



THE CATHEDRAL OF ALL SAINTS †

A Strategic Plan for Restoration and Improvement of Buildings and Grounds



April 19, 2021



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PREFACE

The Cathedral of All Saints is a treasure of North American sacred architecture and one of the largest neo-Gothic structures in North America. It is ranked with St. Patrick's Cathedral and the Cathedral of St. John the Divine in New York City and with the National Cathedral in Washington, D.C. The Cathedral of All Saints is known as the *Pioneer Cathedral* because it was the first cathedral built in the United States on the scale and in the style of the great cathedrals of England. It is on the National Register of Historic Places and is the mother church of the Episcopal Diocese of Albany. It is one of the most unique public buildings in Albany and part of the distinctive heritage of the Capital region. The capital needs of a building of this size and grandeur have for many years been beyond the means of the faithful and generous congregation. The resulting delayed maintenance requires immediate attention in order to stabilize, renew and restore this landmark building so that the inspiration of the *Cathedral Experience* will be available to future generations whether they come to worship or for a concert or other event for the good of the city or just to experience a great public space that lifts and humbles the heart at the same time. We need to restore the greatness of the Cathedral so that it is a fit witness to the greatness of the God we worship who provides “all our needs through His riches in glory through Christ Jesus.” This Strategic Plan identifies measures intended to restore deterioration, prevent water infiltration, correct life safety deficiencies, and restore dignity to the Cathedral of All Saints as a sacred place that honors the Living God, in which to worship that God who “owns the cattle on a thousand hills” in the beauty of holiness.

Earlier studies have resulted in capital campaigns that addressed important issues, the last of which was the “Adventure in Faith” that concluded in 2003. The following listing of studies demonstrates that Cathedral leaders have recognized that many needs exist and have invested in professional studies to identify them. Unfortunately, since 2003, funds have not been available to address most of those needs.

Cathedral of All Saints Choir Room Evaluation, Ryan Biggs/Clark Davis, Engineering & Surveying; February 27, 2020.

Mold Assessment Report [Guild House], Bald Eagle Inspection Services; June 15, 2018.

Existing Conditions Assessment for the Cathedral of All Saints, John G. Waite Associates, Architects, PLLC; February 2015.

STAINED GLASS WINDOW CONDITION ANALYSIS, Rose Window by John LaFarge, Cathedral of All Saints; Julie L. Sloan, Consultant; July 7, 2015.

Guild House, Cathedral of All Saints, Existing Conditions Assessment, John G. Waite Associates, Architects, PLLC; September 2014.

Site Investigation: East Wall of Choir Practice Room, Cathedral of All Saints, John G. Waite Associates, Architects, PLLC; October 2010.

A Master Plan for the Cathedral of All Saints, Roger Murman; October 2008.

Building Systems Evaluation (Appendix B in *Existing Conditions Survey and Recommendations, Cathedral of All Saints*, John G. Waite Associates, Architects, PLLC, December 17, 1997), Schaefer Associates.

Stained Glass Window Condition Analysis (Appendix C in *Existing Conditions Survey and Recommendations, Cathedral of All Saints*, John G. Waite Associates, Architects, PLLC, December 17, 1997), Cummings Stained Glass Studio.

This Strategic Plan was developed over a period of four years. At the March 16, 2017 meeting of the Cathedral Chapter, Eugene Garber, Lawrence Norville, and Roger Murman were appointed as a Strategic Plan Committee. On May 5, 2017, a first draft Strategic Plan was developed by extracting unaddressed recommendations from the above reports and articulating them in a single document. Dean Leander Harding joined the Committee after his institution on June 4, 2017. On June 13, 2017, a draft plan dated May 15, 2017 was sent to members of the Chapter and Dean Harding. The Committee met shortly thereafter to review that document and establish priorities. Additional drafts were prepared to incorporate newly discovered needs, culminating in an Abridged Strategic Plan, February 15, 2020 that became the basis for proceeding to the next step. That next step was to retain the professional services of a firm that would establish budgets for the highest priority projects. Upon receipt of two proposals, Lacy Thaler Reilly Wilson, Architecture & Preservation, LLP of Albany was contracted on March 10, 2020, and after a number of drafts, and in the midst of a pandemic, submitted their final *Strategic Planning Budget Estimates* report on September 4, 2020. That report is the source of budgets shown in this Strategic Plan, unless otherwise noted. These budgets...

- ...are *project costs*, that is, they include not only budgets for construction, but also budgets for architect/engineer services that are typically provided in five phases. Large, complex projects usually include all five phases. Smaller projects such as many of those contained in this plan can combine phases one through three into one or two phases. Other very simple projects can include only phases 4 and 5.
 1. SCHEMATIC DESIGN PHASE: drawings and other documents, including an opinion of probable construction cost, illustrating the general scope, scale and relationship of project components. Designs are conceptual and based on owner requirements.
 2. DESIGN DEVELOPMENT PHASE: drawings and other documents, including a revised opinion of probable construction cost, to generally fix and describe the size and character of the project, usually including a more fully developed plan, preliminary construction details for various elements of the design, and outline specifications.
 3. CONSTRUCTION DOCUMENTS PHASE: drawings and technical specifications setting forth in detail the requirements for solicitation of bids, and construction of the project, and a final opinion of probable construction cost. Permits from regulatory agencies are obtained.
 4. BIDDING PHASE: obtain and review bids from qualified contractors, select a contractor and finalize a contract for construction.
 5. CONSTRUCTION PHASE: The project is built during this phase. The A/E assists the owner in administration of the construction contract: processing submittals (shop drawings, etc.), construction observation, change orders, schedule monitoring, certifying contractor payment applications, and project close-out.
- ...represent parameters within which actual project costs are likely to fit;
- ...are not cost estimates - which can only be based on detailed project requirements articulated in detailed design documents, which have not yet been prepared;
- ...are based on construction industry statistics for the Capital District over the past few years;
- ...are escalated to the middle of 2025, in the realization that all the work of this plan cannot be done immediately;
- ...are for single projects. As projects are combined, their complexity may increase, especially if they include multiple trades, in which case the employment of a construction manager would be appropriate. The construction manager's fee would vary depending on complexity and number of trades, ranging from ca 6% to ca 8% of aggregate cost of construction.
- ...should be updated every five years to escalate budgets for projects not completed or put under contract by the middle of the year ending the next semidecade in order to keep pace with increases in construction costs. Such updates will ensure that budgets will be adequate for projects begun in

later years. A budget for a project to be completed by mid-2025, will probably not be sufficient for that same project if it will be completed by mid-2030.

- Updates should also identify projects from the preceding semidecade that have been completed and add new needs that have been identified after this plan is adopted/updated, with project budgets for each.

The strategy adopted by the Strategic Plan Committee recognized the enormity of the needs of the Cathedral and the reality that addressing them in a studied approach over time would be the only way to make progress. Therefore, FIRST PRIORITY projects were to address restoration aimed at preventing water infiltration – the great destroyer of buildings – and to correct structural and life safety deficiencies. SECOND PRIORITY projects were considered to be no less important and might proceed apace with first priority projects, to include those addressing better security, finishing uncompleted projects, energy conservation, and handicap access. OTHER SECOND PRIORITY projects were to be those that are not related to building integrity, security and safety, but were nonetheless important to maintaining the quality and dignity of the Cathedral, including many improvements that were recommended in professional studies but never executed, from as long ago as 1997, plus newly discovered issues.

The sources of projects included in this plan are:

- One or more of the historic studies identified on page 5;
- “Ad Hoc”, those needs that became evident after completion of historic studies.

The numbers assigned to each project are random and do not indicate an order of priority.

FIRST PRIORITY projects prevent water infiltration into the building, remediate damage from leaks, correct structural and life safety deficiencies. All may be classified as restoration projects.

1. ROOFS (Source: 2015 Conditions Assessment, restoration): All of the remedial roofing work identified herein should be undertaken in a single coordinated project.**Budget \$80,200**

- Leader heads should be protected with strainers to prevent debris from clogging the leaders or the drains into which they empty.
- A section of the eastern-most bay of the roof above the Lady Chapel should be removed to properly tie the membrane roofing into the roof leader. At this same time the underlying problem, which is likely at the gutter level, should be inspected and remedied.
- The roof leaders at the southwest and northeast corners of the sacristies should be inspected by probe to identify and correct issues that have caused water infiltration in the past.
- The hung gutters, leaders, and associated flashings should be removed from the nave and west slope of the transept roofs.
- In association with the above work, a continuous band of 90 mil. EPDM should be installed in place of the existing walkway pads at the roofs of the Nave Side Aisles and Cloister.
- Repairs should be made to the joints in the EPDM at the South Transept Side Aisle (aka Baptistery) where long-term standing water and ice damming have been a problem. In conjunction with this work the leader connections should be inspected as they appear to leak during ice damming.
- A higher curbed, cast strainer basket and new internal overflow at the Altar Guild & Priest's Sacristies may solve issues at both sacristy roofs.
- The parapet in the outside corners of the North and South Transept Side Aisles (aka Baptistery and St. Michael's Chapel) should be extended and an overflow located in a position to direct water away from projecting buttresses. Splash back on the brick and ice damming should be monitored following these changes to determine if additional steps are required.
- A section of the counter flashing at the east side of the west wall parapet's south slope has become dislodged and should be replaced. All of the remaining flashing in this location should be tested to ensure that it was installed with the correct hemmed edge and proper embedment.
- Repair/replace damaged gutter over southwest entrance.

2. EXTERIOR MASONRY (Source: 2015 Conditions Assessment, restoration).....**Budget \$1,421,600**

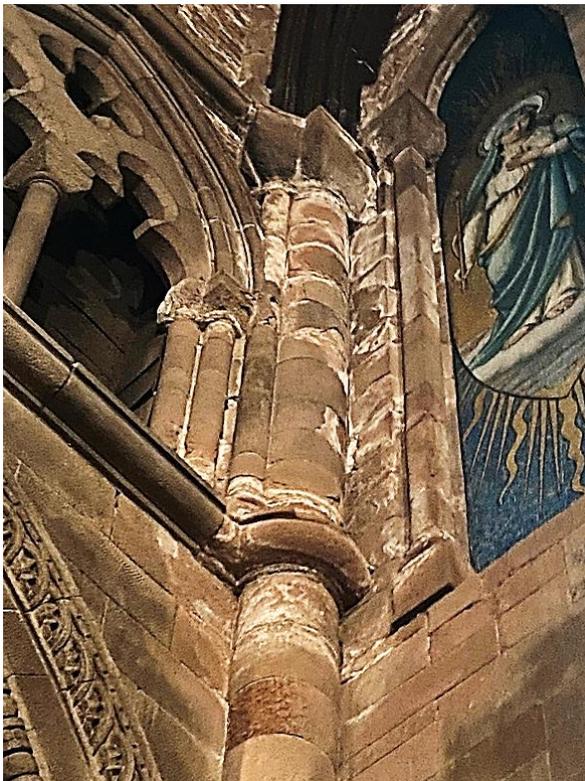
- Portland mortar joints should be repointed, but this work should start with the area where significant deterioration is present and move to areas that are subject to extreme exposure to wind and water runoff. Assume 1/4 of outside wall surface.
- All of the exterior masonry should be cleaned to remove pollutants, salt crusts, and other elements that may lead to further stone deterioration.
- The wall below the water table at the east side of the ambulatory should be rebuilt in a common brick to match the brick elsewhere on the building. Salvageable stones should be saved for repairs elsewhere on the building.
- Areas of spalled and damaged brick should be addressed so that the adjacent interior surfaces do not deteriorate. These areas include but are not limited to the southwest corner of the nave triforium, and the northeast corner of the north transept.

East Ambulatory east wall below left and middle. Bishop's entrance below right.



3. INTERIOR MASONRY (Source: recent discovery, restoration).....**Budget \$45,900**

In 2020, deteriorated stone began falling, thus threatening injury to occupants. In the East Ambulatory restore four crumbling carved capitals and pilasters, seal walls to prevent exfoliation of surface stone. Restore crumbling elements in the two corners of the Chancel (northeast corner below left, southeast corner not shown), and restore stone molding and rustICATIONS in the Lady Chapel. 2020 budget prepared by Matia Restoration and Design. NOTE: This project should begin after completion of project 11.



4. BUTTRESS INSPECTION (Source: recent discovery, restoration).....**Budget: \$54,500**

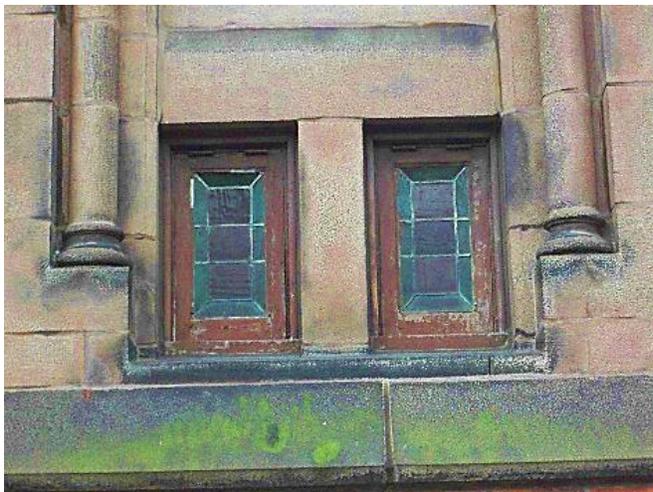


The existing conditions of all engaged buttresses should be evaluated for leakage and a plan developed to remediate unsatisfactory conditions. This includes providing a lift for access, a mason to perform discrete and isolated probes and patch, architectural field inspection, use of an inspection scope to survey interior conditions, use of thermal imaging camera to detect the presence of moisture, and a written report. Based upon LTRW experience with the Cathedral's engaged buttress repair of 2019, they anticipate each buttress to cost approximately \$1,400. 32 buttresses should be surveyed. Note: The above budget has been escalated through mid-2025. The image at left shows what had to be done the last time an engaged buttress failed (at the Baptismal Font).

A budget for remediation cannot be determined until the inspection is complete.

5. WALL OPENINGS (Source: 2015 Conditions Assessment, restoration).....**Budget \$211,900**

- Replace, rebuild, restore exterior doors and windows that are not decorative stained glass in the lower building perimeter to assure air and water tightness, and improve appearance.
- The wood sash and frames of sixty (60) basement level and second-story windows should be repaired and painted. Provide protective glazing at fixed windows.
- Exterior wood doors, frames, and hardware should be restored (stripped, primed, and painted in a historically appropriate manner): Baptistry, North Transept double door, Crypt, and Bishop's Entry.
- Re-build the door to St Alban's undercroft and two single doors at North Transept.
- Replace doors at northwest and southwest entrances to be consistent with other exterior doors. See all door photographs in Appendix C.



6. WINDOWS IN NORTH TRIFORIUM OF NAVE (Source: 1997 Stained-Glass Window Condition Analysis, restoration).....**Budget: \$101,000**

Replace 14 “temporary” unreinforced leaded glass windows that are subject to potential “implosion” from high wind, with potential to injure occupants.

7. ELECTRICAL WORK (Source: 1997 Building Systems Evaluation, restoration).....**Budget: \$5,700**

Correct non-complying electrical fixtures in kitchen and Bishop’s Entrance and add one tamper-proof, lockable receptacle outside that room as a single coordinated project.

8. NORTH ORGAN LOFT (Source: recent discovery, restoration).....**Budget: \$36,600**

In the Summer of 2020 water infiltrated into the organ loft over the Lady Chapel, causing damage to multiple wooden organ pipes. Conduct a professional study to determine the source of leaks and proceed with remediation of damage to wooden organ pipes after elimination of leaks in Project 11. 2020 budget estimates by Ortloff Organ Company, LLC; and LTRW.

9. NORTH RETAINING WALL (Source: recent discovery, restoration).....**Budget: \$7,800**

In January 2020, a part of this stone wall collapsed and instability in other parts worsened. Remove this wall, both relatively intact and fallen portions, and grade slope down to sidewalk as proposed by Tom Jenkins Excavating, LLC in 2020.



10. GUILD HOUSE (Sources: 2018 *Mold Assessment Report*, 2014 *Guild House, Cathedral of All Saints, Existing Conditions Assessment, restoration*).....**Budget \$164,700 to \$451,400**

2018 budget prepared by Bald Eagle Inspection Services, LLC.

For decades, the Guild House has been vacant while rainwater infiltrated, and winged and four legged creatures made it their home, resulting in a pernicious mold infection, wide-spread guano deposits, and rotten wood creating structural compromise. This once proud building now adds to the overall shabbiness of the Cathedral campus. Bald Eagle Inspection Services, LLC found environmental hazards to include asbestos, lead, mold and guano, along with structural compromise, all of which would need to be remediated in order to use the building. Bald Eagle found that in order to ensure worker safety, remediation of environmental hazards shouldn't be done until structural deficiencies are repaired, and that structural repair shouldn't be done until remediation of hazardous materials is complete! A plan to work around these apparently mutually exclusive criteria is needed. The budget assumes that such a plan can be devised, and includes ONLY remediation and structural stabilization. A plan to renovate the building for a specific use cannot be done until a specific use is identified.

11. Diverters at Roof Leaders and Roof Repairs (Sources: Ad Hoc, eliminate water infiltration).....**Budget \$20,800**
Budget from Titan Roofing, Inc. for execution in 2021.

