and needs of our staff, teachers and congregation. From the first meetings we had through to completion, you and your staff assisted us commendably in reaching the goals we had for this expansion.

I want to personally thank you and Ryan for your personal and professional care in this project. You certainly earned and deserve our trust and admiration.

As you know, this was the second phase of a long-range plan in the life of King Street Church. I am sure that when the time draws near for the final phase, an estimated \$7 million sanctuary addition, that you will receive a phone call, asking for your help to fulfill the dream.

In my new position, I will be recommending you and your firm to other churches in the region (and beyond) in fulfilling their planning and building needs.

Thank you again for a job well done!!

Gratefully,



Patrick B. Jones
Director of Healthy Church Ministries

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Huntington, Ind. 46750

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