QUALIFICATIONS:
All Souls Unitarian Universalist Church
Proposal of Architectural Services
9 June 2015

Chris & Kelley Davis, Co-Chairs
Architectural Design Task Force
All Souls Unitarian Universalist Church
4501 Walnut
Kansas City, MO 64111

Re: All Souls Unitarian Universalist Church programming & concept design

Dear Chris and Kelley,

Thank you for the invitation to submit el dorado’s qualifications to provide architectural services for All Souls Unitarian Universalist Church. Having read the RFQ, including the very informative links to the preparatory work you all have done to arrive at this point, we are impressed with the vision and goals of the project. We would be honored to work with you to craft an inspiring vision of improved facilities on par with the tremendous vision articulated by your congregation.

We are drawn to the project because it is so closely aligned with one of our firm’s core philosophies: that buildings, when properly envisioned and designed, can encourage interaction and strengthen communities. In support of this philosophy, we can summarize our qualifications in three brief statements:

- **Our buildings strengthen communities.** For eighteen years, we have focused on creating dynamic, transformative spaces that inspire those that experience them. We believe that buildings have the power to bring people together and to reinforce the values of the organizations that commission them. We believe that architecture can be attractive — aside from looking great, inspired buildings can literally attract people, and provide the framework for deep experiences that keep them coming back again and again. This is especially true with buildings that have a youth or family outreach focus, like yours.

- **We are innovators, grounded in reality.** We are innovative in our ability to provide attractive space that appeals to young people and families, but we are very traditional and straightforward in our understanding of construction. We have had a successful steel fabrication shop as part of our office since our inception in 1996, and as a result we are more aware than other firms about the relationship between designing and making. This is beneficial in a number of ways — because we have confidence in what we’re drawing, our drawings are highly buildable, and we have an accurate sense of cost implications early on in the process.

- **We expand the definition of sustainability.** We believe that balancing sustainability, cost-effectiveness and human productivity in an architectural design is a common sense approach that benefits our clients specifically and the community at large. We believe strongly that sustainable
design refers to more than just the environment — it refers to the successful long-term operation of a facility, including resource usage, maintenance and occupant comfort over the course of the entire year. It also refers directly to the sustainability of a building's function and appeal — designing with the future in mind, so that a building can flexibly support whatever functions you can envision that bring people together and promote your vision.

With our focus on community-based design, innovation, responsiveness, constructability and “expansive” sustainability, we believe we are truly different from other firms — and we believe that the difference would be of benefit to All Souls. Our firm was created with projects like yours in mind — projects that can bring people together and change their lives. We are right-sized for projects like yours, and we would bring equal measures of innovation, professionalism and collaborative spirit to the table.

Again, thank you for this opportunity. We look forward to further conversation. If you have any questions please do not hesitate to contact either one of us.

Sincerely,

David Dowell, AIA
principal-in-charge, el dorado inc
p. 816-888-7835
e. david@eldo.us

Josh Shelton, AIA
quality control manager, el dorado inc
p. 816-888-7833
e. josh@eldo.us
our story:

We founded el dorado inc in the spring of 1996 as an expression of our shared admiration for well-designed, well-built places. We were united in our belief that there was a lot of room for improvement within the conventional relationship between architect and builder. **We knew that good things would result when the boundaries between designing and making were blurred**, and when we opened our doors we offered a unique service that consolidated the two.

Our firm has grown substantially since then, but the initial spark that ignited our enthusiasm remains at the heart of our practice. Our collaborative process works because it brings out the strengths in every individual involved on a project — contractors, consultants and clients alike. It works because it is rooted in our deep understanding of the potential of design and in the physical nature of construction. It works, and it has resulted in a burgeoning portfolio of inspired work for our clients.
design philosophy:

Our history is shaped by a constant and rigorous exploration of the relationship between designing and making, from smaller scale installations to larger scale architect-led design-build projects. We believe that by incorporating the construction of our designs into our project delivery, we are able to more effectively control the project schedule and cost and achieve a higher level of craft.

Our 21-person company is a collaborative enterprise, focused on work in six target sectors: commercial, residential, industrial, civic / institutional, public art and planning. As a group, it is understood that every project we take on, regardless of sector, scale or budget, must be exceptional.
our process:

The architectural process that results in your building all starts with your vision. It is our job to take that vision through a series of methodical steps in order to clarify it, help you see it better and, eventually, to make it a built reality. These steps are themselves comprised of numerous challenges and opportunities—each of which must be carefully balanced in turn.