1. At the gutters at the north and south organ attics (over Lady and St. John's Chapels) and at the south side of the Altar Guild Roof add copper diverters to direct water away from masonry walls below. NOTE: Failing masonry joints in these walls should be repaired in Project 2.
2. At the north side of the Altar Guild roof evaluate and repair leaks.
3. At the north organ attic evaluate and repair leaks.

CHOIR ROOM (Sources: 2020 *Cathedral of All Saints Choir Room Evaluation*, and *Site Investigation: East Wall of Choir Practice Room*, life safety, restoration).....Budget \$90,000
This project is underway as of the date of publication of this plan with sufficient subscription to allow its completion.

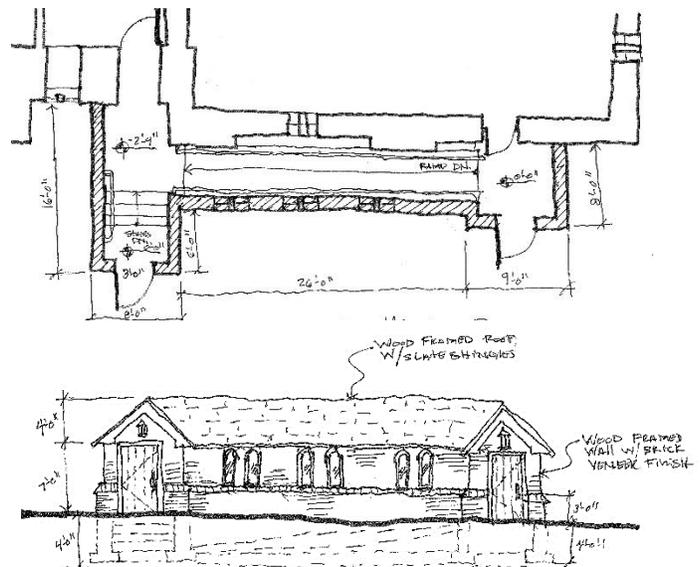
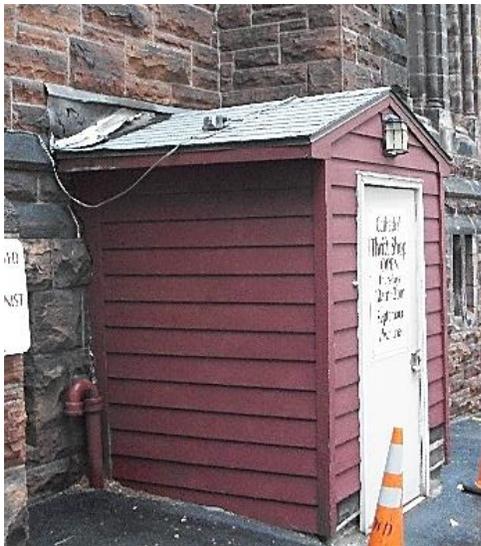
SECOND PRIORITY 1 projects are no less important and might proceed apace with First Priority projects.

12. EXTERIOR LIGHTING (Source: 1997 Building Systems Evaluation, security).... **Budget \$19,100**

- Place security lighting, compatible with Cathedral architecture, along Lafayette Street, between Cathedral and Guild House, and on east side of Choir Practice Room.
- Replace existing exterior fixtures that are not compatible with Cathedral architecture.

13. NEW SOUTH ENTRANCE (Source: Ad Hoc, access for handicapped).....**Budget: \$221,800**

Replace the “Doghouse” entry with one in keeping with the dignity of the Cathedral that combines the Thrift Shop and Bishop’s entrances. The present “Doghouse” is: dilapidated and in jarring contrast to the Cathedral it serves; open to infiltration of water, cold air and small animals; and not handicap accessible. A new entrance combining the Thrift Shop and Bishop’s entrances would eliminate these conditions. Sketches by Lacey Thaler Reilley Wilson, Architects.



14. NORTHWEST GARDEN PHASE 2 (Source: Northwest Garden Phase 1).....**Budget: \$902,100**

Complete the unfinished portion of the Northwest Garden according the plan accepted by NYSOPRHP.

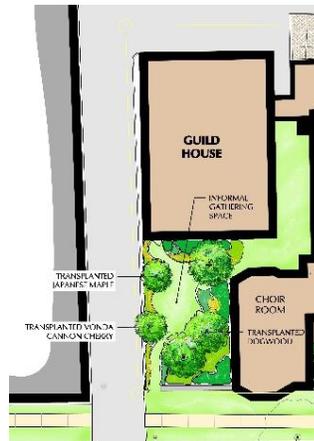
- Northwest Lawn (finish “park” pavement, furnishings, handicap ramp at southwest door, etc.)
- Concrete Retaining Wall Extension (along Elk St. to So Swan St sidewalk)
- Fencing atop old and new Concrete Retaining Walls
- Electrical (add receptacles and connection to circuit)
- “Restoration” of North Stair (aka Re-Build to comply with code)
- Storm Water Lines (from roof leaders to Elk St. sewer)
- Stone Veneer on old and new Concrete Retaining Walls
- Restoration of Stairs/Retaining Wall (from bottom of North Transept stairs to Elk St sidewalk)

15. SOUTHWEST GARDEN (Source: 2008 *A Master Plan for the Cathedral of All Saints*)
**Budget: \$597,400**

Complete the Southwest Garden (below) according to a final plan to be developed consistent with design motif established by a building committee established by former Dean, David Collum.



16. EAST GARDEN (Source: 2008 *A Master Plan for the Cathedral of All Saints*)
**Budget: \$398,200**



Complete the East Garden (left) east of the Choir Room according to a plan to be developed.

17. NORTHWEST GARDEN PHASE 1.....**Budget \$45,000**

Retire the outstanding debt on this completed project.

18. SECURITY CAMERAS (Source: Ad Hoc, security).....**Budget: \$13,700**

Following an assault and a theft in the Cathedral Nave and thefts from the locked Thrift Shop room, the Sewing Room, and Altar Guild Sacristy, it became evident that improved security would result from 24/7 closed circuit TV monitoring. Install an interior and exterior wired security camera system as proposed by Hobson Alarms in 2020.

19. ELECTRONIC LOCKS (Source: Ad Hoc, security).....**Budget: \$17,300**

Following theft from locked rooms, it became evident that a system that identified all those who opened locks would deter such activity. Install a cloud-based system of fob-activated electronic locks on 19 interior and exterior doors as proposed by Phillips Locksmiths in 2020.

20. WEST ROSE WINDOW (Source: Source: 2015 Condition Analysis, restoration & energy conservation).....**Budget: \$694,500**

This window known alternately as “Adoring Angels” and “Angels in Glory” is an early work of John Lafarge and is the cathedral’s most valuable work of art. It has fallen into disrepair and requires re-building. All the following operations should be conducted as one single-phase project.

Protective Glazing

- The existing glazing should be replaced in an isothermal setting (venting to the interior) with laminated annealed glass (with the exception of the twelve small oculi around the perimeter, which do not require protective covering).
- Place the protective glass where the stained glass is now, and move the stained glass to the interior by one inch so that the protective glazing would be fully sealed against the weather. The stained-glass sections would be independently framed in a U-channel of metal (brass or bronze) that would be affixed to the stone spokes of the frames on the interior. The new metal frames would be set to allow air circulation all around them. The difficulty will be to prevent light leaks around the new frames, but there are many alternatives for handling them.

Restoration

- The window should be removed for restoration which should include replacement of most or all of the lead comes, which will be extensively weakened by the process of removal. New comes should match the original in profile and dimensions.
- Unpainted glass should be cleaned. Broken glass should be edge-joined with silicone or epoxy adhesive, or copper foil. No glass should be replaced.
- Restoration or conservation procedures for the fragile paint will have to be determined on a piece-by-piece basis. At a minimum, these pieces should be covered with clear-glass plates to protect them from further deterioration. They may not be able to be cleaned, however, due to the fragility of the paint and the risk of loss through cleaning. If missing paint is to be replaced, it should be done on the new plating. Under no circumstances should the original glass be repainted.
- When the window is re-glazed, the structure should be analyzed to determine how to reinforce the panels to prevent future bowing. This may be accomplished by the addition of support bars on the exterior, where they will not interfere with the appearance of the window; or by adding clear glass plates to support otherwise unsupported plating.



SECOND PRIORITY 2 projects that are not related to building security and safety but are nonetheless important to maintaining the quality and dignity of the Cathedral are as follows.

21. CORNICES AND TRIM (Source: 2015 Conditions Assessment, restoration)

- The deteriorated wood members at the eaves should be patched and repaired as required to ensure that they are sound and watertight. Sheet-metal patches should be removed and new wood installed in their place. Misaligned members should be reset as required, and miscellaneous blocking, anchors, and wires should be removed.
- All wood members on the exterior of the building should be properly prepared, caulked, primed, and repainted in a coordinated effort that addresses cornices along with all wood window openings and doors. In conjunction with this work, deteriorated decorative wood elements should be repaired using as little epoxy consolidates and fillers as possible. Dutchman repairs should be used where practical to avoid full replacement of deteriorated members.

22. WATERPROOF FOUNDATION AT BAPTISTERY (Source: Ad Hoc, restoration) During heavy rain and/or snow melt, water has infiltrated under the Baptistery stairs. This project will require excavation at the exterior foundation wall in order to apply waterproofing.

23. SOUND SYSTEM (Source: Ad Hoc) Install a state-of-the-art sound system in the Chancel and Nave, so that all participants can hear what is said and sung.

24. INFRASTRUCTURE PLAN (Source: Ad Hoc needed management tool) Prepare schematic plans of interior and exterior utilities: heating, plumbing, electric, low pressure air (organ), alarm, water mains, sanitary & storm sewers.

25. NAME PLAQUES (Source: Ad Hoc) Design, purchase and install name plaques above the Columbarium, on the south wall of St. John's Chapel, and the north wall of The Lady Chapel.

26. ARTIFACT LIGHTING (Source: Ad Hoc) Place accent lights to illuminate all artifacts throughout the main floor.

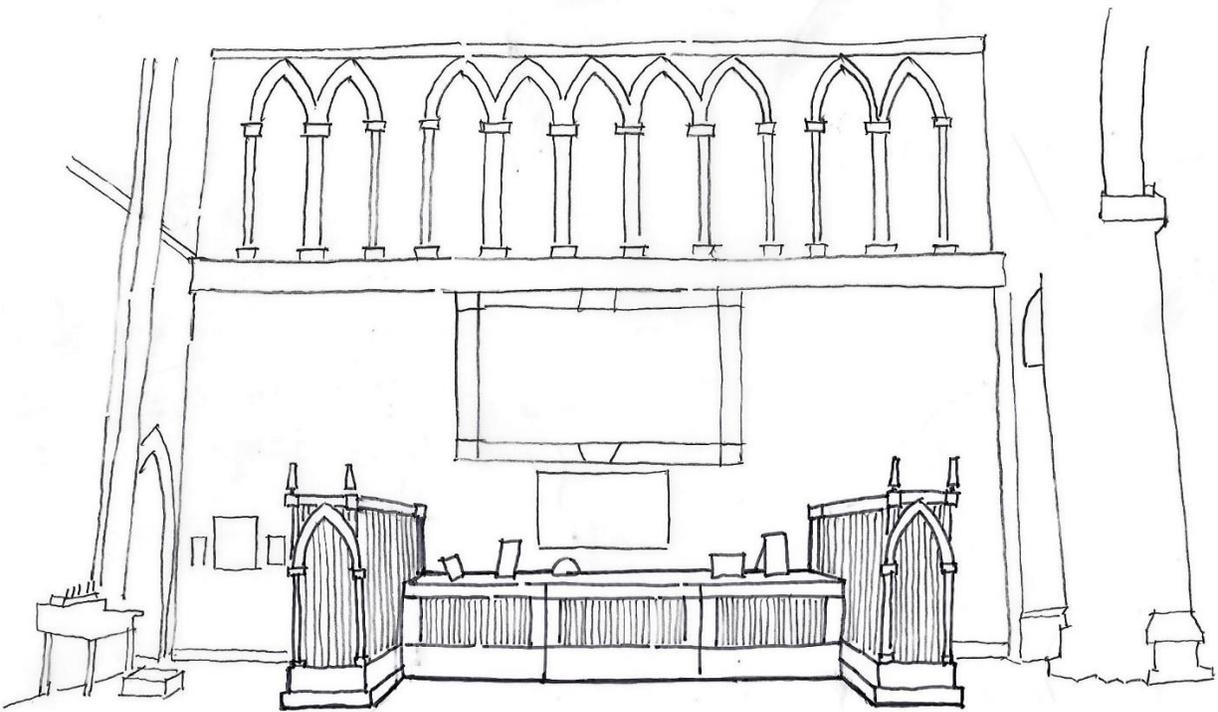
27. NEW LIGHTING (Source: Ad Hoc, restoration) A measurement of illumination levels showed that at the seats furthest from the Nave center aisle, illumination is about one to two foot-candles, that is, very dark. Design and install a new LED lighting system that facilitates easy re-lamping in the Nave, Transepts, Crossing, Baptistery, St. Michael's Chapel, Choir, St. John's Chapel, Nave Side Aisles, Ambulatory, Deacons'

Sacristy, Priests' Sacristy, "spiral" stairway at Priests' Sacristy, St. Alban's Chapel, vestibule off Cloister, and Choir Room.

28. ALTAR GUILD SACRISTY (Source: Ad Hoc, restoration) Water infiltration has damaged plaster wall finishes and leaking plumbing has damaged the floor. Design and implement a gut re-build of this room.

29. "SPIRAL" STAIRS (Source: Ad Hoc, restoration) Remove spalled plaster, replace and repaint all walls in the stairwell between Priest's Sacristy and Crypt.

30. SOUTH TRANSEPT (Source: Ad Hoc) Design and construct a cabinet at the south wall of the South Transept that is compatible with Cathedral architecture in which to store the Nave Altar, altar rails, large candle stands, dollies for moving Nave chairs, choir risers, step ladder, etc. Historical Cathedral artifacts or similar objects could be displayed on top of this cabinet.



31. CHANCEL WALL MOSAICS (Source: Ad Hoc, restoration) Clean and repair these wonderful mosaic works of art on the north, east and south walls.



32. CHOIR STALL FLOORS (Source: Ad Hoc, restoration) Replace these deteriorated, hazardous, undignified floors.



33. NORTH ROSE WINDOW (Source: Ad Hoc, restoration) Remove the tattered screening (left) from this window.

34. CHANCEL ATTIC WINDOWS (Source: Ad Hoc, restoration, energy conservation) Assess the condition of glazing and closure system and repair as needed.

35. STAINED GLASS REPAIR & PROTECTION (Source: 1997 Stained Glass Conditions Analysis, restoration) Install properly vented glazing at the North & South Transept roses; Chancel clerestory; Lady Chapel; St. John's Chapel; north and south Side Nave Aisles; Baptistry; St. Michael's Chapel; and Nave and Transept triforium. Repair various other deficiencies throughout the campus.

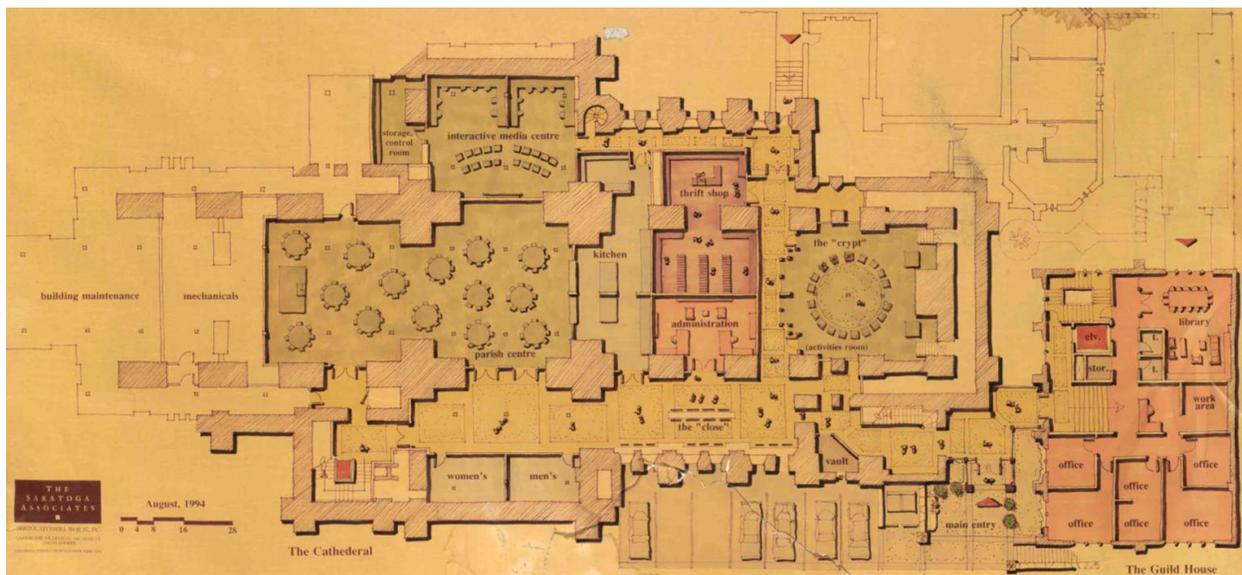
36. HEATING SYSTEM NORTHEAST QUADRANT (Source: 1997 Existing Conditions Survey and Recommendations, Appendix B; energy conservation) Flexible ductwork under St. Albans Chapel and the Deacons' Sacristy from the gas-fired forced-air furnace should be replaced with smooth metal ductwork to improve system efficiency.

