

CAMPUS MASTER PLAN & INSTITUTIONAL DEVELOPMENT PLAN



2024 – 2028



SOMOS EL SEMINARIO EVANGÉLICO
DE PUERTO RICO



Seminario Evangelico de Puerto Rico

Campus Master Plan & Institutional Development Plan 2024-2028

CAMPUS MASTER PLAN & INSTITUTIONAL DEVELOPMENT PLAN 2024 – 2028

Preamble

Peace and grace of God.

At the Seminario Evangelico de Puerto Rico, we are celebrating. We rejoice in celebrating 104 years of spreading the seed of the kingdom of God through the biblical, theological, and pastoral formation of hundreds of men and women who have been able to proclaim the justice of the Gospel of Jesus Christ in our communities in Puerto Rico, the Caribbean, Latin America, the Hispanic United States, and the world.

For a century, we have experienced again and again the glory of God. Today, more than ever, we can sing the poetic words of the psalmist: "Jehovah is the portion of my inheritance and of my cup; You sustain my fate. The ropes fell to me in delightful places, And the inheritance that has fallen to me is beautiful. I will bless Jehovah who counsels me; Even at night, my conscience teaches me." (Ps 16:5-7, RVR1960). God has been very good to the Evangelical Seminary of Puerto Rico.

Inspired by the words and teachings of Jesus, we dedicate our efforts to the integral theological formation of women and men who venture day by day to proclaim divine justice in our fields and cities. We educate so that our students acquire the intellectual, emotional, social, and spiritual tools that allow them to proclaim the Jubilee Year of the Lord joyfully. These are the ones who make possible the words of the prophet Isaiah, who announces: "How beautiful on the mountains are the feet of the one who brings glad tidings, of the one who proclaims peace, of the one who brings good news, of the one who proclaims salvation, of the one who says to Zion, 'Your God reigns!'" (Isaiah 52:7, RVR1960).

Executive Summary

The Seminario Evangelico de Puerto Rico (SEPR) is a private, ecumenical, and non-profit graduate educational institution in San Juan, Puerto Rico. SEPR offers Bible, theology, religion, and pastoral ministry study programs. It was founded on September 11, 1919, to provide theological education, foster the development of religious leadership, foster the growth of faith from the Protestant tradition, and provide an academic space for reflection, fellowship, and spiritual growth for the men and women who serve in the various ministry contexts.

Its beginnings arose from merging four seminaries or theological institutes in different parts of the Island representing the Presbyterian, Baptist, Methodist, and Disciples of Christ Churches. Currently, the Institution is sponsored and supported by the following denominations of the Evangelical-Reformed tradition on the Island and their respective counterparts in the United States: The Baptist Churches of Puerto Rico, the American Baptist Churches *USA*, the *Christian Church (Disciples of Christ) in Puerto Rico*, the *Christian Church Disciples of Christ in the USA*, the *Methodist Church in Puerto Rico*, the USA United Methodist Church in; the Boriquén *Presbyterian Synod of Puerto Rico*, the *Presbyterian Church in USA*; the United Evangelical Church in Puerto Rico, the United Church of Christ; and the Evangelical Lutheran Church of the Caribbean Synod, the Evangelical Lutheran Church in *America*. In addition, other Pentecostal, Catholic, and independent church denominations send prospective candidates to pastoral ministry or lay leaders for theological training at the Seminary.



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The SEPR has contributed to the development and growth of the evangelical Church on the Island, working to create leaders with a high sense of pastoral responsibility and faithfulness to God. His ministry aims at academic, theological, and religious excellence.

Vision, Mission, and Goals of the Seminario Evangelico de Puerto Rico

VISION

The Seminario Evangelico de Puerto Rico will continue to be the primary teaching center for advanced studies of the Bible, Theology, and Practical Theology in Puerto Rico and the Caribbean and as one of the leading centers of theological studies in Central America and the US Hispanic community.

MISSION

The Mission of the Seminario Evangelico de Puerto Rico is to contribute to the integral formation of pastoral and lay leadership to serve in Christian ministries and participate in the Mission of the people of God in Puerto Rico, the Caribbean, the United States of America, the Americas, and the world in an ecumenical, interreligious, and social context.

GOALS

1. To forge pastoral and lay leaders involved in transforming society through innovative and relevant ministries to their congregations and communities.
2. Accompany the student community in its spiritual, personal, social, academic, and professional development and growth, and identify and respond to the continuing education needs of graduates and cooperating churches.
3. Promote quality, contextuality, globalization, agility, and innovation in its programs from a critical perspective and praxis that affirms the lordship of Jesus Christ and the reign of God.
4. Work to maintain an organization, programs, physical facilities, and systems that allow us to respond quickly to a dynamic, changing, and competitive world rich in information, challenges, and opportunities.

VALUES

Values keep the Institution and its members on track. They guide the strategic planning processes, decision-making, and day-to-day behavior of the Institution. Grounded on organizational culture, everyone must live and demonstrate the institutional values in their daily actions.

Along with the Mission, values are part of the strategic foundations of the Plan. Values are not future aspirations or what we want to be. They are our present and our guide. The Seminario Evangelico de Puerto Rico is committed to fostering the following values in its primary stakeholders and students, faculty, and staff:

- *Community and Social System.* Wisdom, credibility, sensitivity, Christian commitment, administrative excellence, respect for life and nature, fostering inclusion, passion for justice and peace.



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- *Students and Fellowship of Churches.* Academic and ministerial leadership, professionalism, relevance, consecration, spirit of service, and good witness.
- *Staff: Faculty, Administrators and Collaborators.* Respect, integrity, camaraderie, motivation, participation, professionalism, transparency, dialogue, understanding, understanding and loyalty.
- *All of them.* Prophetic commitment, solidarity, the vocation of service, pastoral care, respect for dignity, quality and the spirit of faith, love, and hope; encourage ecumenical and interreligious dialogue.

These values point to the ethical training that SEPR hopes to model as the central axis of the learning component. The dimensions of learning should reflect the integration of these values to produce knowledge and practices proper to Christian ministry.

The SEPR aims for academic, theological, and pastoral excellence.

Approved on December 18, 2023.

Dr. Juan R. Mejías Ortiz
Executive President

Rev. Dr. Eric A. Hernández López
President of the Board of Director



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Institutional Development Plan and Master Campus Plan 2024-2028

Next **Institutional Development Plan and Master Campus Plan 2024-2028** It is aimed at optimizing administrative and teaching services and adapting the physical and technological facilities that They support teaching and learning processes, research, appraisal, and service to the community. The fulfillment of the goals and expectations outlined in this plan depend largely on the identification of sources of internal income, the success in the fundraising campaign and the achievement of proposals that acquire the necessary resources to meet the needs with opportunities for growth. The priority areas and goals addressed by the Development Plan are:

1. Human infrastructure (administrative and teaching staff)

Goal 1: Improve the performance of administrative and teaching staff who support teaching and learning processes, research, assessment, and community service.