**Understanding.** Through interviews and investigation, we help you understand and prioritize the issues that underly your vision, such as siting, function and budget. This phase ends with a detailed strategy to achieve your goals.

**Envisioning.** You come to us with a vision, and its our job to help you see it in full light. Using a variety of instructive techniques, we help you to envision what it will really be like to experience your project. This phase ends with a solid schematic design and an understanding of cost and timing implications.

**Documenting.** We capitalize on our deep understanding of construction and develop a comprehensive set of drawings and specifications that can be accurately bid and built. Because we know how to build, we can think like contractors—and this translates into tight bids. This phase ends with a full set of construction documents.

**Making.** We closely track our projects through the construction phase, using the same team that designed and documented the project. Our experience helps us to effectively collaborate with contractors and to troubleshoot issues that arise on site. This phase ends with you standing in your facility, smiling.
Project Approach

We feel great alignment with your mission and offer twenty years of experience in building renovations, additions and shepherding stakeholder-intensive design and construction processes. We have the capacity to provide complete design and construction administration services, but for the moment want to focus our approach on the three main scopes of work you’ve requested:

Programming (Understanding).

If selected we would leverage our successful history working with the Unitarian Fellowship of Lawrence, Shawnee Mission Unitarian Universalist Church, Center for Spiritual Living, St. Andrews Episcopal Church and Calvary Lutheran Church, all of whom embarked upon similar journeys. Certain programming aspects with these projects overlap yours such as how to anticipate and manage congregation growth, how to improve natural resource consumption and stewardship, how to address current and future maintenance needs and so on. We have a great handle on these issues. By combining your programming efforts undertaken to date with a process of vetting programmatic “best practices” from our experiences we will formulate a quick and comprehensive program outline. Most of these projects also had similar or even more challenging budgetary constraints. During the programming phase we would seek to discover and articulate what is absolutely specific and unique to ASUUC, both as a congregation and as a campus of buildings, parking lots and outdoor spaces.

- Weekly meetings for six weeks (inclusive of one week to prepare a summary document).
- Regular attendance at ASUUC events.

Concept Design (Envisioning).

This is the fun part. Translating the program into a holistic architectural vision is what we do best. We are not proposing any specific engineering consultants at the moment but we have terrific working relationships with the top engineering companies in Kansas City and individuals within these companies. We do, however, feel that there is a tremendous opportunity to consider a more strategic engagement with landscape and the nature of exterior connectivity among your facilities. Your site is an enormous
asset and we want to leverage it to the fullest extent possible. We are currently working with Minneapolis-based Coen+Partners, recent recipients of the Cooper Hewitt’s coveted National Award for Landscape Architecture, on a number of projects in Kansas City. We would love to bring them into the fold. Our approach to concept design would result in graspable, visually compelling images – possibly even a physical model – supported by more detailed technical approaches to infrastructure improvements.

- Weekly, iterative concept development presentations for four weeks.

**Cost Estimation.**

We would take a two-tiered approach to this critically important part of your project. As one of the very few architecture firms in Kansas City to actually assume the role of general contractor (we’re not proposing that here), we have a unique data base of current costs as well as a deep understanding of the dynamics within the construction industry and the relationship between the design and construction industries that impact cost. Rather than hire a professional cost estimator, who has no real motivation to be precise or to be pro-actively thinking of ways to economize, we suggest presenting concept design packages to a limited number of appropriate general contractors for preliminary pricing. This will bring out a broad range of alternatives to consider in subsequent phase of work while at the same time giving a very clear and accurate sense of in-the-moment pricing. With design and construction heating up over the past year, it will benefit you tremendously to understand which trades are busiest, which systems are in current favor and which materials are in short supply.

- Vetting and preparation of select GC’s during the Concept Design phase.
- Two weeks, with each GC presenting the conceptual design estimates to the committee.
- During this two week phase, final concept design deliverables will be prepared for fundraising.
**Staffing Plan**

**David Dowell, AIA - Principal In Charge**

David would lead the team for this project. A graduate of Washington University in St. Louis and the University of California, Berkeley, he has experience with historical buildings (including mid-century structures), educational buildings, and public arts buildings projects. Aside from two decades of project experience, he also adds the perspective of an educator, having led our studio at Kansas State University for the last three years. He would be involved from the beginning, and would be the design lead for the project.