37. ROOF DRAINS AND INTERNAL AND UNDERGROUND LEADERS (Source: 2015 Conditions Assessment, maintenance) These components of the storm drainage system should be cleaned and cleared at least once a year to prevent clogs and resulting water infiltration.

38. EFFLORESCENCE (Source: Ad Hoc, restoration) The white, chalky substance seen on the surfaces of stone and brick masonry walls and decorative elements inside the Cathedral is efflorescence, a deposition of salts and calcium leached from the masonry units when water passes through them (ie. leaks occur). These deposits over time will deteriorate the underlying masonry, producing flaking and falling stone and brick pieces. Although the leaks that precipitated the efflorescence deposits have largely been corrected, the unsightly and corrosive deposits remain on several interior walls and decorative elements. Efflorescence throughout the Cathedral should be removed and damaged masonry elements restored.

39. The Cathedral should self-perform a **LONG-RANGE VISION PLAN** to articulate the future of the Cathedral. (Source: Ad Hoc, ministry and management tool)

40. RENOVATE UNDERCROFT (Source: Ad Hoc, needed improvement) For many years deficiencies in this space have been worked around: the Kitchen is shabby, inefficient, and an undesirable route from the south door to Pedersen Hall; the Bishop's bathroom is clean but literally crumbling; there is insufficient room for a larger Sunday School; much Thrift Shop merchandise is left in unlocked space, and additional storage is needed; a washer and dryer are needed with a proper waste water connection; paint should be stored according to code; the Vault is dark and without ventilation, creating strong mustiness and potential for mold growth on precious items; storage of items used by various ministries is first-come-first-served in whatever space is available; handicap access is not provided according to code; the Library is shabby and an unfit venue for meetings and home to the Bishop David S. Ball Memorial Library, a depository for books he bequeathed to the Cathedral. This sketch was prepared by The Saratoga Associates many years ago that illustrated that the undercroft has great potential. Once a Long-Range Vision Plan is completed, a plan for renovating the undercroft should be developed to meet the requirements of that plan.



40. BAT EXCLUSION (Source: Ad Hoc) Retain a licensed pest control professional to exclude bats from the Cathedral proper.

41. MAINTENANCE (Source: 2015 Conditions Assessment) The Cathedral should form and finance a maintenance fund. The goal of such a program would be to anticipate maintenance cycles of materials and systems to intervene with appropriate measures in order to avoid problems associated with a policy of deferred maintenance throughout the Cathedral campus. The cost of such maintenance should be integrated with other Strategic Plan expenditures.

42. Rebuild Organ (Source: Ad Hoc) For many years the organist has had to overcome several deficiencies in the console and other organ components, thus diminishing the effectiveness of the organ. All components of the organ should be thoroughly overhauled or replaced.

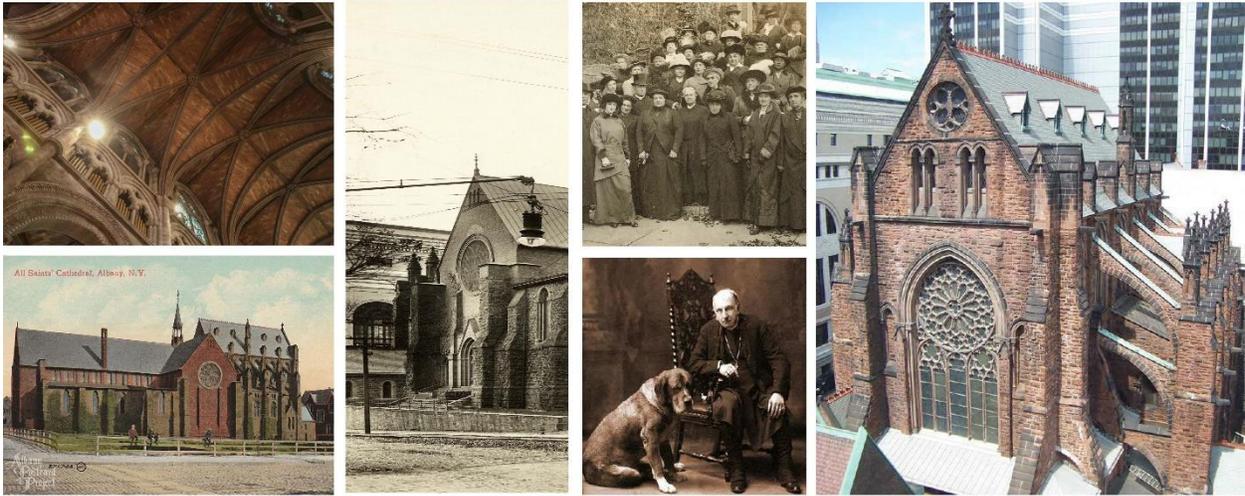
Lacey Thaler Reilly Wilson

Architecture & Preservation, LLP

Cathedral of All Saints

Strategic Planning Cost Estimates

September 4, 2020



The Cathedral of All Saints in the
City and Diocese of Albany

62 South Swan Street
Albany, NY 12210

A. INTRODUCTION

Lacey Thaler Reilly Wilson Architecture & Preservation, LLP (LTRW) is pleased to provide the following preliminary construction cost estimates for specific items listed in the Cathedral of All Saints Strategic Plan. The items shown in this document represent costs that the Cathedral did not have an estimate for or their estimates need to be adjusted based upon current construction cost and escalation rates. Other items, not mentioned in this document the Cathedral has already received quotes for and LTRW's services were not required.

The following pages are items and project descriptions that came from the Cathedral of All Saints Abridged Strategic Plan, dated February 2020. The recommendations in the strategic plans were developed from the Existing Conditions Assessment report performed by John G. Waite Associates, PLLC, and development of various site related projects around the building.

The following construction cost estimates are intended to be a "ballpark" estimate for the use of project planning purposes only to give an idea of relative costs. These estimates are based on the limited information gathered for this report. These estimates are not based upon detailed drawings or a detailed scope of work or quotes from actual contractors. Therefore, a 10% design contingency factor and an 8% construction contingency factor were included.

B. ROOF WORK

All of the remedial roofing work identified herein was estimated as if undertaken in a single coordinated project. Escalation rates were included for work to be performed in the year 2025. Below is an itemized list of the scope of work. Refer to drawings A1-1 and the Strategic Plan Cost Estimate for more information.

1. All leader heads shall be protected with strainers to prevent debris from clogging the leaders or the drains into which they empty. (assumed 30 locations)
2. Roof drains and internal and underground leaders that are clogged are to be cleaned and cleared.
3. The roof leaders at the southwest and northeast corners of the sacristies are to be inspected by probes to identify and correct issues that have caused water infiltration in the past.
4. The hung gutters, leaders, and associated flashings are to be removed from the nave and west slope of the transept roofs.

5. A continuous band of 90 mil. EPDM is to be installed in place of the existing walkway pads at the side aisle roofs and cloister.
6. Repairs should be made to the joints in the EPDM at the transept side aisle where long-term standing water and ice damming have been a problem. In conjunction with this work, the leader connections should be inspected as they appear to leak during ice damming.
7. Provide a higher curbed, cast strainer basket, and new internal overflow at the sacristy to solve issues at both sacristy roofs.
8. The parapet in the outside corners of the north and south transept side aisles are to be extended and an overflow located in a position to direct water away from projecting buttresses.
9. Repair/replace damaged gutter over the southwest entrance

Construction Cost	\$72,200
Architecture/Engineering Fees	\$8,000
Total Project Cost	\$80,200

C. MASONRY

All of the masonry work identified herein was estimated as a single coordinated project with escalation rates included for work to be performed in 2025. Refer to drawings A1-2 and the Strategic Plan Cost Estimate for more information.

1. Portland mortar joints are to be repointed where significant deterioration is present and to areas that are subject to extreme exposure to wind and water runoff.
2. All of the exterior masonry is to be cleaned to remove pollutants, salt crusts, and other elements that may lead to further stone deterioration.
3. The wall below the water table at the east side of the ambulatory is to be rebuilt in a common brick to match the brick elsewhere on the building. Salvageable stones should be saved for repairs elsewhere on the building.
4. Areas of spalled and damaged brick are to be repaired so that the adjacent interior surfaces do not deteriorate. These areas include the southwest corner of the nave clerestory and the northeast corner of the north transept.

Construction Cost	\$1,381,600
Architecture/Engineering Fees	\$40,000
Total Project Cost	\$1,421,600

D. BUTTRESS INSPECTION

In addition to the scope of work above the existing conditions of all engaged buttresses are to be evaluated for leakage and a plan developed to remediate unsatisfactory conditions. This includes providing a lift for access, a mason to perform discrete and isolated probes and patch, architectural field inspection, use of an inspection scope to survey interior conditions, use of thermal imaging camera to detect the presence of moisture, and a written report. Based upon our experience with the Cathedral’s engage buttress repair we anticipate each buttress to cost approximately \$1,400. 32 buttresses should be surveyed.

Construction Cost	N/A
Architecture/Engineering Fees	\$45,000
Total Project Cost	\$45,000

E. WALL OPENINGS

The exterior doors and windows identified herein were estimated as a single coordinated project with escalation rates included for work to be performed in 2025. Refer to drawings A1-3, Appendix C, and the Strategic Plan Cost Estimate for more information.

1. The wood sash and frames of sixty (60) basement level and second-story windows should be repaired and painted. Provide protection glazing at fixed windows.
2. Wood doors, frames, and hardware should be stripped, primed, and painted in a historically appropriate manner.
3. Re-build the door to St Alban's undercroft and two single doors at North Transept. Restore doors at Baptistry, North Transept (double door), Crypt, and Bishop Entry. Replace doors at northwest and southwest entrances to be consistent with other exterior doors.

Construction Cost	\$191,900
Architecture/Engineering Fees	\$20,000
Total Project Cost	\$211,900

F. TEMPORARY WINDOWS IN THE NAVE TRIFORIUM

Replacement of temporary un-reinforced leaded windows in the north nave triforium, (14 windows) was estimated as a single coordinated project with escalation rates included for work to be performed in 2025. Refer to drawings A1-3, Appendix B, and the Strategic Plan Cost Estimate for more information.

Construction Cost	\$96,500
Architecture/Engineering Fees	\$4,500
Total Project Cost	\$101,000

G. ELECTRICAL WORK

Miscellaneous electrical work was estimated as a single coordinated project with escalation rates included for work to be performed in 2025. Refer to Strategic Plan Cost Estimate for more information.

1. Provide GFI type receptacles in the kitchen.
2. Provide code-compliant electrical wiring and receptacle in Bishop's Entrance, and place an exterior, tamper-proof receptacle outside that room.

Construction Cost	\$5,700
Architecture/Engineering Fees	N/A
Total Project Cost	\$5,700

H. EXTERIOR LIGHTING

Miscellaneous exterior lighting work was estimated as a single coordinated project with escalation rates included for work to be performed in 2025. Refer to Strategic Plan Cost Estimate and Appendix D for more information.

1. Place security lighting, compatible with Cathedral architecture, along Lafayette Street, between Cathedral and Guild House, and on the east side of Choir Practice Room.
2. Repair or replace existing exterior building lighting at the Cathedral.

Construction Cost	\$16,100
Architecture/Engineering Fees	\$3,000
Total Project Cost	\$19,100

I. NEW ENTRY AT THRIFT SHOP

To provide a code compliant, handicapped-accessible entrance that is in keeping with the historic architectural character a preliminary sketch was developed. Refer to Appendix A. Using this sketch a preliminary estimate was developed with escalation rates included for work to be performed in 2025. Refer to Strategic Plan Cost Estimate for more information.

Construction Cost	\$203,800
Architecture/Engineering Fees	\$18,000
Total Project Cost	\$221,800

J. LANDSCAPING

Miscellaneous site work was estimated as a single coordinated project with escalation rates included for work to be performed in 2025. Refer to Strategic Plan Cost Estimate for more information.

1. Construct a garden at the southwest corner of Cathedral property.....\$559,600
2. Construct a garden to the east of the Choir Practice Room, including the connection of roof leaders to City sewer.
.....\$373,000
3. Finish Northwest Garden Project.\$845,000
 - 3.1. Northwest Lawn (finish “park” pavement, furnishings, etc).....\$227,150
 - 3.2. Retaining Wall Extension (along Elk St. to S. Swan sidewalk).....\$129,500
 - 3.3. Fencing (atop old and new) Retaining Walls.....\$65,700
 - 3.4. Electrical (add receptacles and connection to the circuit).....\$7,800
 - 3.5. “Restoration” of North Stair\$138,000
 - 3.6. Storm Water Lines (from roof leaders to Elk St. sewer).....\$88,750
 - 3.7. Stone Veneer on (old and new) Retaining Walls.....\$68,600
 - 3.8. Restoration of Stairs/Retain Wall from the bottom of
North Transept stairs to Elk St. sidewalk.....\$119,500

** item 3 schematic design was completed as part of the Performance Garden Project*

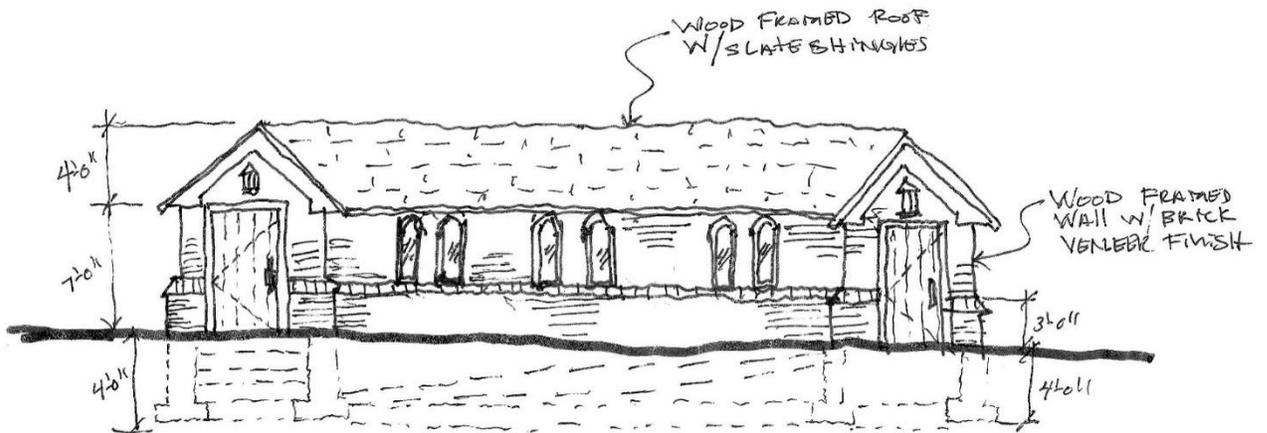
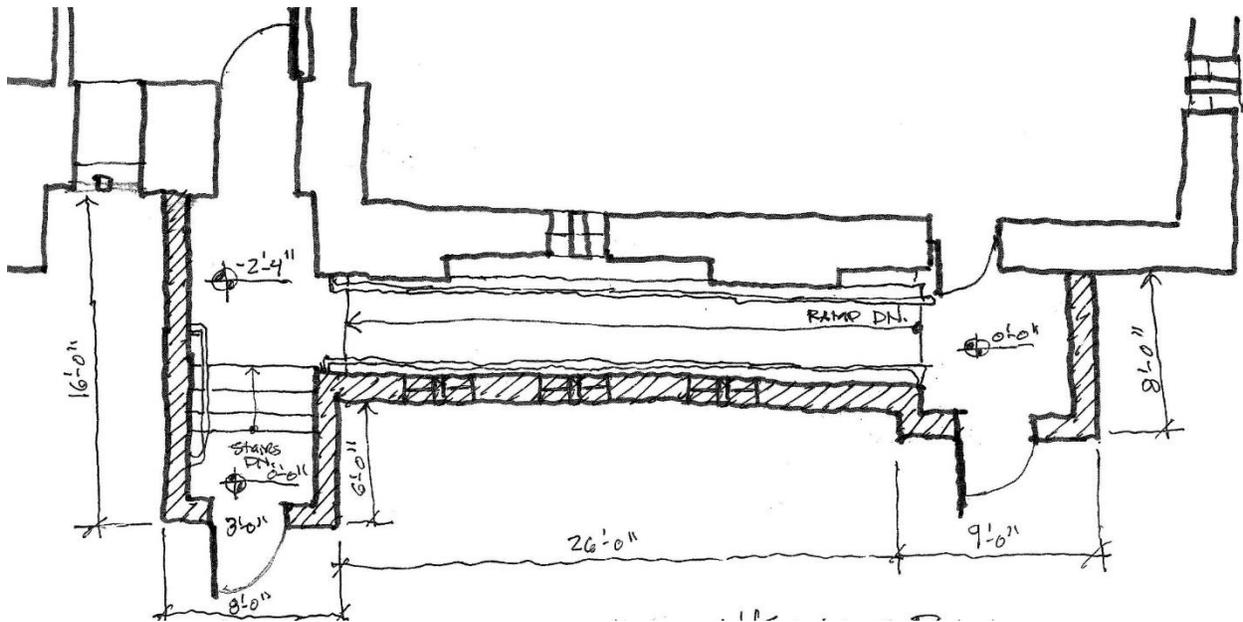
Construction Cost	\$1,777,600
Architecture/Engineering Fees	\$120,000
Total Project Cost	\$1,897,600

Cathedral of All Saints Strategic Plan

Appendix A: Entrance Sketch

South Entrance Plan (top)

South Entrance Elevation (below)



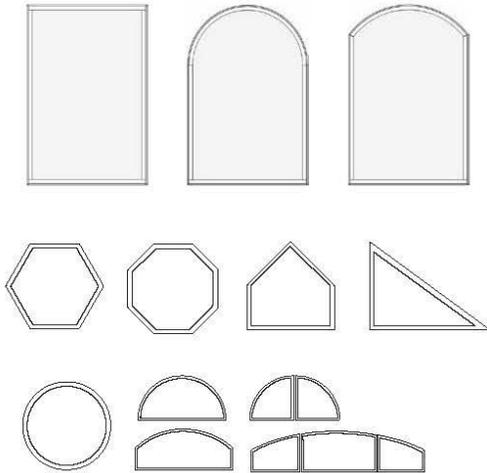
Cathedral of All Saints Strategic Plan

Appendix B: Replacement Window Manufacturers

These *cut sheets* are included to illustrate that modern manufactured products are available that are compatible with Cathedral architecture, not to suggest that these particular products should be used.