2. Physical infrastructure

Goal 2: Adapt the physical infrastructure that supports teaching and learning processes, research, assessment, and service to the community.

3. Technological, IT and connectivity infrastructure.

Goal 3: Optimize the technological, computer and connectivity infrastructure that support the teaching and learning processes, research, assessment, and service to the community.

4. Compliance with high quality standards and institutional internalization

Goal 4: Obtain licenses and professional accreditations that promote compliance with high quality standards that guarantee effective teaching and learning processes, research, assessment, and service to the community.



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Priority area:	Human infrastructure (administrative and teaching staff).				
Goal #1:	Improve the performance of administrative and teaching staff who support the teaching and learning processes, research, assessment, and service to the community.				
Alignment with the Strategic Plan	Goal 4 & 6 SP2024		Alignment with the Budget		
Intention or Initiative	Objectives	Indicators of achievement	Staff in charge	Activities & Dates	Budget allocation
1. Improve the productivity and professional development of administrative staff.	1.1 Promote professional training in the use of technological applications that streamline administrative performance. 1.2 Sponsor participation in educational forums sponsored by accredited higher education institutions that offer continuing education in areas related to administration, accounting, student services and the general public, among others. 1.3 Promote a culture of assertive service.	Participation in at least two training activities per academic year. 100% of tuition or registration payment for participation in at least one annual educational forum. Obtain at least 75% satisfaction in the results of the annual evaluation made by the students of the service offices.	Presidency Dean of Academic and Student Affairs Human Resources	▪ Staff workshops offered through Human Capital, Inc. ▪ Annually ▪ List of participation of administrative staff in workshops at local and / or national level. ▪ Annually	\$10K per year approx.



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2. Promote academic productivity, research, and literary creation of the faculty.	2.1 Sponsor faculty participation in educational forums sponsored by accredited higher education institutions or national and international organizations that offer continuing education courses, professional certifications, or doctoral or postdoctoral degrees in specialty areas.	Payment of tuition or registration for the continuation of studies in specialty areas for the faculty that meets the requirements established by the Presidency.	Presidency Dean of Academic and Student Affairs	- Activities sponsored by ATS, Lilly Endowment and organizations in the areas of Bible, Theology and Practical Theology. - Annually - Establish agreements with McCormick Theological Seminary, Duke Divinity School, LSTC, Sagrado Corazón de Puerto Rico, Carlos Albizu University, among others. 2023 - Publication of the book: Violence in the Bible by Dr. Guillermo Ramírez; Edition of a book on Introduction to Biblical Exegetical Methods by Dr. Ediberto López; Books Introduction	\$10K per year approx.
	2.2 Encourage the participation of faculty as resources or exponents in academic or ecclesial forums at the local or international level.	Offering at least one annual workshop or lecture offered in some academic or ecclesial forum locally or internationally by each full-time faculty member.	Faculty		
	2.3 Increase collaborative agreements with theological and non-theological seminaries or schools that allow the exchange of students and faculty.	Signing collaborative agreements.	Presidency Dean of Academic and Student Affairs		



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	2.4 Increase the number of academic publications or research projects carried out by the faculty.	Publications of books written by the faculty or development of research projects.	Dean of Academic and Student Affairs IRB Committee	to Christian Education by Dr. Juan R. Mejías, among others.	
3. Design and implement a training program for faculty in the area of appraisal	3.1 Design professional improvement meetings that train the faculty in general in the use of the best appraisal tools and techniques to evidence the achievement of student learning.	Scheduling of professional growth and improvement activities included in the New Institutional Appraisal Plan. It is expected that at least two activities can be carried out per semester.	Coordinator of the Office of Institutional Appraisal External Resources	▪ Semester faculty training activities. ▪ Aug & Jan (per year) ▪ Starting at Nov/2023	\$15K, Pahtways for Tomorrow Praxis Project Funds
4. Design and implement a systematic process for the periodic evaluation of the faculty in general that justifies hiring, promotions in rank, the granting of sabbaticals, among others.	4.1 Promote periodic evaluation of faculty, especially regular professors who may still be evaluated for advancement in rank. 4.2 Encourage the granting of sabbaticals as provided in the Faculty Manual.	Faculty assessment instruments Evaluation calendar for evaluation of physicians who can be evaluated for promotion in rank.	Presidency Promotion in Rank Evaluation Committee Human Resources	▪ Evaluation of professors Drs. Luvis Núñez, Mejías Ortiz and Hernández Marcial for promotion in rank. ▪ Annually	



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Priority area:	Physical infrastructure				
Goal #2:	Improve the physical infrastructure that supports teaching and learning processes, research, assessment, and community service.				
Alignment with the Strategic Plan		GOAL 3, 4 & 7 SP2024		Alignment with the Budget	
Intention or Initiative	Objectives	Indicators of achievement	Staff in charge	Activities & Dates	Budget allocation
1. Improve the physical and technological infrastructure of classrooms.	1.1 Improve classrooms and integrate the necessary technology to allow digital connection and interaction. 1.2 Incorporate the Promethean ActivPanel Smart Board technology equipment into three rooms.	Incorporation of digital technology and connectivity in classrooms. Purchase of three Smart Boards.	Director of General Services General Services Team Pathways Team	▪ Installation of digital and programmed equipment. • Dec/2023 • Sept/2023	\$100K institutional funds and Pahtways for Tomorrow Praxis project funds.
2. Room for the Learning of Biblical Languages	2.1 Create the Room for the Learning of Biblical Languages.	Design and construction of the classroom.	Director of General Services General Services Team Pathways Team	▪ Create educational space ▪ Dec/2023	\$20K funds Pahtways for Tomorrow Praxis project.
3. Preaching room and preaching laboratory	3.1 Creation of the preaching classroom and creation of the preaching laboratory.	Design and construction of the classroom and preaching laboratory.	Director of General Services General Services Team	▪ Create educational space ▪ Oct/2023	\$25K project funds Pahtways for Tomorrow Praxis.
4. Fix the areas of the physical infrastructure (roof, lodgings, chapel, library) affected by	4.1 Finalize the construction project and improvements to the physical infrastructure to fix the damage	Complete the work included in the plans for the claim for damage to the physical infrastructure.	Ms. Myrna Perez Engineer Eliezer García Architect Milton Lluch COR3 Contacts	▪ Areas identified in the plans included in the claim to FEMA. ▪ Dec/2025	\$3.2M funds from FEMA