**SEAN SLATTERY, AIA LEED AP - Project Manager**

Sean is a senior associate at el dorado and a talented project architect. When developing designs, he envisions the project from the end-user’s perspective to create solutions that have real-world applications. Since joining the congregation of Calvary Lutheran Church and School of Kansas City in 2002, Sean has served on a number of property-related committees. Having significant involvement in his own congregation, Sean is well versed in working within church communities to assess needs and provide tailored solutions.

**KARA SCHIPPERS - Project Designer**

Kara is a talented designer and enthusiastic project team member. She would work on the project under the guidance of the PIC and PM, and would develop the design and create imagery to spark dialogue on its progress.

**JOSH SHELTON, AIA - Quality Control**

Josh is a principal at el dorado and currently serves as the Director of Operations. He manages a wide variety of projects, both in scale and typology. Josh has led design teams for multiple church and spiritual center-based projects for the firm and is adept at managing the interests of the multiple stakeholder groups that make up a congregation.
David Dowell, principal in charge

David is a partner in the Kansas City architecture firm el dorado inc. He received a Bachelor of Art in Architecture from Washington University in St. Louis in 1989 and a Master of Architecture from the University of California, Berkeley in 1994. He is interested in work that engages contemporary issues around culture, education and the nature of the public realm. David has been a national peer reviewer for the GSA’s Design Excellence program since 2011. Recent work includes a new facility for the Kansas City Art Institute’s Fiber Department, a greenhouse in Swope Park for Kansas City’s Parks Department, a publicly funded multi-unit dwelling for a mental health agency, two residences in the Flint Hills and the Main Street Bridge over I-670 in downtown Kansas City.

A key part of David’s work involves the direct connection between designer and the community in which projects occur. He believes that this is the most effective way to reach stakeholder consensus and proper understanding of the important issues of a particular project.

education:
1989 Washington University, St. Louis, MO: Bachelor of Arts in Architecture
   Award for Distinction, 2008
1994 University of California, Berkeley, CA: Master of Architecture
   Branner Traveling Fellowship Recipient, 1993-4
   Paris Prize, Arnold Arbeit Award, 1993

architectural registration:
Kansas, issued 2010
Missouri, issued 2009
Louisiana, issued 2012

selected project experience:
- Unitarian Fellowship of Lawrence: Lawrence, Kansas—institutional, master plan development and renovation
- Shawnee Mission Unitarian Universalist Church: Kansas City, Missouri—new building design, tenant finish and F/F/E
- ReStart Housing: Kansas City, MO—new apartments for special needs population
- Make it Right Foundation: Kansas City, Missouri—new single-family affordable housing prototype LP
- Crossroads Hotel: Kansas City, Missouri—boutique hotel renovation
- Blue Barn Theater-Greenspace: Omaha, NE—public greenspace
- WA Building: Kansas City, MO—building renovation, streetscape, native plant rooftop garden
- mk12 Building: Kansas City, MO—building renovation, tenant finish and F/F/E
- Riverfront West Interpretive Center: Kansas City, MO—new education building and environmental improvement programming
- Chipotle: multiple regional locations—Four restaurant prototypes
- Washington 23 Condominium: Kansas City, MO—building, streetscape and parking lot renovation
- Main Street Marketplace: Kansas City, MO—urban planning feasibility study
- Society for Contemporary Photography: Kansas City, MO—tenant finish, custom fabrication and F/F/E

LP = LEED Platinum (tracking)
**Sean Slattery, AIA LEED AP+ project manager**

Sean is a talented project architect. When developing designs, Sean envisions the project from the end-user’s perspective to create solutions that have real-world applications. He works to anticipate the contractor’s needs by producing feasible, simple Construction Documents that result in minimal questions and tight bids. Sean takes a highly imaginative approach to his work, fueled by his previous graphic design experience. This influences his vision and design execution, and brings an elevated level of detailing to his daily work and drawings. Sean creates a natural rapport when interacting with the project team and clients, and is able to communicate intelligibly in the field.