Picture and Radius Window

Configurations



Minimum/Maximum Sizes

PICTURE

- Min 1'1" Max 8'6"

PICTURE - OCTAGON

- Min 2'2" Max 6'6"

PICTURE - FULL ROUND

- Min 2'2" Max 6'6"

PICTURE - HALF ROUND

- Min 2'1" Max 8'4"

PICTURE - QUARTER ROUND

- Min 1'3" Max 6'6"

Available Frame Styles

- 1" Setback
- 1-3/8" Setback
- Standard Z-bar
- No Fin (Block Frame)
- H-Bar (Slope Sill)

- Windows over 40 square feet or muller units over 72 square feet shipped open for field glazing.
- Max single lite is 48 square feet.
- Divided lite configurations are available.

NOTE: For engineering approval contact your Milgard representative for any configuration over 40 square feet. Each Milgard Manufacturing plant reserves the right to alter or change sizes and configurations according to location capabilities. Ask your Milgard rep about specialty applications. Windows over 40 square feet shipped open for field glazing. Varies by location.

Not all frame styles available at all Milgard locations. Contact your Milgard Representative for more information.

Standard Aluminum

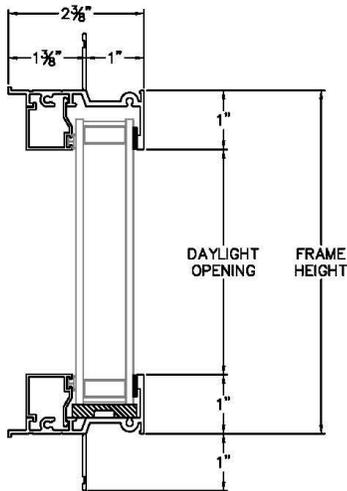
Picture and Radius Window

1-3/8" Nailfin Setback

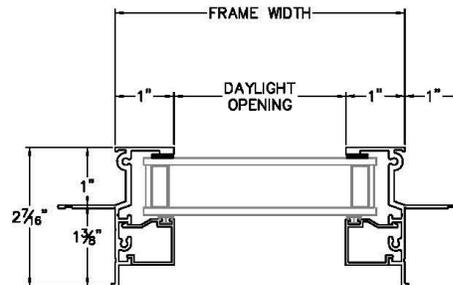
CAD File Scale	View	File Name	Units
NTS	Horizontal & Vertical	Aluminum_710S_PW_1.375in	Inch

More Technical Documents can be found at milgard.com/professionals
Due to continual research and development, details may be changed at any time. ©2013 Milgard Mfg.

PICTURE WINDOW SERIES 710S



HEAD & SILL



JAMBS

Revit, SketchUp, .PDF and .DWG files can be accessed at milgard.com/professionals or clicking here:

[Standard Aluminum Architectural Library](#)

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[Resources \(https://adamsarch.com/Resources/\)](https://adamsarch.com/Resources/) [Contact \(https://adamsarch.com/Contact/\)](https://adamsarch.com/Contact/) [Request Quote \(https://adamsarch.com/Request-Quote/\)](https://adamsarch.com/Request-Quote/)

888-285-8120 (<https://adamsarch.com/Contact/>)

CUSTOM WOOD WINDOWS

[CUSTOM WOOD WINDOWS \(https://adamsarch.com/custom-wood-windows/\)](https://adamsarch.com/custom-wood-windows/)

Adams Architectural Millwork has worked on all sizes of projects—from large, commercial buildings involving hundreds of windows to one-of-a-kind single sash replications for homes, churches, or businesses. No matter what the project size, the experts at Adams work hard to recreate every precise detail of custom wood windows, including matching profiles (stickling), using similar types of glass, replicate muntin configurations, and hardware.

[View Gallery](#)



<https://adamsarch.com/custom-wood-windows/double-or-single-hung/>

[DOUBLE OR SINGLE HUNG \(https://adamsarch.com/custom-wood-windows/double-or-single-hung/\)](https://adamsarch.com/custom-wood-windows/double-or-single-hung/)



<https://adamsarch.com/custom-wood-windows/casements-pushout-or-inswing/>

[CASEMENTS \(https://adamsarch.com/custom-wood-windows/casements-pushout-or-inswing/\)](https://adamsarch.com/custom-wood-windows/casements-pushout-or-inswing/)



<https://adamsarch.com/custom-wood-windows/custom-shapes-sizes-styles/>

[CUSTOM \(https://adamsarch.com/custom-wood-windows/custom-shapes-sizes-styles/\)](https://adamsarch.com/custom-wood-windows/custom-shapes-sizes-styles/)

All our custom wood windows are fabricated to meet your project specifications, whether it is to match an historical window or create a window of your own design. Our sales and production staff work directly with customers to gather all relevant information and find the best ways to meet their needs while offering solutions and ways to improve design or energy efficiency.