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hurricanes Irma and Maria.	suffered to the main building, the lodgings, the chapel and the library. 4.2 Improve access to service areas for people with functional diversity.	Update the elevator and correct the accesses to guarantee the mobility of people with functional diversity.		▪ Dec/2026	
5. Classroom on the first floor of the main building.	5.1 Create a classroom on the first floor to ensure access and services for people with mobility issues.	Design and creation of the classroom.	Director of General Services. Dean of Academic and Student Affairs Team All aboard	▪ Create educational space ▪ Dec/2024	\$20K funds Project Nurturing Children initiative.
6. Recording Studio and Podcast	6.1 Creation of Recording Studio and Podcast	Creating space	Director of General Services Pathways Team	▪ Dec/2023	\$20K Pathways for Tomorrow Praxis project funds.
7. Residences and lodgings	7.1 Maintain residential buildings and lodgings.	Provide preventive and systematic maintenance to residential houses and lodgings.	Director of General Services General Services Team	▪ Weekly maintenance	\$30K Annual Institutional Funds
8. Green areas	8.1 Design and implement a plan for the preservation and maintenance of the areas of the Seminary. 8.2 Design and implement a recycling project	Maintenance plan for green areas and recycling. Recruitment of personnel.	Director of General Services Personnel hired for green areas	▪ Care of green áreas ▪ 2023	\$30K Annual Institutional Funds



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Priority area:	Technological, IT and connectivity infrastructure.				
Goal #3:	Improve the technological, computer and connectivity infrastructure that support the teaching and learning processes, research, assessment, and service to the community. This plan is aimed at being carried out over a period of 3 years.				
Alignment with the Strategic Plan		Goal 3, 4 & 7 SP2024		Alignment with the Budget	
Intention or Initiative	Objectives	Indicators of achievement	Staff in charge	Activities & Dates	Budget allocation
1. Acquisition of new server for Sage 50	1.1 Purchase of Enterprise Server (business) for administrative areas.	100% of the purchase and installation of server in the identified area, to replace technologies that have declined.	Chief Financial Officer Information Systems Director	▪ 2024	1 Server - \$3,899.00 Total, on computers = \$3,899.00
2. MS Office 365 licenses	2.1 Obtaining the license of MS Office 365 for computer center, faculty, and administrative staff.	100% of the payment of licenses, installation, and access of the programmed to the academic and administrative community.	Chief Financial Officer Information Systems Director	▪ Annual	. Office 365 Business Premium - \$3,000 annually (recurring charge) for 30 users Total, applications = \$3,000.00 / year
3. Optimize wireless connectivity, phone box system, and secure remote access	3.1 Extend the range of the wireless network to include all the facilities of the Seminar. 3.2 Replace existing telephone panel technology, which is outside the technology life cycle. 3.3 Install a VPN server and Domain Controller	100% wireless connection anywhere in the main building, classrooms, and Library. 100% purchase and installation of virtual telephone box (SIPTrunk), service provider, portability of telephone numbers and desktop units. Being a virtual PBX, the possibilities of	Chief Financial Officer Information Systems Director	• 2024-25	Wireless Equipment - \$3,000.00 IP PBX and IP Phones - \$7,000.00 VPN Server and Domain controller - \$3,000.00



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		providing telephone services to users anywhere are immense. 100% of the purchase and installation of server for a "Virtual Private Network". This would allow designated administrative staff to connect to the Seminary network from anywhere, to access applications and facilities that can only be accessed by being present on site. 100% control of users accessing the network, through security policies.			Total equipment to optimize connectivity = \$13,000.00
4. Optimize the Library's information systems	4.1Integrate Library connectivity on all floors of the reservation area. 4.2 Increase access to digitized databases and resources. 4.3 Purchase of computers for the computer center	100% integration of connectivity to all floors of the reserve area, through structural wiring 100% of the purchase of a new server to safeguard all the information that has been digitized and make it accessible to the educational community through a portal. 100% of the purchase of computers for the Library's computer center.	Chief Financial Officer Information Systems Director Library Director	▪ 2025-26	Installation of 20 cables in the reserve area at \$150 each - \$3,000 .00 Server for database = \$3,899.00 Total to optimize information systems in Library = \$6,899.00



Priority area:	Compliance with high quality standards and institutional internalization				
Goal #4:	Obtain the relevant professional licenses and accreditations that promote compliance with high quality standards that guarantee effective teaching and learning processes, research, assessment, and service to the community.				
Alignment with the Strategic Plan		Goal 2 SP2024		Alignment with the Budget	
Intention or Initiative	Objectives	Indicators of achievement	Staff in charge	Activities & Dates	Budget allocation
1. Implement high quality standards that allow the academic and professional recognition of the SEPR.	1.1 Meet the criteria to maintain the renewal license from the Board of Postsecondary Institutions of Puerto Rico (JIP). 1.2 Drafting of the document of Institutional Self-Study 2026-2027 to obtain the renewal of the accreditation of the <i>Middle State Commission on Higher Education</i> (MSCHE) and the <i>Association of Theological Schools</i> (ATS).	Obtaining the renewal of the license granted by JIP. Achievement of the extension of the accreditation offered by the MSCHE and the ATS.	Board Presidency Dean of Academic and Student Affairs Institutional Appraisal Faculty and administrative staff	▪ Respond quickly to the recommendations of the accrediting agencies. ▪ Correct the situation with the ATS until reaching the "Good standing". ▪ ▪ Initiate the processes of assigning committees to attend the next self-study. ▪	



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2. Review and update the website so that it meets the criteria and parameters of the accrediting agencies.	2.1 Update the electronic pages of the institution so that it complies with the requirements, guidelines, and criteria of the accrediting agencies.	Review, optimization of the Seminar website, FACEBOOK, LinkedIn, etc.	IT Ms. Raquel López	▪ Hiring of the marketing and promotion agency. ▪ Annually	\$10k approx.
3. Incorporate into the 2024-2028 SP the recommendations and/or indications received from MSCHE and ATS through visits and/or follow-up reports.	3.1 Promptly correct the indications indicated by the MSCHE and ATS during visits to the institution and / or in response to the Monitoring Reports.	Acceptance of the Monitoring Reports that evidence the correctness of the indications.	Presidency Dean of Academic and Student Affairs	▪	
4. Respond diligently to the recommendations of the University Senate of Methodist Church and the PCUSA COTE.	4.1 Meet the criteria established by the USMC and COTE.	Follow-up reports and attendance at meetings.	Presidency Dean of Academic and Student Affairs	▪ Respond quickly to the recommendations of the University Senate of Methodist Church and COTE. ▪	