Since joining the congregation of Calvary Lutheran Church and School of Kansas City in 2002, Sean has served on a number of property-related committees. Sean has continuously served on the Board of Church Properties with duties including managing budgets, managing maintenance staff, acquiring bids and hiring subcontractors, and organizing volunteer labor. In 2008, Sean helped facilitate the master planning for the Church, was on the committee to interview and hire the design team, and then served on the Capital Campaign committee. In 2010, Sean was elected to the Board of Elders, a Board whose tasks include building consensus among congregation members for long term visions. He continues to serve on all three boards.

**education:**

1998 University of Kansas, Lawrence, KS / University of Copenhagen, Denmark: BArch

**architectural registration:**

Missouri, issued 2004

**selected project experience:**

- Unitarian Fellowship of Lawrence: Lawrence, Kansas—institutional, master plan development and renovation
- St. Andrews Episcopal Church: Kansas City, Missouri—building addition, building renovation, tenant finish
- Make it Right Foundation: Kansas City, Missouri—new affordable housing prototype
- Kansas City, Missouri Vehicle Impoundment Facility—new building design, site analysis, landscape design and parking design
- NeighborWorks: Kansas City, Missouri—building renovation, tenant finish and F/F/E
- Echo Ridge Community Center: Topeka, KS—new sustainable building design
- Pioneer Companies Office: Syracuse, NY—new building design
- Girl Scouts: Kansas City, Missouri—new welcome center/shower & bathing facility
- Henderson Building Feasibility Study: Topeka, Kansas—comprehensive study for new urban infill building, streetscape renovation, and underground parking garage
- National Center for Drug Free Sport: Kansas City, Missouri—building renovation, tenant finish and F/F/E
- Kenton Brothers: Kansas City, Missouri—building renovation, tenant finish and F/F/E
- Union Carbide Lofts: Kansas City, Missouri—building renovation and tenant finish
- mk12 Building: Kansas City, Missouri—building renovation, tenant finish and F/F/E
- 21 TEN Lofts: Kansas City, Missouri—building renovation, streetscape and parking lot renovation; custom fabrication

LG = LEED Gold
Josh Shelton. AIA quality control

Josh Shelton received a Bachelor of Architecture from the University of Tennessee in 1995. While at U.T., Josh received the Pella Traveling Scholarship and spent a year abroad studying and working in Melbourne, Australia. Josh has practiced architecture in San Antonio, Texas and in Lawrence, Kansas with Dan Rockhill and Associates. Josh joined el dorado inc in 1999 and became a principal in 2002. He served as the firm’s president from 2004-2011. He currently serves as the Director of Operations and manages a wide variety of projects, both in scale and typology. Josh’s projects have been published nationally and internationally and have been recognized by local, regional, and national design awards programs.

Collectively with his partners at el dorado inc, Josh has served as a studio instructor for the Washington University School of Architecture in St. Louis, Lawrence Tech University in Detroit, and as a studio instructor and chair of the lecture series at University of Kansas School of Architecture, Design and Planning in Lawrence. Josh serves on the board of directors for several arts organizations, including the Arts Council of Johnson County, the Johnson County Public Art Commission, and the Spencer Museum of Art. He recently co-founded Art through Architecture, an AIA-KC initiative incentivizing Kansas City architects and their clients to collect and integrate the work of local artists into their projects.

education:
1995 University of Tennessee, Knoxville, TN: BArch
1994 Royal Melbourne Institute of Technology, Melbourne, Australia

architectural registrations:
Missouri, issued 2009
New York, issued 2009

selected project experience:
- Unitarian Fellowship of Lawrence: Lawrence, Kansas—institutional, master plan development and renovation
- Center for Spiritual Living: Kansas City, Missouri—institutional, master plan development and renovation
- Shawnee Mission Unitarian Universalist Church: Kansas City, Missouri—new building design, tenant finish and F/F/E
- St. Andrews Episcopalian Church: Kansas City, Missouri—building addition, building renovation, tenant finish
- Botwin Building, Kansas City, Missouri—new building design, native plant rooftop garden, integrated art
- National Center for Drug Free Sport: Kansas City, Missouri—building renovation, tenant finish and F/F/E, art consultation
- YouthFriends: Kansas City, Missouri—custom fabrication, tenant finish and F/F/E
- Wyandotte Street Bridge: Kansas City, Missouri—public art design and fabrication
- W Lofts: Kansas City, Missouri—Building, Streetscape and Parking Lot Renovation plus Tenant Finish on Numerous Custom Lofts
- Botwin Office: Kansas City, Missouri—Tenant Finish, custom fabrication, F/F/E, art consultation
- 1737 Main: Kansas City, Missouri—Building Renovation and Tenant Finish, integrated exterior art
Kara Schippers  project designer