Cathedral of All Saints
Strategic Plan

Appendix C: Existing Door Photos



St. Albans undercroft



St. Albans undercroft details

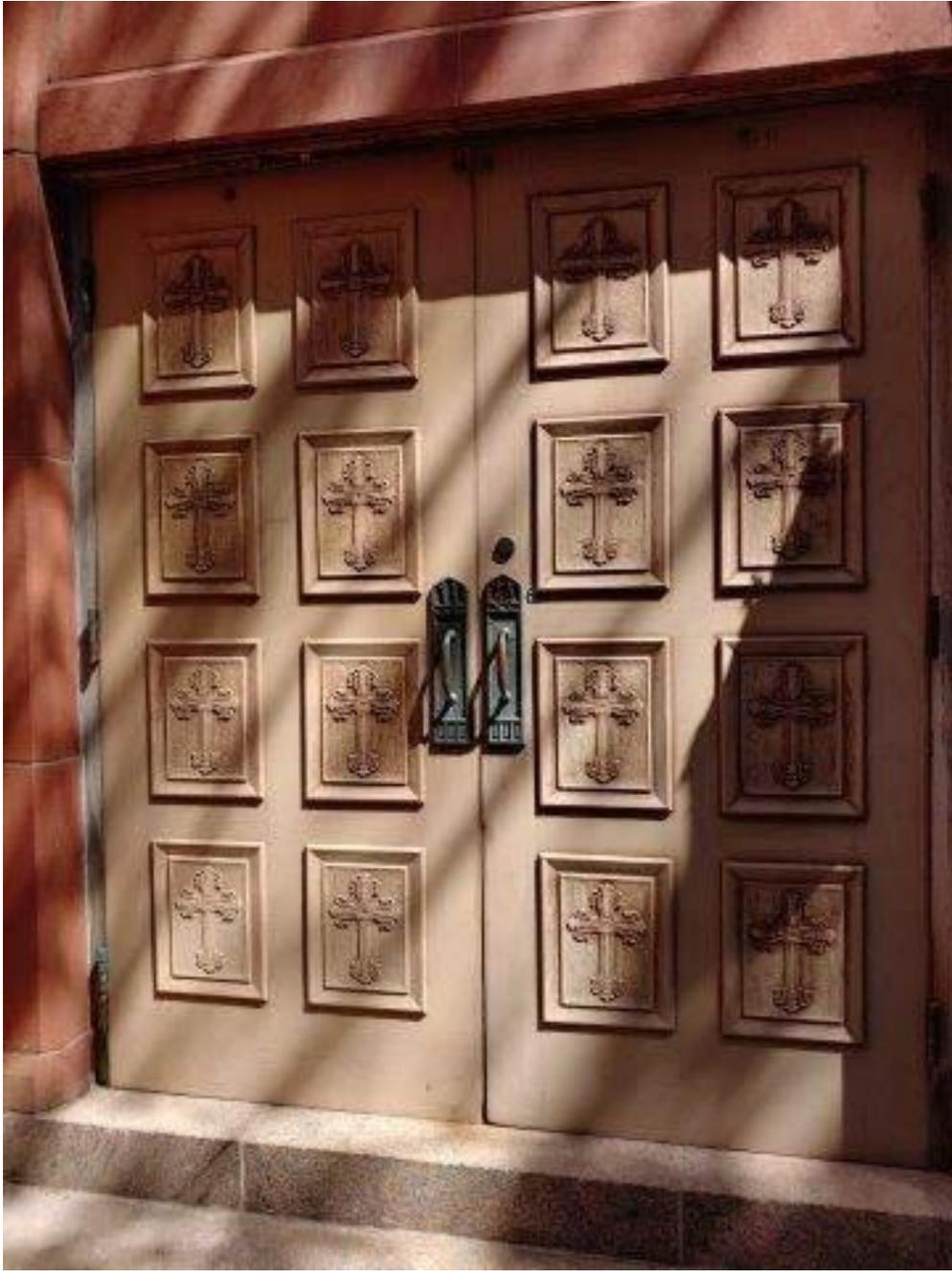


Northwest Entrance

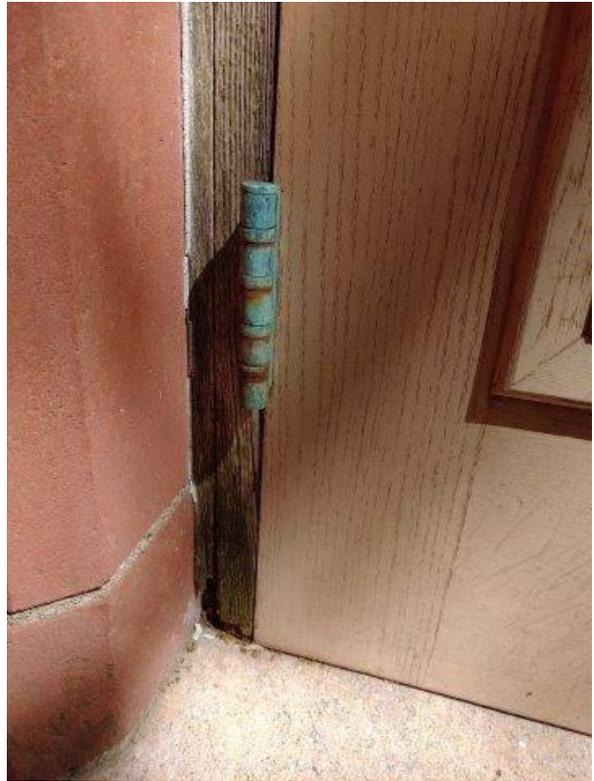


Northwest Entrance details

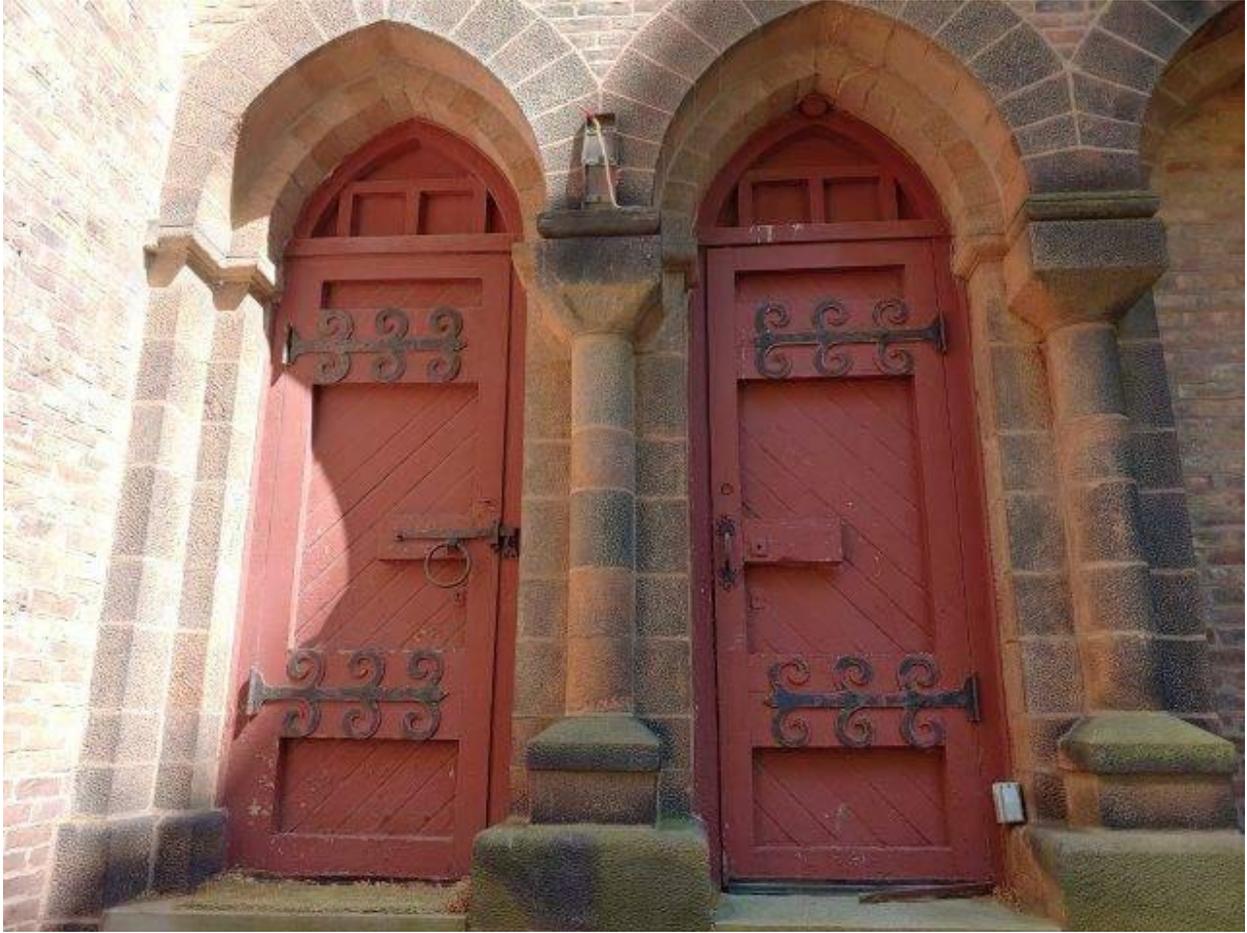




Southwest Entrance



Southwest Entrance details



Baptistery Entrance

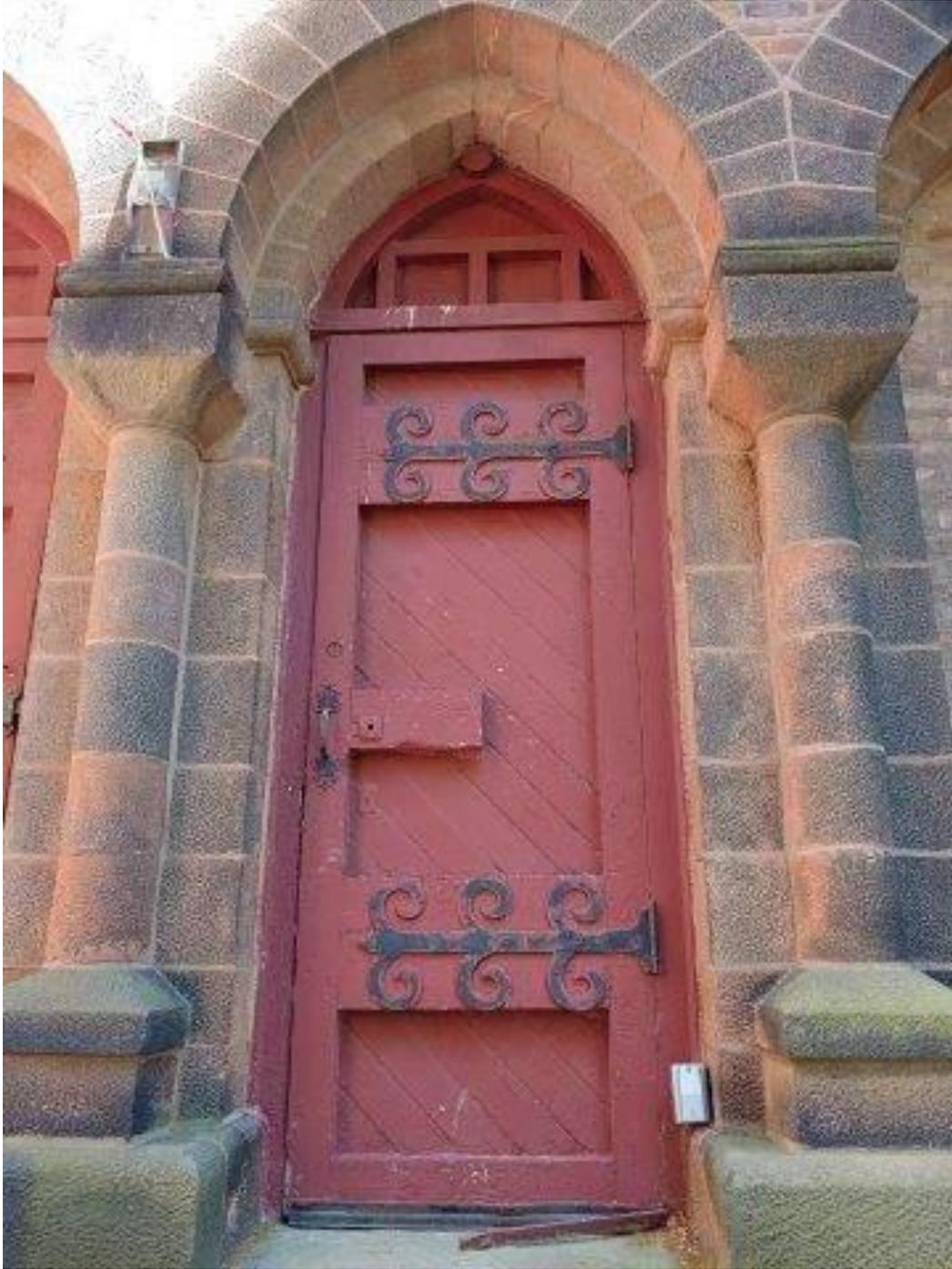


Baptistery Entrance, north door

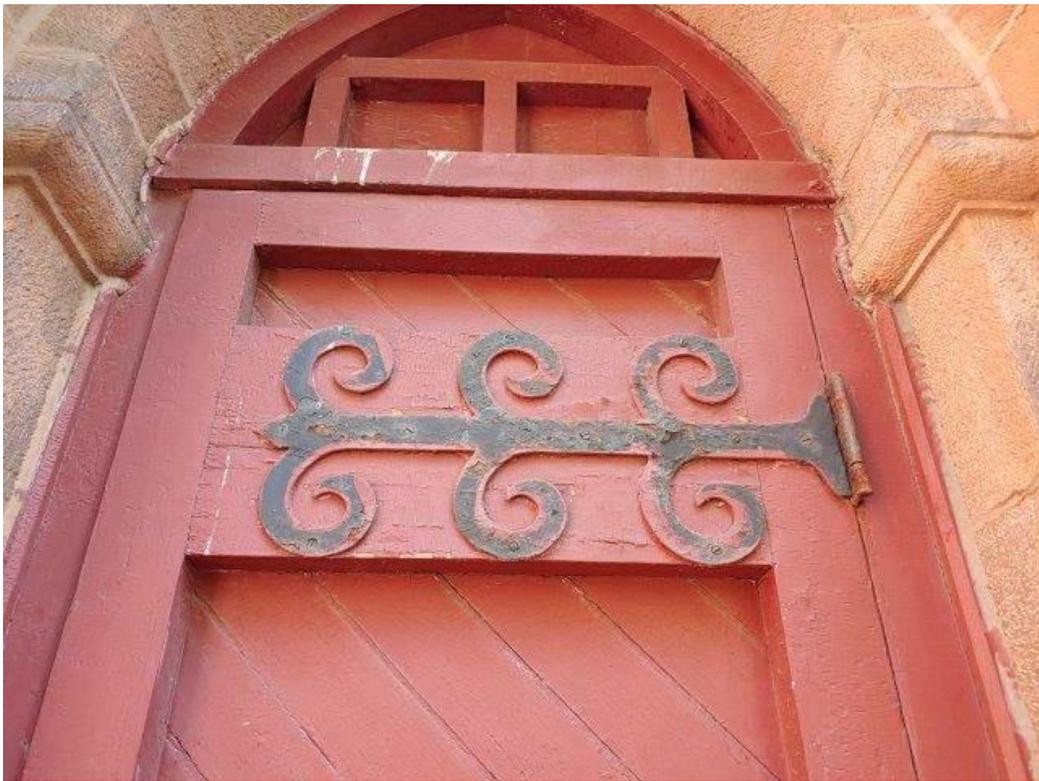


Baptistry Entrance, north door details

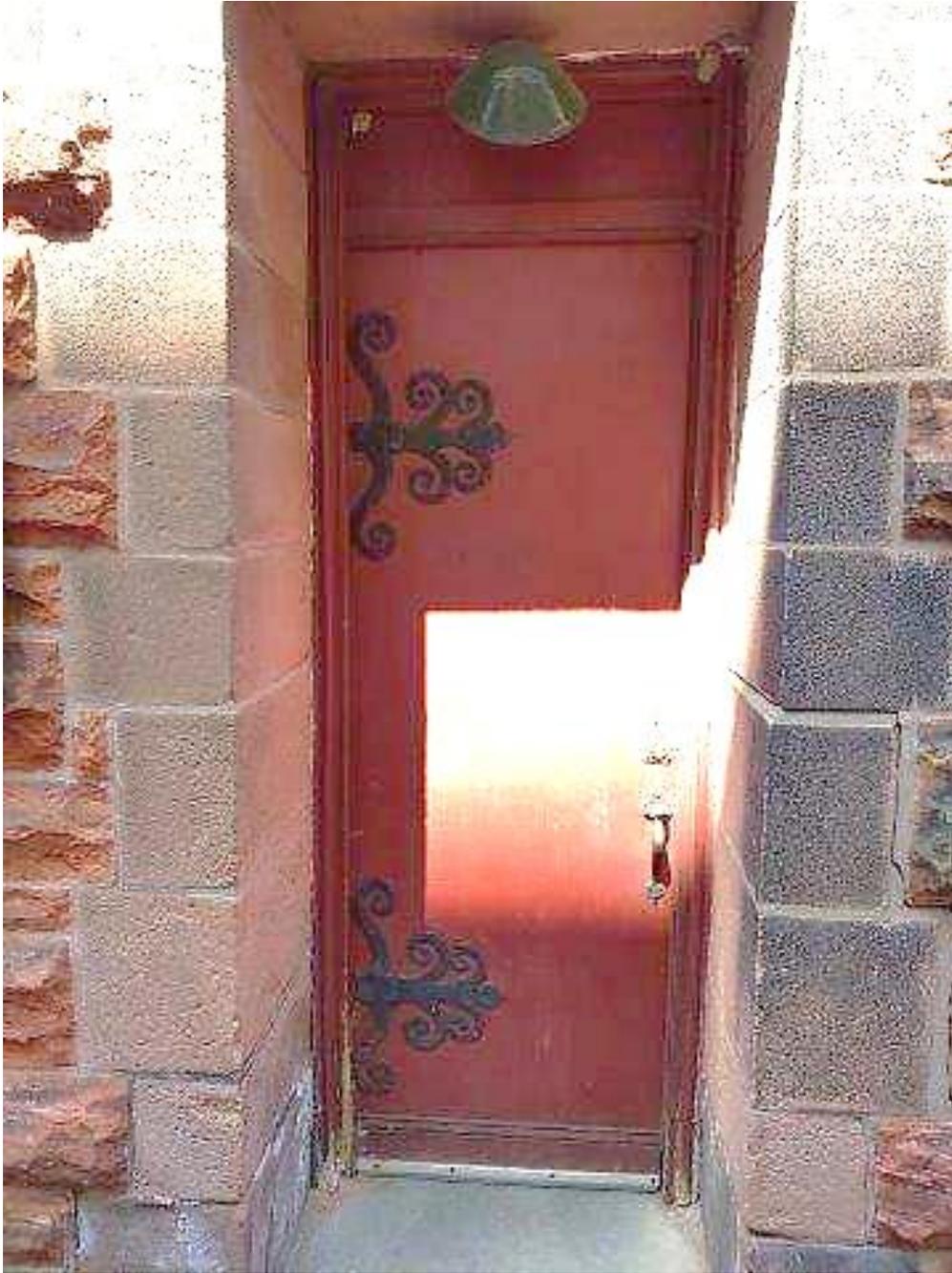




Baptistery Entrance, south door



Baptistery Entrance, south door details



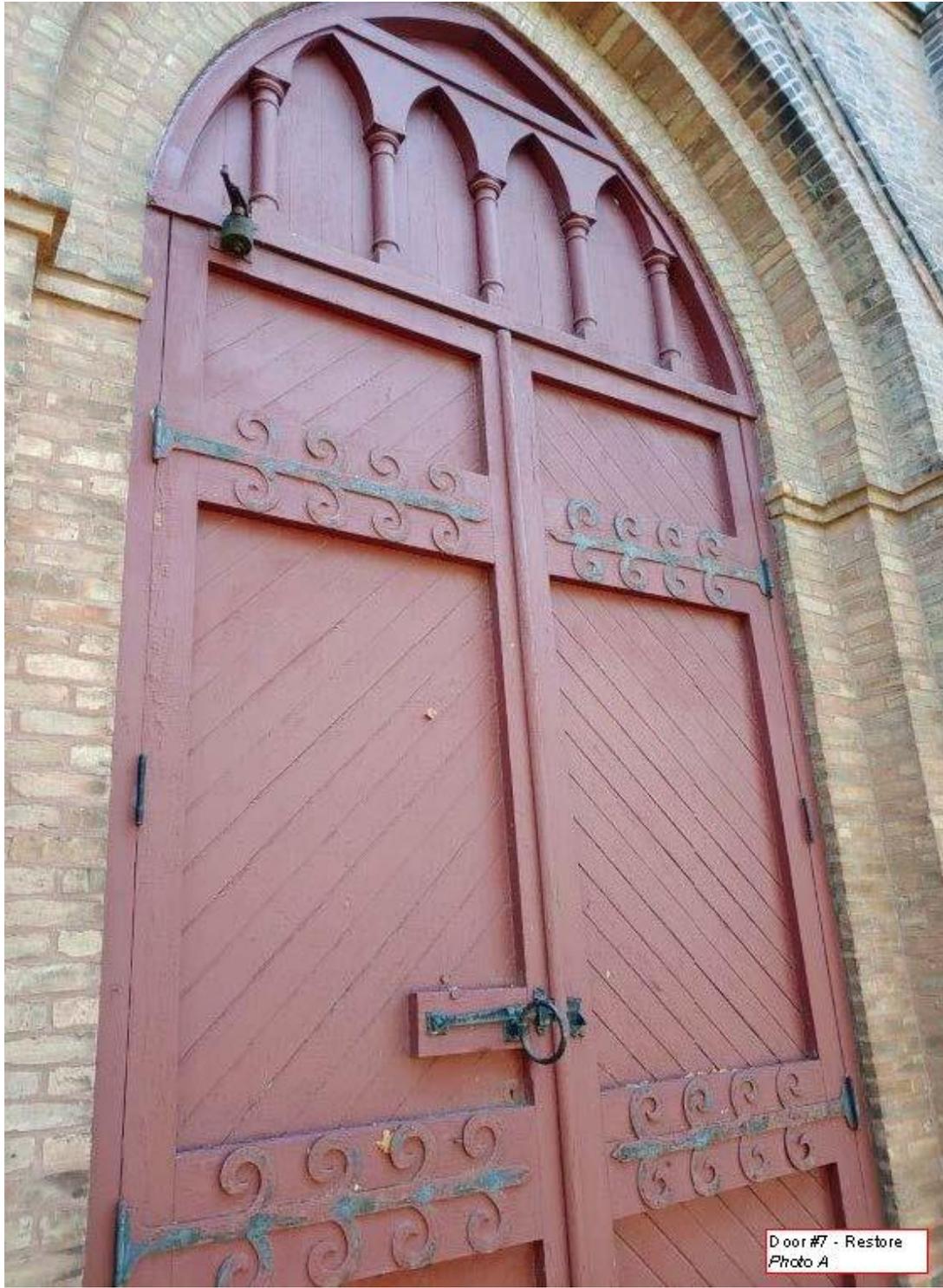
Bishop's Entrance