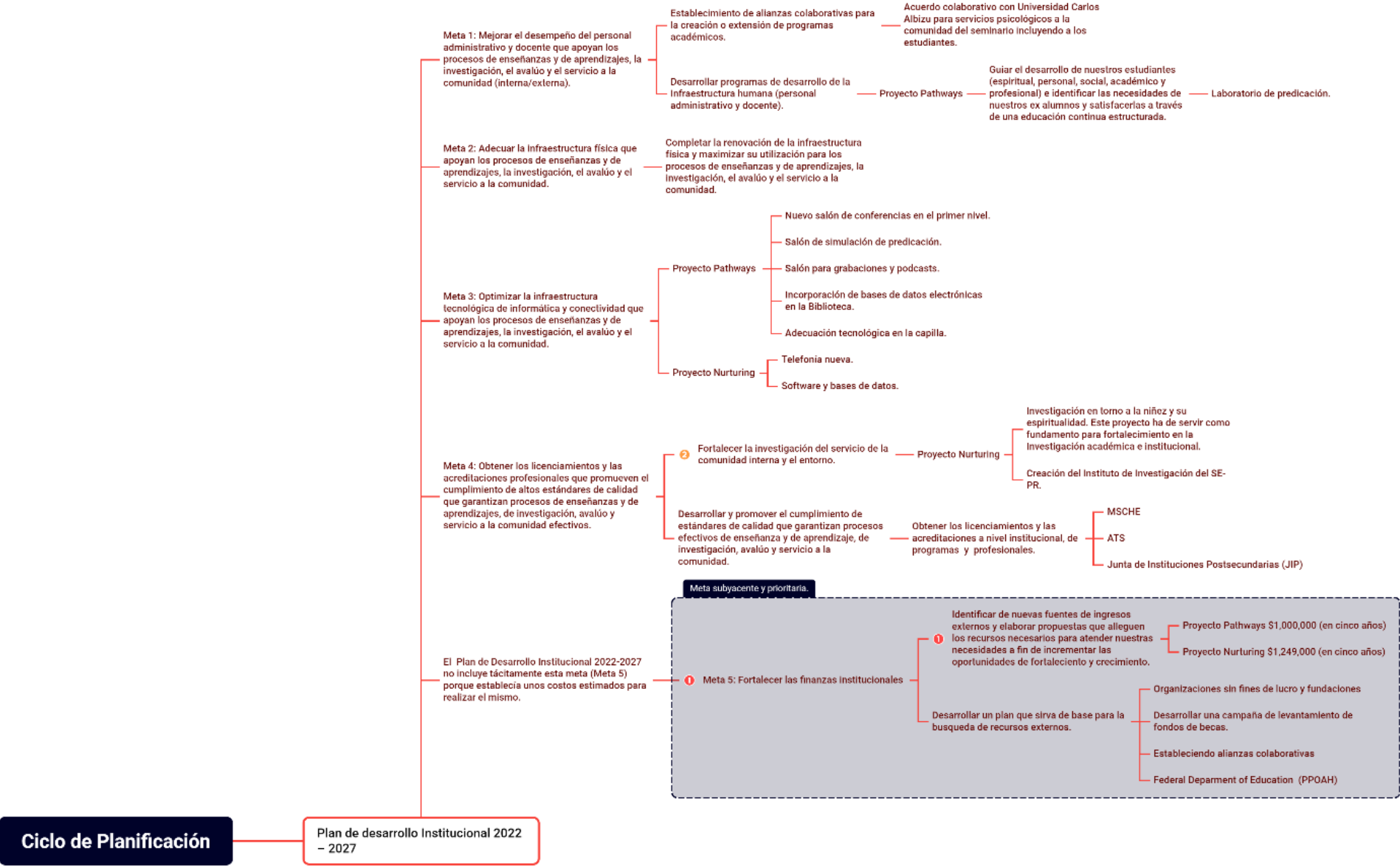
Appendix A

Planning Cycle

Institutional Development Plan and Campus Master Plan 2023 – 2026



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§ **GOAL 1:** Improve the performance of administrative and teaching staff who support teaching and learning processes, research, assessment, and service to the community (internal/external).

Establishment of collaborative alliances for the creation or extension of academic programs.

- ✓ Collaborative agreement with Carlos Albizu University for psychological services to the seminary community including students.
- ✓ Develop programs for the development of human infrastructure (administrative and teaching staff).
- ✓ Pathways Project
 - Guide the development of our students (spiritual, personal, social, academic, and professional) and identify the needs of our alumni and meet them through a structured continuing education.
 - Preaching laboratory.

§ **GOAL 2:** Adapt the physical infrastructure that supports teaching and learning processes, research, assessment, and service to the community.

- ✓ Complete the renovation of the physical infrastructure and maximize its use for teaching and learning processes, research, assessment, and community service.

§ **GOAL 3:** Optimize the technological infrastructure of information technology and connectivity that support the processes of teaching and learning, research, assessment, and service to the community.

Pathways Project

- ✓ New conference room on the first level.
- ✓ Preaching simulation room.
- ✓ Room for recordings and podcasts.
- ✓ Incorporation of electronic databases in the Library.
- ✓ Technological adaptation in the chapel.

Nurturing Project

- ✓ New telephony.
- ✓ Software and databases.



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§ **GOAL 4:** Obtain licenses and professional accreditations that promote compliance with high quality standards that guarantee effective teaching and learning processes, research, assessment, and service to the community.

- ✓ Strengthen the research of the service of the internal community and the environment.
- ✓ Nurturing Project
 - Research on childhood and its spirituality. This project should serve as a foundation for strengthening academic and institutional research.
 - Creation of the SE-PR Research Institute.
- ✓ Develop and promote compliance with quality standards that guarantee effective teaching and learning processes, research, assessment, and service to the community.
- ✓ Obtain licenses and accreditations at institutional, program and professional level.
 - MSCHE
 - ATS
 - Board of Postsecondary Institutions (JIP)

§ **GOAL 5:** Strengthen institutional finance.

- ✓ Identify new sources of external income and develop proposals that raise the necessary resources to meet our needs in order to increase opportunities for strengthening and growth.
 - Project Pathways \$1,000,000 (over five years)
 - Project Nurturing \$1,249,000 (over five years)
- ✓ Develop a plan that serves as a basis for seeking external resources.
 - Non-profit organizations and foundations
 - Develop a scholarship fundraising campaign.
 - Establishing collaborative partnerships
 - Federal Department of Education (PPOAH)



Appendix B

Campus Master Plan 2022-2028

Campus Master Plan & Institutional Development Plan 2024 – 2028.