Kara joined el dorado after graduating from the University of Kansas in 2013. She has participated in all stages of design for a variety of large scale projects ranging from University expansions to city master planning exercises. Kara is currently engaged in the Warehouse Arts District master plan in Lawrence as well as the design of new single-family residences in East Lawrence.

education:

2013 University of Kansas, Lawrence: MArch

selected project experience:

- St. Andrews Episcopalian Church: Kansas City, Missouri—building addition, building renovation, tenant finish
- Hardesty Renaissance Master Plan: Kansas City, Missouri—master plan of 18.5 acre former Federal Complex
- Chipotle: multiple regional locations—Four restaurant prototypes
- South Central Waterfront District: Austin, Texas—redevelopment master plan of 97 acres along Lady Bird Lake
- East 9th: Lawrence, Kansas—Streetscape revitalization with integrated public art
- Warehouse Arts District Master Plan: Lawrence, Kansas—four block master plan for mixed-use development
- The LUX: Wichita, Kansas—mixed use commercial/residential building renovation, streetscape, tenant finish and F/F/E, LS
- Velvet Freeze: Kansas City, Missouri—multi-unit apartment renovation
- Grandview Apartments: Wichita, Kansas—multi-unit apartment renovation
- Montclair Apartments: St. Louis, Missouri—multi-unit apartment amenity space renovations
- University of Arkansas Art and Design District: Fayetteville, Arkansas—adaptive reuse, expanded studios, teaching labs, shop spaces, and critique and installation spaces
- Salvation Army Renaissance Center: Omaha, Nebraska—at-risk housing, daycare center, food pantry, office space*
- Rehabilitation Center of Chicago: Chicago, Illinois—new research hospital*
- Focal Point: Chicago, Illinois—1 million SF complex with hospital, retail, education, arts, and recreation components*
- Aksarben Village Zone 6: Omaha, Nebraska—mixed use office and retail space*

*while at other firms

LS = LEED Silver (tracking)
Relevant Experience

Working relationships in a church setting. el dorado has a history of working on projects similar to the All Souls Unitarian Universalist Church in which we have successfully built and maintained strong communication and relationships with the staff and volunteers of the church. We take our role of effectively communicating proposed design solutions seriously and understand the nuances of design by committee. In the past, our concept design presentations to congregations has worked effectively and taken the pressure off committee members, allowing them to lean on el dorado to answer the tough questions, ensuring the proper stewardship of needs, timeline and budget. This method allows us to build consensus among all stakeholders of the ideas, philosophies and design decisions.
The Unitarian Fellowship of Lawrence had outgrown the one-room schoolhouse it used for a meeting hall and selected el dorado to consider strategies for renovation and expansion. The addition balances the traditional sensibilities of the early 1900's structure with the forward-thinking sensibilities of an ever-evolving fellowship. Through the addition of a new “garden” entry, the addition literally embraces its historic counterpart, while simultaneously responding to site and scale in fresh, new ways. It was a goal of the building committee to broaden the appeal of the church through innovative design, emphasizing daylight, warm materials and a direct connection to outdoor space. A shaded back porch and sliding door system dissolves boundaries between the new sanctuary and the east facing playground area, allowing the different generations of the Fellowship to remain connected through casual morning activities and evening potlucks.

**Unitarian Fellowship of Lawrence**  
*Lawrence, KS*

**completion:** 2008  
**project size:** 4,000 sf  
**construction cost:** $700,000  
**project team:**  
Josh Shelton, AIA - Principal-in-charge  
Steve Salzer, AIA - Project Architect  
David Dowell, AIA - Quality Control Manager
Center for Spiritual Living  
*Kansas City, MO*

The CSL, a diverse, urban congregation located in midtown Kansas City, desired to renovate a 1950's school structure into a new home that could serve a multitude of functions. el dorado worked closely with CSL’s Building Committee to create a master plan for a mixed-use design with integrated gardens to allow for different types of spiritual and physical experience. In overall form and in minute detail, el dorado created an architectural language of natural materials appropriate for the spiritual community comprising CSL. Phase 1 of the sanctuary renovation was implemented in 2010.