Bishop's Entrance detail



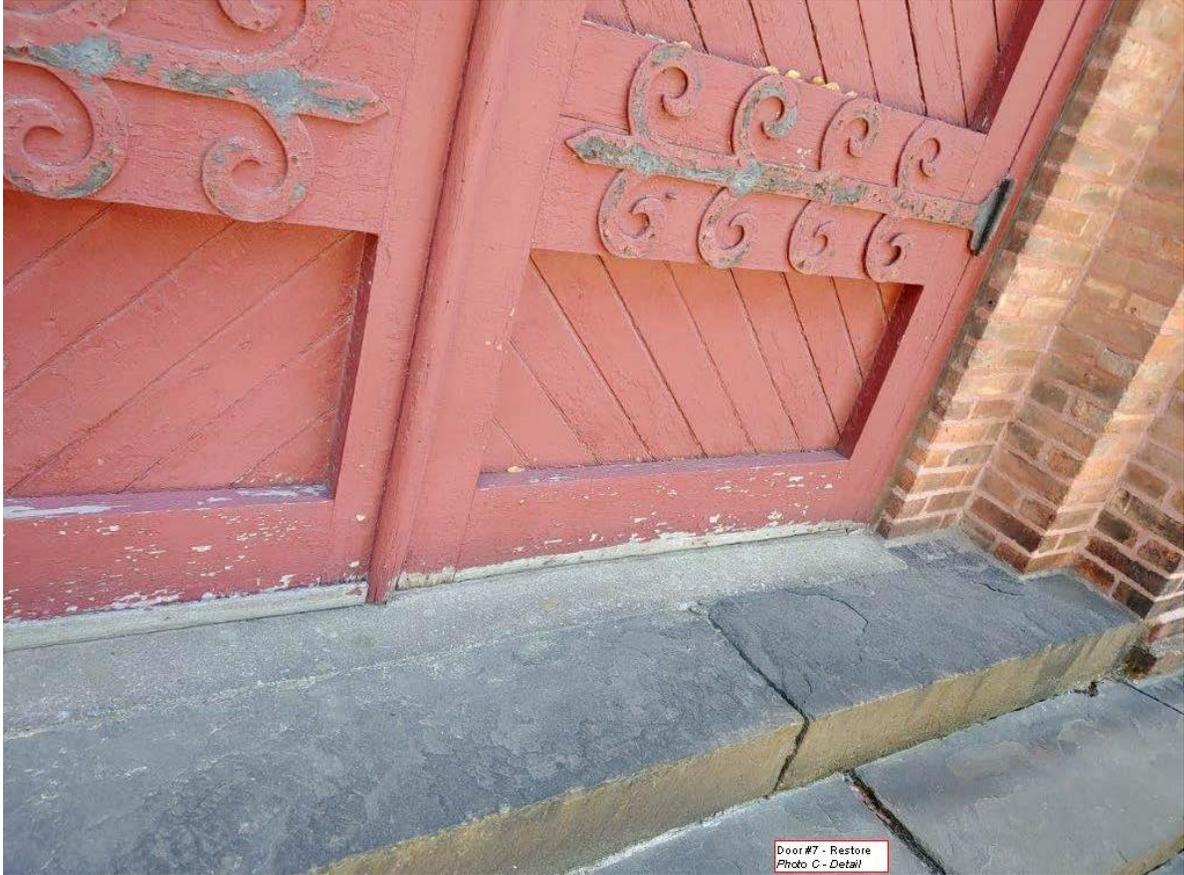
North Transept, east door



North Transept, center doors



North Transept, center doors detail



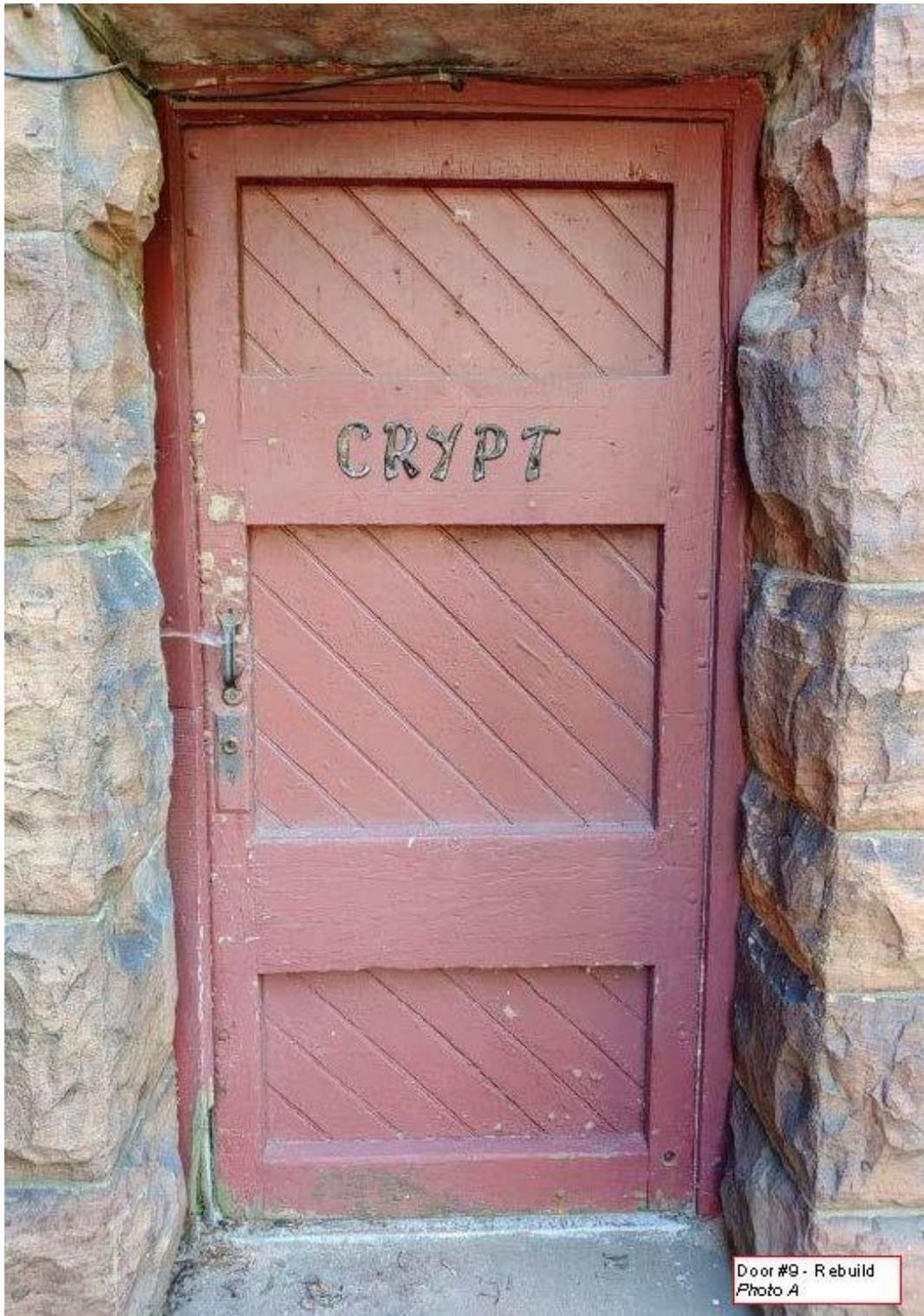
North Transept, center doors detail



North Transept, west door



North Transept, west door details



Crypt Door



Door #9 - Rebuild
Photo B - Detail

Crypt Door detail

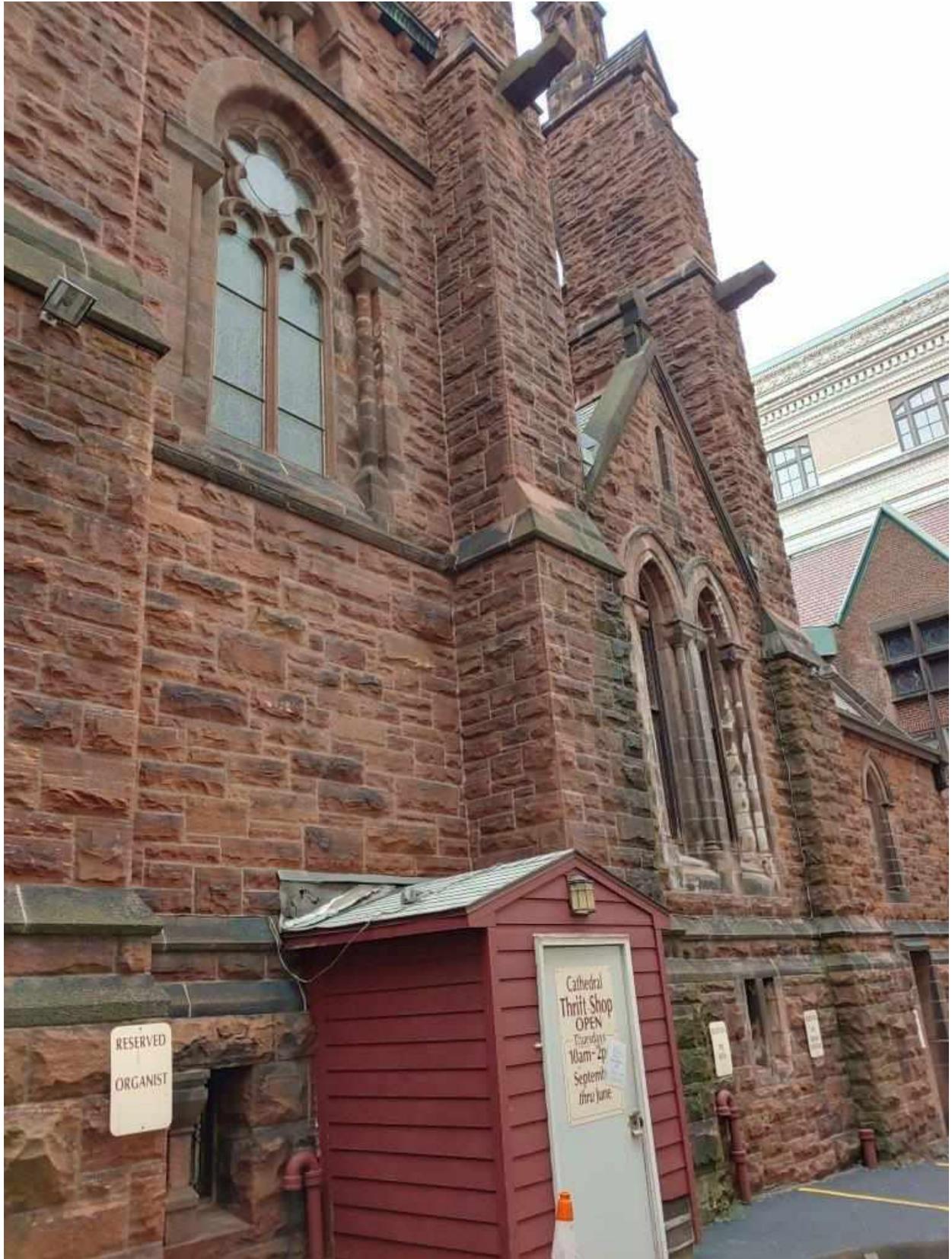


Crypt Door detail

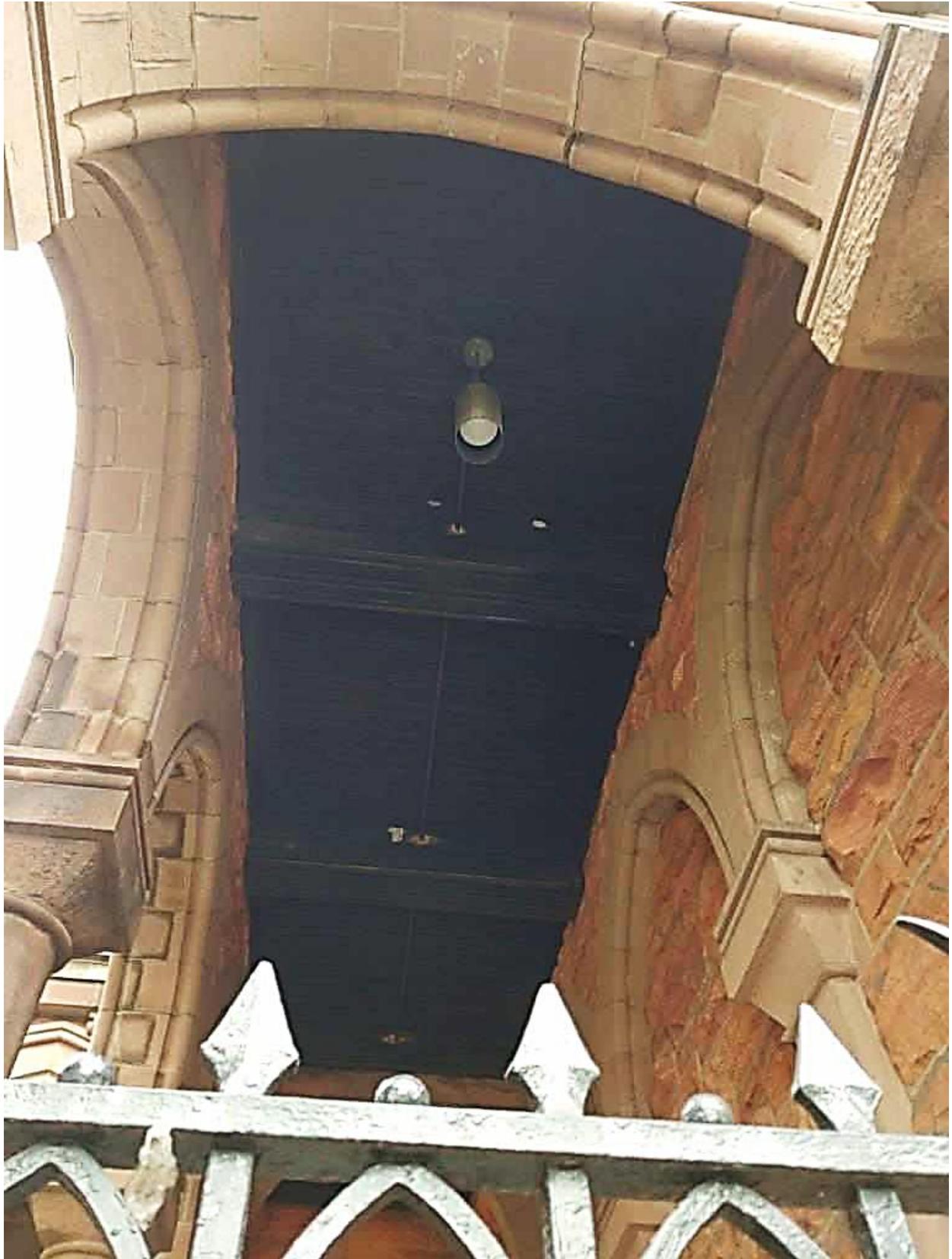
Cathedral of All Saints
Strategic Plan

Appendix D: Existing Light Fixture Photos





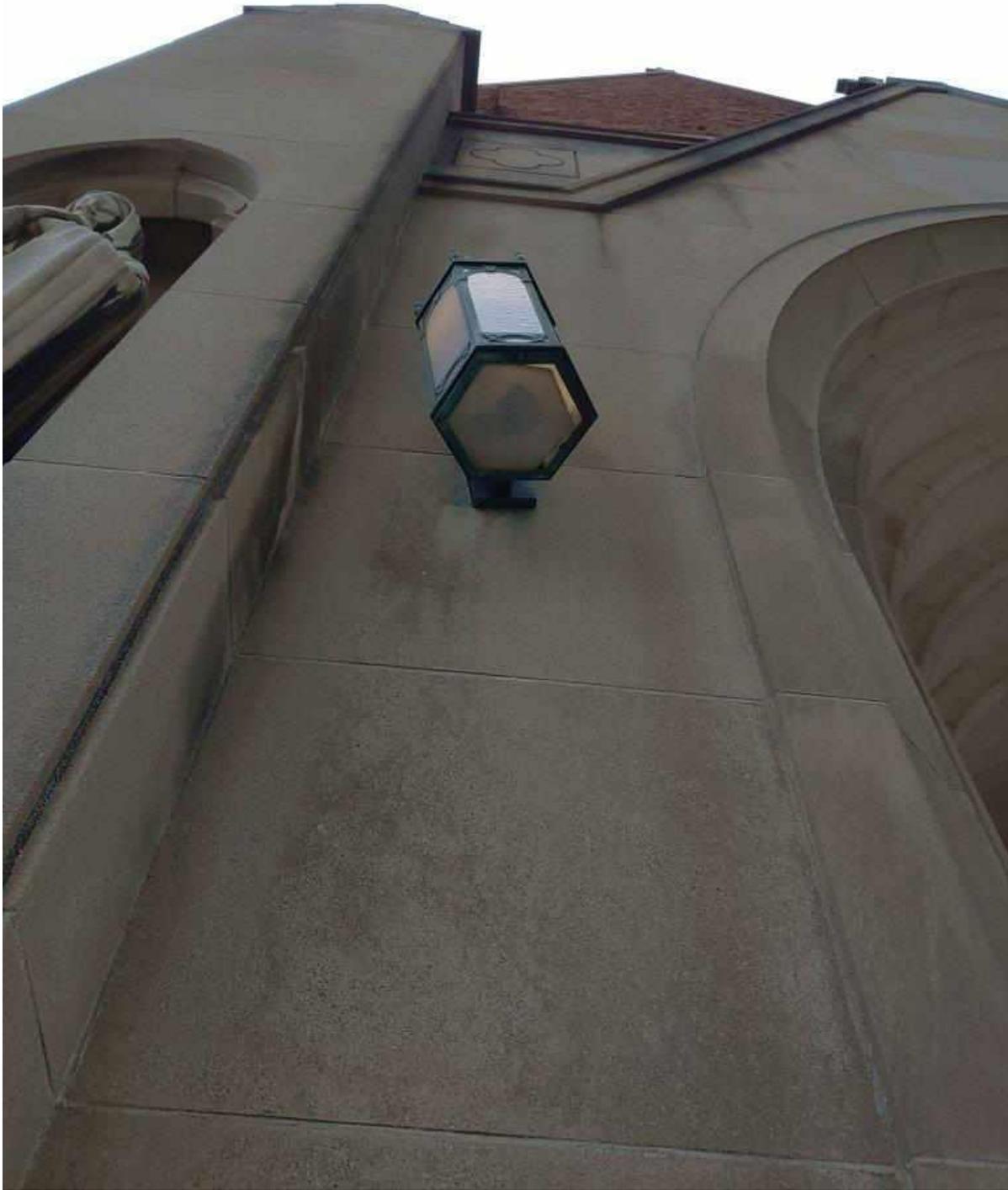












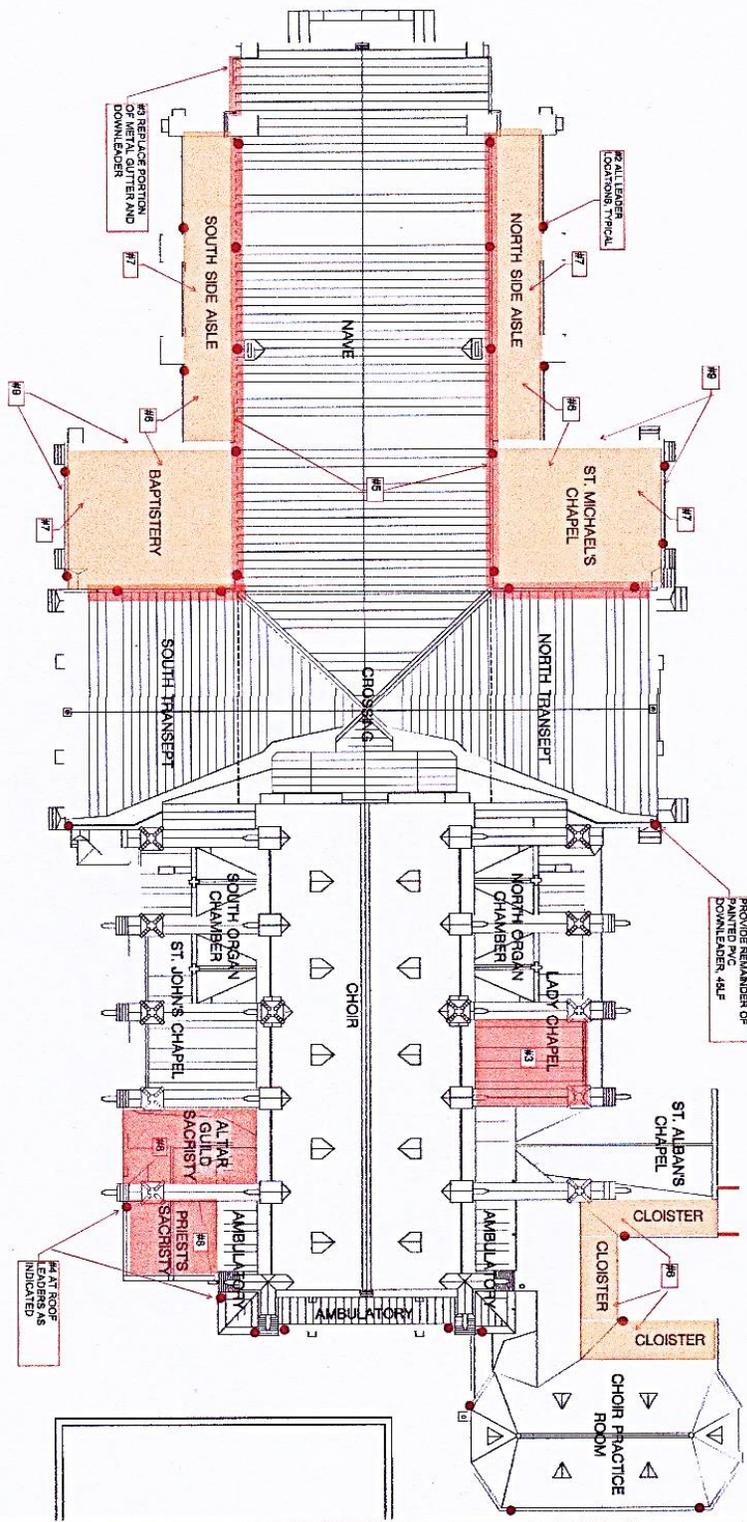
This light has been set plumb since this photo was exposed.