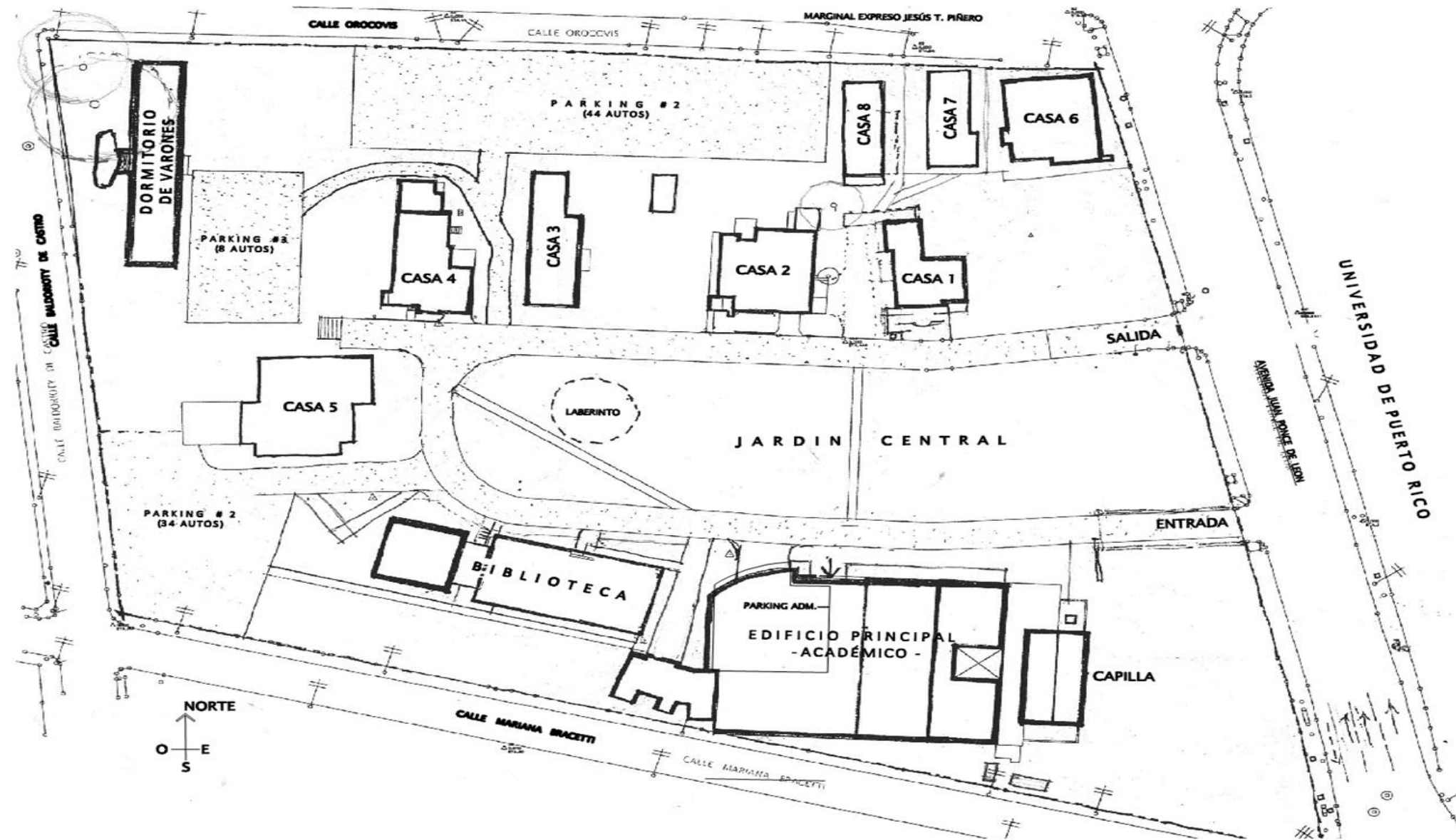


CAMPUS MASTER PLAN 2022-2028 EVANGELICAL SEMINARY OF PR				
IMPROVEMENTS TO PHYSICAL SILVER OF THE CAMPUS				
General: 1. Proper maintenance in all outdoor areas. 2. Rebuild main fence Ave. Ponce de León and surrounding gates. 3. Remodel/rebuild vehicular entrances and exits 4. Sidewalk demolition and construction/repair, street resurfacing and sewer improvements 5. Repair of main aqueduct site 6. Pruning trees, cutting down branches and removing vines				
Area	Description	Estimated Cost	Completed/Not Completed/ In Process	Date
C1	1. Proper maintenance in all outdoor areas: Collection and cleaning of leaves / vegetative material in streets, sidewalks, gutters, wells, etc.	\$0	In Process/	Dec/2023
C2	2. Rebuild east side fence -Avenida J. Ponce de León	30,000	Not completed	Dec/2025
C3	3. Repair fences north side (c / Orocovis), south side (c / Mariana Bracetti) - 6' link fence and demolition of structure and tree (cement box); and west side -C. Baldorioty de Castro.	20,000	Not completed	Dec/2024
C4	4. Remodel/rebuild the driveway	90,000	Not completed	Dec/2026
C5	5. Remodel/rebuild the vehicular exit	30,000	Not completed	Dec/2026
C6	6. Sidewalk between Administration Building and House 1 -Existing demolition and new construction (Concrete, equipment rental, rods and molds)	1,200	Completed	2022
C7	7. Sidewalk between Library and House 4 -Existing demolition and new construction c central plaza	2500	Not completed	Dec/2024
C8	8. Sidewalk in front of Library -New construction (Concrete, equipment rental, rods and molds) Includes removing and building cracked sidewalk towards elevator entrance.	4700	In Process	May/2024
C9	9. Sidewalk behind Library – Demolition and new construction (Concrete, equipment rental, rods and molds)	950	Not completed	Dec/2028
C10	10. Pruning trees near buildings.	9,000	Not completed	Dec/2024
C11	11. Pruning of vines and selective pruning of weak branches in trees of the central courtyard and others. Cutting and hauling of trees on the property and in the surrounding areas.	\$\$.00	In Process	Continuous



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C12	12. Felling, collection and disposal of vegetative material – Digger and Truck	2200	Not completed	Dec/2024
C13	13. Repair cracks north side of the main building -Ramp entrance	300	Not completed	Dec/2024
C14	14. Road resurfacing	8,000	Not completed	Dec/2025
C15	15. Painting of parking lines A, B and Central	850		Dec/2025
C16	16. Redo tapes of the streets	26,600	Not completed	Dec/2025
C17	17. Improvements to the round culvert	400	Not completed	May/2024
C18	18. Repair of main aqueduct connection (properly buried)	4,000	Not completed	May/2024
	Construction SubTotal	\$ 236,810		
	Contingency (40%)	\$97,724		
	Permits/Tariffs, Contributions and Construction Seals.	0		
	Professional Services (Drawings / Specifications)	0		
TOTAL				\$ 307,853