**Completion:** 2008  
**Project Size:** 21,000 sf  
**Construction Cost:** $3,970,000  
**Project Team:**  
Josh Shelton, AIA - Principal-in-charge  
Sean Slattery, AIA LEED AP - Project Manager  
Doug Stockman, AIA - Quality Control Manager
The Shawnee Mission Unitarian Universalist Church purchased an old elementary school building in Lenexa, KS with the intention of turning it into their new home. The project involved a number of simple, cost-effective design moves to create inspired gathering space. The former gymnasium houses the new sanctuary—decades of incremental construction were removed to expose a stately wood ceiling and clerestory windows. We positioned the pulpit to draw each seat in the congregation closer to the pastor, ensuring that he effectively communicates at the level of the parishioners. From their seats, churchgoers can see the uppermost branches of tall trees through the clerestory window. The former library has been re-commissioned as the church’s Fellowship Hall, and two wings of classrooms became nurseries, offices, and church education rooms.
St Andrews Episcopal Church “Gather & Grow” Initiative

Kansas City, MO

“Gather and Grow” was an initiative developed by St. Andrews’ Father John and a number of dedicated parishioners to help guide the church’s mission and ministry for the next century. For St. Andrews to better connect to the community — to expand their relevance and ultimately to increase their membership — fresh ideas were employed. To assist in the church’s ability to Gather and Grow, el dorado suggested the following facility improvements to be undertaken:

- A renovation of and addition to the church’s event and recreation space east of Wornall designed to support a variety of progressive programs.
- A renovation of the Undercroft area in the lower level of the main church building west of Wornall designed to improve function, circulation and aesthetics.
- Site improvements to better connect the two facilities into a unified “campus.”

completion: unbuilt
project size: 25,000 sf
construction cost: $3,000,000
project team:
Josh Shelton, AIA - Quality Control Manager
Sean Slattery, AIA LEED AP - Project Manager
Daniel Renner - Project Designer
## Relevant Projects

In addition to working on Unitarian churches and other spiritual centers, we have a great deal of experience with renovation and new build construction projects of similar scope. These projects include:

<table>
<thead>
<tr>
<th>Project</th>
<th>Location</th>
<th>Date of Completion</th>
<th>Cost</th>
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<tr>
<td>NeighborWorks - Kansas City, MO</td>
<td>Kansas City, MO</td>
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<td>ReStart - Kansas City, MO</td>
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<td>Heartland Habitat for Humanity - Kansas City, MO</td>
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<td>MIR Manheim Park</td>
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<td>JoCo Justice Annex</td>
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<td>2013</td>
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<td>KCAL Fiber Building - Kansas City, MO</td>
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<td>Girl Scouts Camp Prairie Schooner - Kansas City, MO</td>
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<td>2012</td>
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<td>Botwin Building</td>
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<td>Mission Peak Capital</td>
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<td>Boulevard Brewing Cellar I Expansion</td>
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<td>Vehicle Impound Facility</td>
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<td>Echo Ridge Community Center</td>
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<td>YouthFriends - Kansas City, MO</td>
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<td>2007</td>
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</tbody>
</table>
References

**el dorado inc**

Unitarian Fellowship of Lawrence
Barbara Schowen, Chair, Building Committee
785-842-4371
bschowen@sunflower.com

Shawnee Mission Unitarian Universalist Church
Phil Hannon
Shawnee Mission Unitarian Universalist
813.381.3336

St Andrews Episcopal Church
Sean Murray
Miller & Company P.C. / St. Andrew’s Gather & Grow Committee
816-561-4999
smurray@millerco.com

Center for Spiritual Living
Mark Cabrera, Chair, Building Committee
816-931-2395
markc@cslkc.org

Heartland Habitat for Humanity
Tom Lally
913-342-3047
tom@heartlandhabitat.org

**sean slattery** (service work for Calgary Lutheran Church)

Calvary Lutheran Church and School of Kansas City
Rev. Bryce Bereuter, Senior Pastor
816-444-6908
bbereuter@calvarkc.com