- #1: PROVIDE LEADER-HEAD STRAINER GRILLES (ASSUME 30)
- #2: CLEAN/OUT ALL GUTTERS AND DOWN LEADERS
- #3: REMOVE ALL GUTTERS AND DOWN LEADERS
- #4: REPAIR AND PAINTED PVC DOWNLEADER #1 COPPER HALF-ROUNDED GUTTERS
- #5: REMOVE GUTTERS (GULLY) AND DOWN LEADERS (GULLY)
- #6: REMOVE GUTTERS (GULLY) AND DOWN LEADERS (GULLY) OF BUILT UP ROOFING (4" WIDE x 120 LF)
- #7: RESEAL ALL EPDM ROOF JOINTS (1000 SF ROOFING) AND INSPECT 4
- #8: PROVIDE 1/2" EPDM ROOFING (1000 SF ROOFING) AND INSPECT 4
- #9: PROVIDE 1/2" EPDM ROOFING (1000 SF ROOFING) AND INSPECT 4
- #10: PROVIDE 1/2" EPDM ROOFING (1000 SF ROOFING) AND INSPECT 4

#2 REMOVE GUTTERS AND DOWN LEADERS

#3 REMOVE GUTTERS AND DOWN LEADERS

#4 REMOVE GUTTERS AND DOWN LEADERS

PROVIDE REMAINDER OF DOWNLEADER 48LF

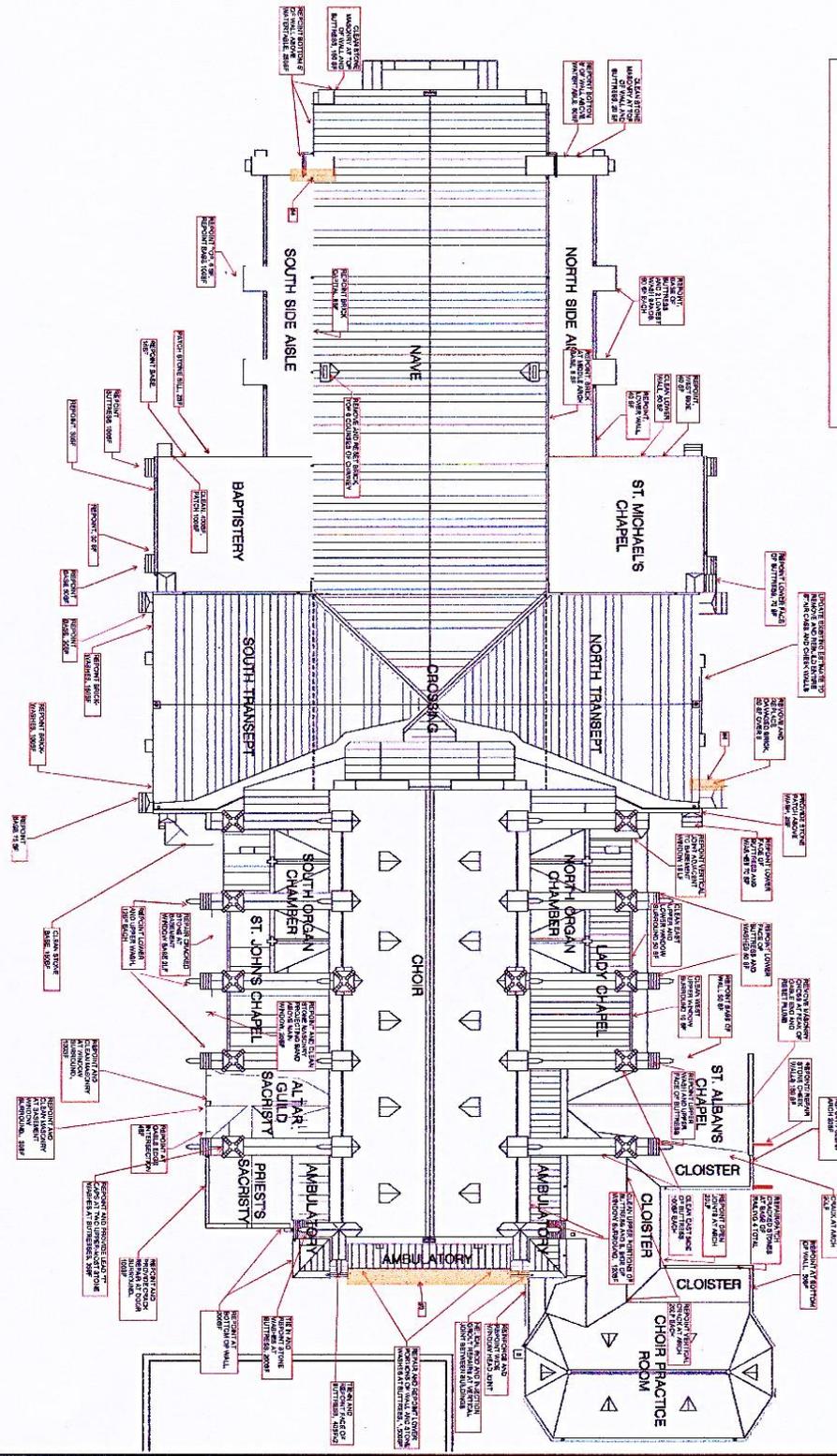
#10 AT ROOF LEADERS AS INDICATED

<h1 style="margin: 0;">A1-3</h1>	<p>STRATEGIC PLAN CATHEDRAL OF ALL SAINTS 62 SOUTH SWAN STREET, ALBANY NY 12210 ROOF SCOPE PLAN</p>	<p>NOT FOR CONSTRUCTION For Estimating Purposes Only</p>	<p>Lacey Thaler Reilly Wilson Architecture & Preservation, LLP 73 N. Pearl Street, Fourth Floor Albany, NY 12207 518.375.1485 ltrw-arch.com</p>
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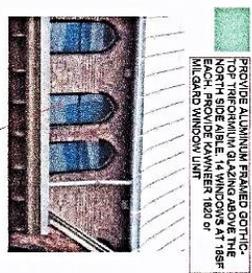
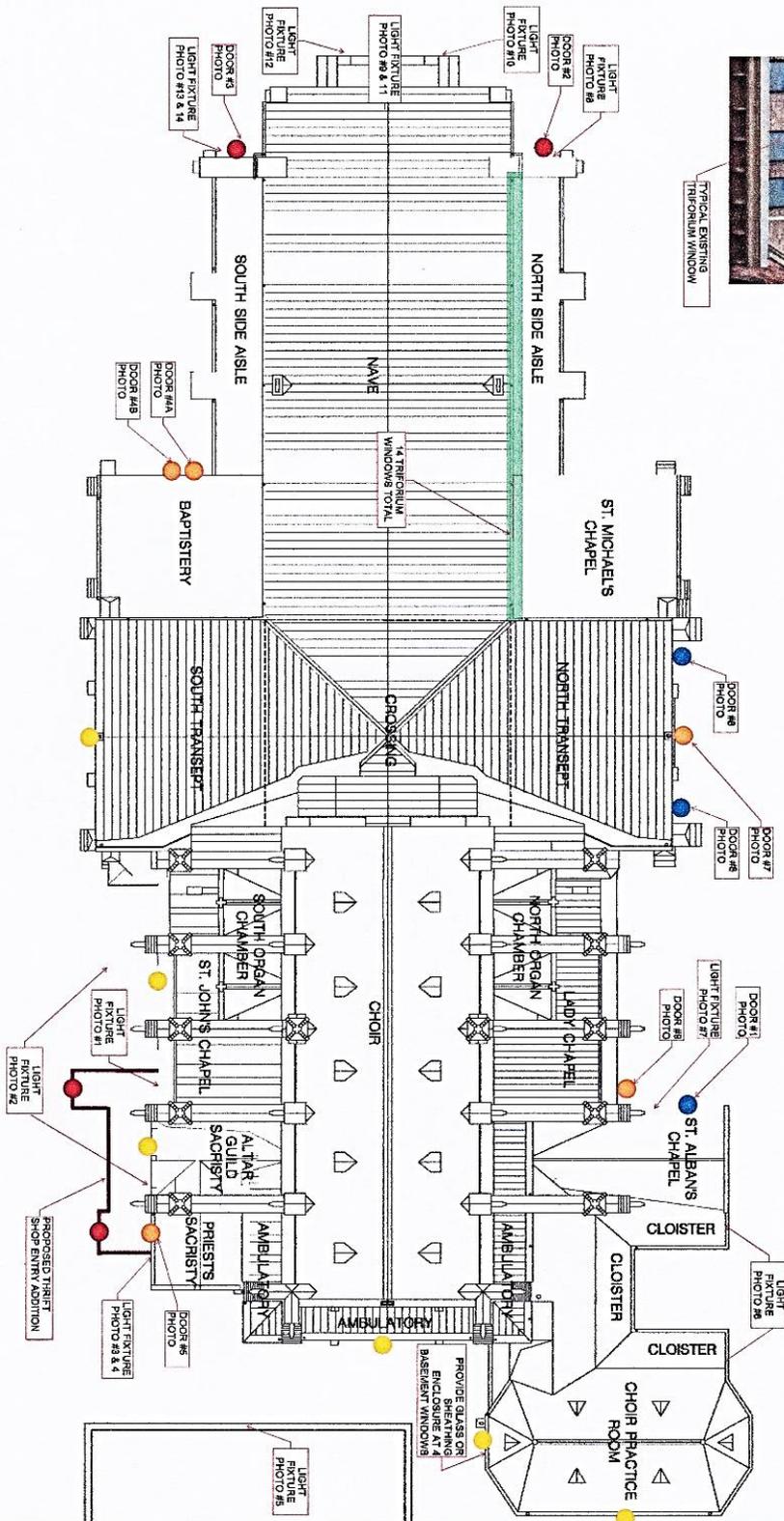
09/15/2020 9:32:00 AM

NOTE: ALL MASONRY REPAIR NOTES REFER TO STONE MASONRY UNLESS OTHERWISE NOTED ON THE ABOVE DRAWING

R1. REPORT MASONRY AS INDICATED BELOW.
 R2. CLEAN MASONRY AS INDICATED ON PLAN BELOW. IN ADDITION CLEAN AS REMOVE AND SALVAGE FACE STONE TO OWNER FOR ATTIC STOCK.
 REBUILD WALL UTILIZING BRICK (400 SF)
 TO REMOVE SPALLED BRICK IN AREAS INDICATED AND REPLACE INSPER
 RE UPDATE EXISTING ESTIMATE FOR BUTTRESS SURVEY



<p>STRATEGIC PLAN CATHEDRAL OF ALL SAINTS 62 SOUTH SWAN STREET, ALBANY NY 12210 MASONRY SCOPE PLAN</p>	<p>NOT FOR CONSTRUCTION For Estimating Purposes Only</p>	<p>Lacey Thaler Reilly Wilson Architecture & Preservation, LLP</p>
		<p>79 N. Pearl Street, Fourth Floor Albany, NY 12207</p>
<p>PROJECT NUMBER DATE PROJECT NO. 2020 DRAWN BY JT</p>	<p>DATE 09/11/2020 9:32:09 AM</p>	<p>518.375.1485 ltrw-arch.com</p>



PROVIDE ALUMINUM FRAMED GOTHIC TOP TRICONIUM GLAZING ABOVE THE NORTH SIDE AISLE. 14 WINDOWS AT 188" MATCH EXISTING WINDOW SIZE.

TYPICAL EXISTING TRICONIUM WINDOW

- PROPOSED LIGHT
- RESTORE EXISTING LIGHT
- REBUILD EXISTING LIGHT
- REBUILD EXISTING DOOR
- REBUILD EXISTING DOOR

- DOOR SIZES:
- #1 - 30' x 82"
 - #2 - (2) 30' x 82" (PAIR)
 - #3 - 30' x 82"
 - #4A - 30' x 82" x 84"
 - #4B - 30' x 82" x 84"
 - #5 - 30' x 82" (W/ TRANSOM)
 - #6 - 30' x 82" (W/ TRANSOM)
 - #7 - (2) 48' x 96" (PAIR W/ TRANSOM)
 - #8 - 42' x 96" (W/ TRANSOM)
 - #9 - 35' x 78"

<p>A1-2</p>	<p>STRATEGIC PLAN CATHEDRAL OF ALL SAINTS 62 SOUTH SWAN STREET, ALBANY NY 12210 DOOR WINDOW AND LIGHTING PLAN</p>	<p>NOT FOR CONSTRUCTION For Estimating Purposes Only</p>	<p>Lacey Thaler Reilly Wilson Architecture & Preservation, LLP 79 N. Pearl Street, Fourth Floor Albany, NY 12207 518.375.1485 ltrw.arch.com</p>
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**THE CATHEDRAL OF
ALL SAINTS**

ALBANY, NEW YORK

STRATEGIC PLAN BUDGET ESTIMATE

LACEY THALER REILLY WILSON

ESTIMATE PREPARED BY:

danda inc.

CONSTRUCTION COST CONSULTANT

4-Sep-20

THE CATHEDRAL OF ALL SAINTS

STRATEGIC PLAN BUDGET ESTIMATE

LACEY THALER REILLY WILSON

LIST OF ASSUMPTIONS

44078

PRICING BASED UPON CURRENT LOCAL CITY OF ALBANY NON-UNION WAGES RATES INCLUSIVE OF FRINGES BENEFITS, ALL PAYROLL TAXES AND INSURANCES; MARKET PLACE MATERIAL PRICING AND MARKET PLACE RENTAL COSTS FOR EQUIPMENT; ALL UNITS ARE INCLUSIVE OF TRADE CONTRACTORS OH&P PLUS ESCALATION AS DEFINED BELOW

SCOPE AND QUANTITIES ARE BASED UPON THOSE DEFINED ON THE PLANS AND AS STATED IN THE NARRATIVE

ESCALATION TO YEAR 2025 IS INCLUDED IN ALL UNIT COSTS AS DIRECTED. WE HAVE BASED THE ESCALATION RATE ON OUR HISTORICAL & PROJECTION OF ESCALATION DATABASE WITH ANNUAL ESCALATION AS FOLLOWS:

	THIS ESTIMATE	PRIOR ESTIMATE
4TH QUARTER 2017		
YEAR 2018	1.80%	1.80%
YEAR 2019	3.60%	3.60%
YEAR 2020	4.50%	4.50%
REMAINDER OF 2020	3.80%	3.80%
YEAR 2021	1.90%	3.80%
YEAR 2022	3.80%	3.90%
YEAR 2023	4.10%	4.10%
YEAR 2024	5.30%	5.30%
MID-POINT OF 2025	2.70%	2.70%
TOTAL	21.70%	33.50%

WITH ESCALATION PROJECTED TO MID-POINT OF 2025 WE THEREBY ASSUME WORK WILL BE DONE DURING THE 3RD QUARTER OF 2025.

DO TO STAGE OF DEFINED DOCUMENTS WE ARE INCLUDING A 10% DESIGN AND AN 8% CONSTRUCTION CONTINGENCIES

FOR THE SCOPE OF THE ITEMS a-h UNDER "FINISH NORTHWEST GARDEN PROJECT" ARE BASED UPON PRIOR DOCUMENTS, SCOPE AND PRICING

danda Inc.

THE CATHEDRAL OF ALL SAINTS
LACEY THALER REILLY WILSON
4-Sep-20

	QUANTITY	U/M	UNIT PRICE	EXTENSION	TOTAL	GENERAL CONDITIONS / INSURANCE / BOND / FEE 18.40%	SUBTOTAL	10% DESIGN & 8% CONSTRUCTION CONTINGENCIES 18.00%	TOTAL
MASONRY					\$988,824	\$181,944	\$1,170,767	\$210,738	\$1,381,506
WALL OPENINGS					\$206,412	\$37,980	\$244,392	\$43,991	\$288,382
EXTERIOR LIGHTING					\$11,523	\$2,120	\$13,643	\$2,456	\$16,099
ELECTRICAL WORK					\$4,053	\$746	\$4,799	\$864	\$5,663
ROOF WORK					\$51,832	\$9,500	\$61,332	\$11,004	\$72,335
NEW ENTRY TO THRIFT SHOP					\$146,806	\$26,829	\$172,637	\$31,075	\$203,712
LANDSCAPING					\$1,272,330	\$234,109	\$1,506,439	\$271,159	\$1,777,598
SUBTOTAL						\$259,118	\$1,667,370	\$300,127	\$3,745,094
GENERAL CONDITIONS / INSURANCE / BOND / FEE	18.40%			-\$604,830	\$2,680,562				
SUBTOTAL					\$3,173,809				
10% DESIGN & 8% CONSTRUCTION CONTINGENCE	18.00%				\$571,286				
TOTAL					\$3,745,000				\$3,745,000