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MASTER PLAN MAIN BUILDING 2020 - Feb.10 EVANGELICAL SEMINARY OF PR				
IMPROVEMENTS TO THE PHYSICAL FLOOR OF THE MAIN BUILDING				
General: 1. Waterproofing/repairing roofs, drains. Organize a/c systems on roofs. 2. Exterior painting. 3. Install solar panel system on roofs of the main building. 4. Service ladder to ceilings. 5. Change of handrails and railings 6. Upgrades to Office Suite #114 (1st level) 7. Improvements to Interior Patio, Employee Rest Room, Cafeteria and Corridors 101/101.2./101.3 Improvements to service areas (234.1). Access from parking lot #1 (concourse #126). Hallway # 200 -window/access east façade.				
Area	Description	Estimated Cost	Completed/Not Completed/In Process	Date
Ceilings:	1. Complete waterproofing roofs in: To- Meeting Room Area. and Administration-Deanship.	\$ 83,685.00	Not completed	Dec/2024
EP1	B - Offices Presidency-Adm.- Registrar. [\$4,895 + membranes] C – Elevator Area and Staircase #2.	\$ ____- \$ ____-		
EP2	2. Check/Test/Repair roof drains. (Install new baskets (6) and new downspouts, and / or repair existing downspouts, as the case may be). [5 x 140~700] [3 x 100~300]	\$ 1000.00	Not completed	Dec/2024
EP...	3. Elevate a/c machines on roofs of the main building - Install 'Roof Cubb' extended in 'rooftop unit' models. [6 'rooftop unit'] - Install steel platform for units type 'split system.' And relocate (disconnect/move/reconnect) 8 split system units	\$ 6,600.00 \$ 3475.00	Not completed	Dec/2024
	4. Reorganize electrical connections to the roof units 'Presidencia-Adm-Registradora' once the machines are installed on the steel platform. [1 'rooftop unit' + 8 units 'split system']	\$ 3,000.00	Not completed	Dec/2024
	5. Install new service ladder to the roof (New construction, in metal with safety gate, hatch "S.S.' to the roof and steel platforms). [900 + 520 + 3600]	\$ 5,020.00	Not completed	Dec/2024
	6. Install solar panel system with battery / energy storage system.	\$ 385,000.00	Not completed	Dec/2028
Walls	7. Construction joint between buildings.		Not completed	Dec/2024



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	A – Exterior north and south facades: Remove fogging and loose material, review the condition of the base and evaluate the scope of the repair and type of cover-joint to be installed. B- Interior: Remove tiles and loose material, check the condition and location and possible unevenness in the crack/'joint.' Evaluate the scope, type of repair and joint to install. (In ofics 1st floor and in hallway # 200).	\$ 3,775.00		
		\$2,200.00	Completed	2023
	8. Exterior painting. (Cleaning facades, repairing, sealing and painting walls; and around windows.).	\$ 27,500.00	Not completed	Dec/2026
General	9. Total remodeling bathrooms on the 1st and 2nd floor (ladies and gentlemen)	17,500	Not completed	Dec/2028
	10. Change of handrails and railings (200 p/l x \$50 p/l)	7,000	Not completed	Dec/2028
1st floor	11. Office Area # 114: 1st level office suite. To - Close part of the balcony (12 x 16), (ampile ofics. / extend ramp) B - Remodeling for use as a living room Multi-use/Amphitheater C - Partial remodeling for use as a Historical Archive (take it out of the library) and additional offices.	\$ _ _ _ . _ \$ _ _ _ . _ \$ _ _ _ . _	Not completed Not completed Not completed	Dec/2028 Dec/2028 January/2024
Vestibule 126	12. Elevator lobby: New staircase from the south sidewalk of the library [12 x 5' w/ light ceiling 6'x 7']	\$ 3,230.00	Not completed	Dec/2028
# 234.1	13. Rest Ladder # 2/ Warehouse cleaning products: - Repair / repair walls, install baseboard, new door.	\$ 300.00	Not completed	Dec/2024
Café	14. Open accesses to the south patio and create an outdoor terrace with awnings under the tree. (Remove _ windows, demolish 2 walls/gaps, install 1 pta. Double new + 1 new window. Install 'deck' (wood or pvc 20' x 20' + retractable awning 12 x 16').	\$ 7,543.00	Not completed	Dec/2028
Entrance and original patio	15. A -Reset original entrance with 'foyer' / patio next to the Chapel. Enhancement of the original ticket. B -Interior patio: New vegetation/landscaping. Lower the level of soil and drainage. Reset the open south corridor.	\$ 8,230.00 \$\$\$.00	Not completed Not completed	Dic/2028
Hall 101.2 and 101.3	16. Lighting/ventilation improvements. (Remove ceiling and repair walls.bd. - Install tall windows between the hallway and the parking lot. -Widen aisle #101.3 [\$1000], install 2 gates [\$500], install new door [\$350]	\$ 1,850.00	Not completed	Dic/2026
Office 104	17. Employee/lactation rest room: - Change doors (3) and windows (2), remove stucco from walls and ceilings, repair and restore smooth surfaces. - Change bars to the patio (window). - Change lamps to 'LED.'	\$ 1,078.00	Not completed	Dec/2024
Ladder # 1	18. Remove the first 5 steps and 1/2 of the break. Build 5 new steps facing south (corridor 101).	\$ 1,248.00	Not completed	Dec/2028
2nd floor	Hallway # 200 Install operable window (access to east façade roof).	\$\$\$.00	Not completed	May/2024
Construction Subtotal		\$ 551,834.00		