THE CATHEDRAL OF ALL SAINTS
LACEY THALER RELLY WILLSON
4-Sep-20

		STRATEGIC PLAN BUDGET ESTIMATE			GENERAL CONDITIONS / BOND / FEE 18.40%	SUBTOTAL	10% DESIGN & 8% CONSTRUCTION CONTINGENCES 18.00%	TOTAL
		QUANTITY	UM	UNIT PRICE	EXTENSION	TOTAL		
1	MASONRY					\$988,824		
2	NOTE # A-1-1: REPOINT MASONRY							
3	A-1-1 INDIVIDUAL NOTES							
4	- CHOR PRACTICE ROOM: REINFORCE AND REPOINT WIDE WINDOW HEAD JOINT	1	EA	\$154.90	\$155			
5	- AMBULATORY - HELICAL ROD AND INJECTION GROUT REPAIRS AT VERTICAL JOINT BETWEEN BUILDINGS	1	LSA	\$1,238.90	\$1,239			
6	- AMBULATORY NOTE #3: REMOVE AND SALVAGE FACE STONE TO OWNER FOR ATTIC STOCK	500	SF	\$7.40	\$3,700			
7	- AMBULATORY NOTE #3: REBUILD WALL UTILIZING FACE BRICK	500	SF	\$7.80	\$3,800			
8	- AMBULATORY - REPAIR AND REPOINT LOWER PORTIONS OF WALL AND STONE HASHES AT BUTTRESS	1,500	SF	\$9.50	\$14,250			
9	- AMBULATORY - TIE-IN AND REPOINT FACE OF BUTTRESS - TWO (2) LOCATIONS	80	SF	\$15.50	\$1,240			
10	- AMBULATORY - TIE-IN AND REPOINT STONE HASHES AT BUTTRESS	200	SF	\$11.90	\$2,380			
11	- AMBULATORY & PRIESTS SACRISTY - REPOINT BOTTOM OF WALL	200	SF	\$18.60	\$3,720			
12	- PRIESTS SACRISTY - REPOINT AND PROVIDE CRACK REPAIR AT DOOR SURROUND	100	SF	\$12.40	\$1,240			
13	- BISHOP'S SACRISTY - REPOINT AT GABLE EDGE INTERSECTION	4	SF	\$38.70	\$155			
14	- BISHOP'S SACRISTY - REPOINT AND PROVIDE LEAD "H" CAPS AT TWO UPPERMOST STONE HASHES AT BUTTRESSES	35	SF	\$16.90	\$592			
15	- BISHOP'S SACRISTY - REPOINT AND CLEAN MASONRY AT BASEMENT WINDOW SURROUND	100	SF	\$18.60	\$1,860			
16	- BISHOP'S SACRISTY - REPOINT AND CLEAN MASONRY AT BASEMENT WINDOW SURROUND	30	SF	\$20.60	\$618			
17	ST. JOHN'S CHAPEL - REPOINT AND CLEAN STONE MASONRY PROJECTING BAND ABOVE MAIN WINDOW	20	SF	\$31.00	\$620			
18	ST. JOHN'S CHAPEL - REPAIR CRACKED STONE AT BASEMENT WINDOW BASE	2	LF	\$74.10	\$148			
19	ST. JOHN'S CHAPEL - REPOINT LOWER AND UPPER WASH - 2 EACH	24	SF	\$25.80	\$619			
20	ST. JOHN'S CHAPEL - CLEAN STONE BASE	150	SF	\$1.00	\$150			
21	SOUTH TRANSEPT - REPOINT BASE	30	SF	\$18.50	\$555			
22	SOUTH TRANSEPT - REPOINT BASE	75	SF	\$19.40	\$1,455			
23	SOUTH TRANSEPT - REPOINT BRICK WASHES	100	SF	\$18.60	\$1,860			
24	SOUTH TRANSEPT - REPOINT BRICK WASHES	150	SF	\$19.20	\$2,880			
25	BAPTISTERY - REPOINT BASE	50	SF	\$20.90	\$1,045			
26	BAPTISTERY - REPOINT (TWO LOCATIONS)	60	SF	\$20.60	\$1,236			
27	BAPTISTERY - REPOINT BUTTRESS	100	SF	\$18.60	\$1,860			
28	BAPTISTERY - REPOINT BASE	18	SF	\$17.20	\$310			
29	BAPTISTERY - PATCH STONE SILL	2	SF	\$74.10	\$148			
						\$1,170,767		
						\$210,738		
						\$1,381,506		

THE CATHEDRAL OF ALL SAINTS
LACEY THALER REILLY WILSON

4-Sep-20

STRATEGIC PLAN BUDGET ESTIMATE		QUANTITY	U/M	UNIT PRICE	EXTENSION	TOTAL	GENERAL CONDITIONS / BOND / FEE 18.40%	SUBTOTAL	10% DESIGN & 8% CONSTRUCTION CONTINGENCIES 18.00%	TOTAL
30	BAPTISTERY - CLEAN	400	SF	\$1.50		\$600				
31	BAPTISTERY - PATCH	100	SF	\$17.90		\$1,790				
32	SOUTH SIDE AISLE - REPOINT TOP	6	SF	\$25.80		\$155				
33	SOUTH SIDE AISLE - REPOINT BASE	100	SF	\$19.30		\$1,930				
34	SOUTH SIDE AISLE - REMOVE AND RESET BRICK TOP 6 COURSES OF CHIMNEY	1	LSA	\$3,794.60		\$3,795				
35	SOUTH SIDE AISLE - REPOINT BRICK CAPITAL	8	SF	\$19.40		\$155				
36	SOUTH SIDE AISLE - NOTE #4 REMOVE SPALLED BRICK IN AREAS INDICATED AND REPLACE	100	SF	\$37.90		\$3,790				
37	NAVE - REPOINT BOTTOM 5' OF WALL ABOVE WATER TABLE	250	SF	\$9.50		\$2,375				
38	NAVE - CLEAN STONE MASONRY AT TOP OF WALL AND BUTTRESS	180	SF	\$13.20		\$2,376				
39	NAVE - REPOINT BRICK AT MIDDLE ARCH BASE	5	SF	\$31.00		\$155				
40	NORTH SIDE AISLE - REPOINT BOTTOM 5' OF WALL ABOVE WATER TABLE	50	SF	\$24.80		\$1,240				
41	NORTH SIDE AISLE - CLEAN STONE MASONRY AT TOP OF WALL AND BUTTRESS	20	SF	\$7.40		\$148				
42	NORTH SIDE AISLE - REPOINT BASE OF BUTTRESS AND 2 LOWEST WASH BANDS (TWO LOCATIONS 90 SF EACH)	180	SF	\$20.60		\$3,708				
43	NORTH SIDE AISLE - REPOINT LOWER WALL	40	SF	\$19.40		\$776				
44	ST. MICHAEL'S CHAPEL - CLEAN LOWER WALL	60	SF	\$2.50		\$150				
45	ST. MICHAEL'S CHAPEL - REPOINT WEST SIDE	40	SF	\$19.40		\$776				
46	ST. MICHAEL'S CHAPEL - REPOINT LOWER FACE OF BUTTRESS	70	SF	\$17.70		\$1,239				
47	NORTH TRANSEPT - REMOVE AND REPLACE DAMAGES BRICK	30	SF	\$20.60		\$618				
48	NORTH TRANSEPT - NOTE #4 REMOVED SPALLED BRICK IN AREAS INDICATED AND REPLACE	100	SF	\$37.90		\$3,790				
49	NORTH TRANSEPT - PROVIDE STONE PATCH ABOVE WASH	25	SF	\$47.40		\$1,185				
50	NORTH TRANSEPT - PROVIDE STONE PATCH ABOVE WASH	2	SF	\$74.10		\$148				
51	NORTH TRANSEPT - REPOINT LOWER FACE OF BUTTRESS AND WASHES	70	SF	\$17.70		\$1,239				
52	NORTH TRANSEPT - REMOVE AND REBUILD ENTIRE STAIR CASE AND CHECK WALLS			SEE BELOW 41						
53	LADY CHAPEL - REPOINT VERTICAL JOINT ADJACENT TO BASEMENT WINDOW	15	LF	\$15.80		\$237				
54	LADY CHAPEL - REPOINT LOWER FACE OF BUTTRESS AND WASHES	50	SF	\$24.80		\$1,240				
55	LADY CHAPEL - CLEAN EAST UPPER AND LOWER WINDOW SURROUND	50	SF	\$24.80		\$1,240				
56	LADY CHAPEL - CLEAN WEST UPPER WINDOW SURROUND	10	SF	\$14.80		\$148				
57	ST. ALBANS CHAPEL - REPOINT BASE OF WALL	50	SF	\$19.40		\$970				

THE CATHEDRAL OF ALL SAINTS
 LACEY THALER REILLY WILLSON
 4-Sep-20

	QUANTITY	UM	UNIT PRICE	EXTENSION	TOTAL	GENERAL CONDITIONS / INSURANCE / BOND / FEE 18.40%	SUBTOTAL	10% DESIGN & 8% CONSTRUCTION CONTINGENCIES 18.00%	TOTAL
59	1	EA	\$3,575.00		\$3,578				
59	150	SF	\$23.90		\$3,595				
60	20	SF	\$7.70		\$154				
61	200	SF	\$6.20		\$1,240				
62	20	LF	\$23.20		\$464				
63	50	SF	\$21.70		\$1,085				
64	20	LF	\$23.20		\$464				
65	4	EA	\$38.70		\$155				
66	20	LF	\$23.20		\$464				
67	20	LF	\$23.20		\$464				
68	1	LSA	\$333,000.00		\$333,000				
69	180	DAYS	\$1,215.80		\$218,844				
70	120	DAYS	\$2,846.00		\$341,520				
71									
72					\$206,412	\$37,980	\$244,392	\$43,991	\$288,382
73	14	EA	\$4,929.00		\$69,006				
74	1	SGL	\$7,397.00		\$7,397				
75	1	PR	\$13,789.00		\$13,789				
76	1	PR	\$13,789.00		\$13,789				
77	1	SGL	\$7,588.00		\$7,588				
78	1	SGL	\$7,588.00		\$7,588				
79	1	SGL	\$7,397.00		\$7,397				
80	1	SGL	\$5,111.00		\$5,111				
81	1	SGL	\$7,302.00		\$7,302				
82	1	SGL	\$5,111.00		\$5,111				
83	1	SGL	\$3,894.00		\$3,894				
84	60	EA	\$974.00		\$58,440				
85									
86					\$11,523	\$2,120	\$13,643	\$2,456	\$16,099
87									
88	1	EA	\$1,296.00		\$1,296				
89	1	EA	\$992.00		\$992				
90	2	EA	\$992.00		\$1,984				

THE CATHEDRAL OF ALL SAINTS
LACEY THALER REILLY WILLSON
4-Sep-20

		STRATEGIC PLAN BUDGET ESTIMATE			GENERAL CONDITIONS / INSURANCE / BOND / FEE 18.40%	SUBTOTAL	10% DESIGN & 8% CONSTRUCTION CONTINGENCIES 18.00%	TOTAL
QUANTITY	U/M	UNIT PRICE	EXTENSION	TOTAL				
81	EA	\$1,114.00	\$1,114.00	\$1,114				
82	EA	\$529.00	\$529.00	\$529				
83	EA	\$892.00	\$892.00	\$892				
84	EA	\$748.00	\$748.00	\$748	\$0	\$0	\$0	
86	EA	\$529.00	\$529.00	\$529				
86	EA	\$529.00	\$529.00	\$529				
87	EA	\$785.00	\$785.00	\$785				
88	EA	\$748.00	\$748.00	\$748				
89	EA	\$1,486	\$1,486	\$1,486				
99	LS	\$1,533.00	\$1,533.00	\$1,533	\$748	\$4,799	\$884	\$5,663
101	LS	\$2,520.00	\$2,520.00	\$2,520				
102	LS	\$2,520.00	\$2,520.00	\$2,520				
103	LS	\$2,520.00	\$2,520.00	\$2,520				
104	EA	\$144.50	\$3,757	\$3,757	\$9,500	\$61,132	\$11,004	\$72,135
105	EA	\$3,919.70	\$3,920	\$3,920				
106	EA	\$65.30	\$1,959	\$1,959				
107	EA	\$774.10	\$774	\$774				
108	EA	\$1,959.80	\$1,960	\$1,960				
109	EA	\$879.50	\$880	\$880				
110	EA	\$979.50	\$1,960	\$1,960				
111	EA	\$16.30	\$1,956	\$1,956				
112	EA	\$13.10	\$1,965	\$1,965				
113	EA	\$16.30	\$1,956	\$1,956				
114	EA	\$19.30	\$2,316	\$2,316				
115	EA	\$19.80	\$9,800	\$9,800				
116	EA	\$72.50	\$289	\$289				
117	EA	\$653.30	\$1,960	\$1,960				
118	EA	\$98.00	\$1,960	\$1,960				
119	EA	\$43.60	\$1,962	\$1,962				
120	EA	\$807.90	\$12,158	\$12,158				
121	EA	\$868.80	\$7,894	\$7,894				
122	EA	\$1,034.50	\$27,165	\$27,165				
123	EA	\$52.10	\$22,290	\$22,290				
124	EA	\$87.30	\$48,190	\$48,190				
125	EA	\$14.60	\$5,577	\$5,577				
126	EA	\$26.80	\$11,466	\$11,466				
127	EA							
128	EA							
129	EA							
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INSPIRATION for twenty first century restoration and improvement should find its source in the vision of our first Bishop, William Crowell Doane, for a complete cathedral illustrated below. Although it would be grand to complete the towers, the lantern, the porches, and the soaring ceilings of Doane's cathedral, such an undertaking would require funds several orders of magnitude greater than are currently available, and if that much were available, the heart of the cathedral would put those funds into bringing people to Christ, rather than into bricks and mortar. This illustration and budget for completion on page 81 suggest that the current Cathedral should follow Doane's approach:

DREAM NO SMALL DREAMS!



	1938 each	computed 1938 totals	2019 total
The Nave	\$250,000	\$250,000	\$4,375,000
The Western Towers (each)	\$120,000	\$240,000	\$4,200,000
The Central Tower (Lantern)	\$110,000	\$110,000	\$1,925,000
North and South Transepts (each)	\$90,000	\$180,000	\$3,150,000
War Chapel	\$35,000	\$35,000	\$612,500
Baptistery	\$45,000	\$45,000	\$787,500
Carving	\$50,000	\$50,000	\$875,000
North Porch	\$20,000	\$20,000	\$350,000
West Doors (Bronze)	\$10,000	\$10,000	\$175,000
Amplification for the entire Cathedral	\$1,700	\$1,700	\$29,750
Improved lighting fixtures	\$7,500	\$7,500	\$131,250
Permanent floor for the Nave, Crossing and Transepts	\$5,000	\$5,000	done
Statues, Twelve, in the West Porch (each)	\$1,000	\$12,000	\$210,000
Clerestory windows, eight (each)	\$9,000	\$72,000	\$1,260,000
Clerestory windows, eight (each)	\$5,000	\$40,000	\$700,000
Modern Airconditioning Plant	\$12,000	\$12,000	\$210,000
West Porch	\$25,000	\$25,000	\$437,500
Lantern adornments	\$25,000	\$25,000	\$437,500
		\$1,140,200	\$19,866,000

Budgets in the “1938 each” column were printed in a 1938 Cathedral Guide Booklet. Escalation of costs is based solely on the growth of the Consumer Price Index and does not consider the cost of compliance with the many regulations on the construction industry put in place since 1938.

In the parlance of today, the Cathedral of All Saints is a “faith-based institution”, interpreted by our contemporaries as a “religious” 501-C-3. Bishop Doane and Cathedral leaders since his episcopate demonstrated an important nuance: The Cathedral of All Saints is an institution BASED ON FAITH. Those forebears set about building a cathedral that would honor the Living God in faith that our Heavenly Father knows what we need before we ask (Mt 6:8). They lived by faith, not by sight (2 Cor 5:7) knowing that without faith it is impossible to please God, because anyone who comes to Him must believe that He exists and that He rewards those who earnestly seek Him (Heb 11:6). Those forebears showed us that their faith was being sure of what they hoped for and certain of what they did not see (Heb 11:1).

Doane’s vision of the mission of the Cathedral as a spiritual center for bringing people to Christ was expressed in the sermon he preached in the Chapel of the Cathedral of All Saints on the first Sunday in October 1876, 12 years before the completion of the Provisional Cathedral building. It concluded with this:

“And we shall far better than by the loudest claims vindicate, before God and to a world impatient of assumptions based only upon arguments; we shall far better vindicate our apostolic lineage by lives and labors based upon their models who set to work not to convert one city or a single nation, not to collect a congregation and minister to it, but to evangelize the world.”

Doane and those who came after him moved in faith that God is faithful to His promises, given to us who follow Him, in Scripture.

Matthew 6:33 - But seek first the kingdom of God and his righteousness, and all these things will be added to you.

Matthew 7:7 – Ask and it will be given to you; seek and you shall find; knock and the door will be opened to you.

Matthew 7:11 - If you then, who are evil, know how to give good gifts to your children, how much more will your Father who is in heaven give good things to those who ask him!

Matthew 18:19 - Again I say to you, if two of you agree on earth about anything they ask, it will be done for them by my Father in heaven.

Matthew 21:22 - And whatever you ask in prayer, you will receive, if you have faith.

John 15:7 - If you abide in me, and my words abide in you, ask whatever you wish, and it will be done for you.

John 15:16 - You did not choose me, but I chose you and appointed you that you should go and bear fruit and that your fruit should abide, so that whatever you ask the Father in my name, he may give it to you.

Ephesians 3:20-21 - Now to him who is able to do far more abundantly than all that we ask or think, according to the power at work within us, to him be glory in the church and in Christ Jesus through all generations, for ever and ever, Amen.

Philippians 4:19 – And my God will meet all your needs according to his glorious riches in Christ Jesus.

1 John 3:22 - And whatever we ask we receive from him, because we keep his commandments and do what pleases him.

1 John 5:14-15 - And this is the confidence that we have toward him, that if we ask anything according to his will, he hears us. And if we know that he hears us in whatever we ask, we know that we have the requests that we have asked of him.

We cannot yet see the completion of those hoped-for things this plan describes. We, the Cathedral “family” and those who support this Cathedral, however, can step forward in faith believing that our God knows our needs and will be faithful to His promises. Jesus said to the father of a possessed boy, “Everything is possible for him who believes.” Immediately the boy’s father exclaimed, “I do believe, help me overcome my unbelief.” (Mark 9:23-24). May we earnestly pray that God will strengthen our belief.

This Strategic Plan was accepted on a unanimous vote by
the Great Chapter of the Cathedral of All Saints on
April 19, 2021