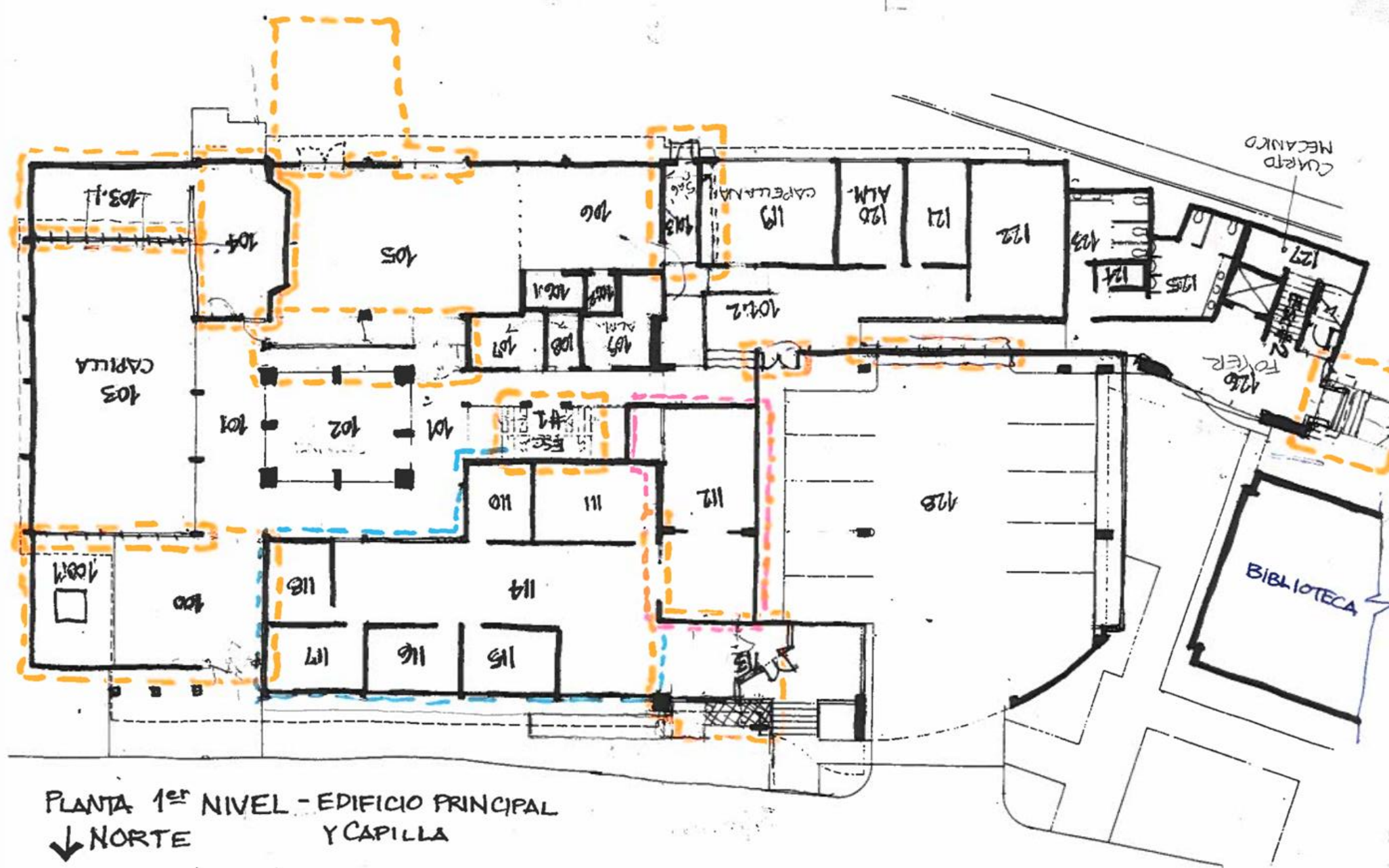
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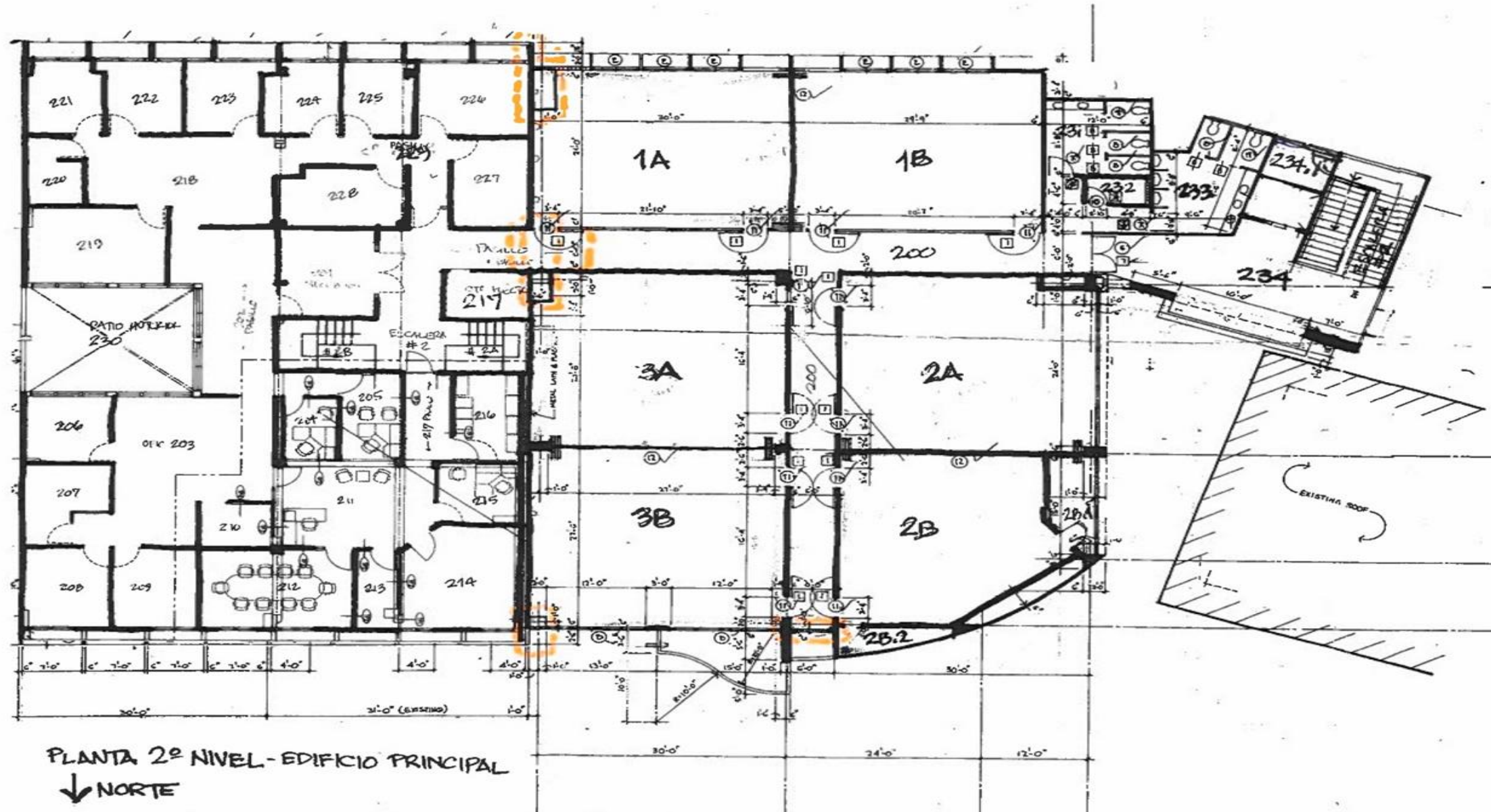


	Drawings / Specifications	\$\$\$\$.00		
	Permits/Tariffs, Contributions and Construction Seals.	\$\$\$\$.00		
	Contingency (40%)	\$ 220,734.00		
TOTAL		\$ 772,568.00		



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CHAPEL MASTER PLAN EVANGELICAL SEMINARY OF PR				
IMPROVEMENTS TO PHYSICAL PLANT OF THE CHAPEL DR. JAMES McALLISTER				
Summary: 1. Cleaning and general preventive maintenance. 2. Waterproofing/repairing roofs. 3. Repair/rebuild walls and exterior painting. 4. Repair and seal windows and doors. 5. Restore the chapel's inner courtyards (#100.1, north and #103.1, south). 6. Review/repair a/c system. 7. Check/replace luminaires in the chapel and adjacent areas.				
Area	Description	Estimated Cost	Completed/Not Completed/In Process	Date
General	1. Proper maintenance in all outdoor areas (interior courtyards, roofs, tower / bell tower) and surroundings.	0.	In Process	Continuous
Ceilings:	2. Waterproof roofs (Chapel, room 100 and adjacent areas). 3. Check/Test/Repair drains. 4. Install new baskets (12).	2300.00	Not completed	Dec/24
Exterior walls	5. Exterior painting. A - Repair, repair exterior walls. And rebuild damaged parts of the walls of the north yards (#100.1) and south #103.1 –(Demolish and rebuild damaged corner). And Remove the adjacent tree and roots.	4,500.00	Not completed	Dec/2024
	B - Cleaning of facades, repair, seal and paint walls.	0.0		Dec/2024
	C - Repair, repair and paint bell tower. And repair and paint the metal cross.	0.0		June/2026
Windows outside	6. North and south windows: - Repair windows (mechanism), seal (caulking) around all windows and frames. - Repair, fill/repair and paint wooden frames. - Install new glass in patio window # 100.1	3670.00	Not completed	June/2025



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Doors	7. Check and repair doors. [6 units, commercial type double door (alum/glass)]	800.00	Not completed	Dec/2024
East wall	8. Check condition of wooden panels with bars covering ventilation gaps. Replace them with more robust material that is resistant to weather and pests.	0.0	Not completed	Dec/2025
Air conditioning	9. Review and test the operation of the chapel's a/c system. Repair and/or replace moldy machines and/or ducts. Clean interior duct system and secure exterior connections. A / C room # 100: Correct installation of the machines and location of the interior and exterior connections.	0 .0	Not completed	May/2024
Lighting	10. Change interior luminaires commercial / industrial type for recessed / not exposed luminaires, according to the function and solemnity of the spaces.		Not completed	Dec/2025
Construction SubTotal		\$10,970.00		
	Contingency (40%)	\$4,388.00		
TOTAL		\$15,358.00		



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LIBRARY MASTER PLAN EVANGELICAL SEMINARY OF PR				
IMPROVEMENTS TO THE PHYSICAL PLANT OF THE JUAN DE VALDÉS LIBRARY				
Summary:				
1. Waterproofing/repairing roofs. And check/test/repair drains throughout the building. 2. Repair/change doors and windows. 3. Exterior and interior painting. 4. Repair or change of book elevator. E Install security system front door. 5. Floors -Remove vinyl finish. Install new termination. 6. Repair/Change Air Conditioning Systems; of Electricity/luminaires.; and plumbing. 7. Evaluation/structural study around earthquake resistance of the building. 8. Remodeling bathrooms (ADA Act). 9. Acquire furniture and anchor planks to the structure.				
ASC = To be quoted				
Area	Description	Estimated Cost	Completed/Not Completed	Date
Outer wrap	1. Waterproof roofs. [+ Install grids and / or protective baskets in drains. A - Reading Room/Offices [B - I deposit books [C – Lounges/stairs..... [	33,600	Not completed	Dec/2024
	2. Exterior doors and windows: (Repair and/or replace) A - Reading Room/Offices [B - I deposit books [	0 0	Not completed	Dec/2024
	3. Repair of general drains and a / c and discharges including gutter parallel to south exterior wall.	0	Not completed	Dec/2024
General areas	4. Exterior painting (w/preparation and repair of surfaces, + paint w/conditioner and final coat). Including painting metal doors and windows (in aluminum and / or wood). And metal bars.	0	Not completed	Dec/2026
	5. Inspection and evaluation of the a/c system in general. Inspect and clean all system components. To determine which ones need repair and/or replacement.	0	Not completed	Dec/2023
	6. Inspection and correction of electrical system including Fire Tower	650	Not completed	Dec/2023
	7. Evaluation / structural study around earthquake resistance of the library. (Check for cracks in ceilings/floors of the Depot (waffle slab slab); and possible "short column" condition.	0	Not completed	May/2024
Main Hall, Offices and bathrooms				
	8. Remove vinyl flooring finish - Study/evaluation detection of lead and / or asbestos - Remove vinyl slab and repair surface	0 0	Completed	2022



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	9. Floor: Install ceramic or vinyl slab on the floor Main room and Offices: (options: 12x12, 18x18, 24x24,...)	5,600	Completed	2022
	10. Installation of security system to the main door (Equipment donated by PTS)	175	Not completed	May/2024
	11. Remodel 1st floor bathrooms to comply with ADA. [2 bathrooms @ \$ 3,000 each]	6,000	Not completed	Dec/2024
	12. Interior painting on walls and ceiling. (With preparation and repair of surfaces, + paint with conditioner; + final coat).	0	Completed	2022
	13. Furniture – Purchase of chairs for reading room (48 units) + Tech-ready tables.	7,200	Not completed	Dec/2025
Book deposit				
General	14. A/c system with humidity control in the spaces of the book deposit (4 Units, 1 x each floor)	ASC	In Process	Dec/2024
	15. Repair/Restore Cargo Book Lift approx. 50 lbs.	15,000	Not completed	Dec/2026
	16. Purchase and installation of 38" door in 1 covacha	500	Not completed	May/2024
	17. Repair hatches: Unclog and repair water faucets, drains, waterproof paint in pool, switch and 'LED' type light.	0	Not completed	May/2024
	18. Installation of safety tapes on stairs. And anchor planks to the structure	0	Completed	2022
Floor 1	19. Complete LED luminaire conversion	350	Completed	2022
Floor 2	20. Repair of balcony ceiling "foyer"	2,500	Not completed	Dec/2024
	21. Remove and repair wood (2x4) in stair area	250	Not completed	May/2024
Floor 3	22.Installation of UV protection paper in crystals Historical Archive Room	350	Not completed	
	23. Adjust/realign 'fire door'	0	In Process	Dec/2023
	24. Purchase and installation of 38" metal door with glass in deposit area	450	Not completed	Dec/2025
4th Floor	25. Purchase and Installation A/C ("inverter") size 18,000BTU, with programmable and humidity control for the Puerto Rican Collection Room.	2,200	In Process	Dec/2023
	26. Repair of plank for the Puerto Rican Collection Room	200	Not completed	Dec/2024
	...			
	Subtotal	\$75,025.00		
	Contingency (40%)	\$30,010.00		
	TOTAL	\$105,035.00		

Legend: ASC - To Be Quoted



	HOUSING REPAIRS WORK PLAN SEPR 2019 Rev/ See Feb.20		
	TASKS 1. Roof waterproofing 2. Exterior Paint 3. Interior Paint 4. Electricity 5. Plumbing 6. Bathroom 7. Flooring 8. Doors 9. Windows 10. Kitchen 11. Construction	Equipment/appliances: E1. Line/tankless water heater E2. Range E3. Refrigerator E4. Cistern (Water tank) E5. Electricity Generator E6. Other equipment Furniture: M1. Living room furniture M2. Dining room furniture M3. Bedroom furniture M4. Other furniture	

HOUSE 1			Estimated Cost	Completed/Not Completed/In Process	Date
	General:	1, 2, 3, 4, 5, 6, 7, 8, 10, G1, E4			
		1. Roof waterproofing: 1,300 sf. Install new drain protection domes.		Not completed	Dec/2024
		2. Exterior paint (first + final coat). Paint aluminum Windows and metal grilles.		Completed	2022
		3. Interior Paint: ceilings and walls of 1st and 2nd floor.		Completed	2022
		4. & 5. E4. Install new Water tank system.		Completed	2022
1st floor					
	Kitchen:	10. G1 Change kitchen cabinets. (Remove existing) Install new w/sink & faucets.		Completed	2022
2nd floor					
		3. Ceiling Paint: Prepare/repair Surface & paint all ceilings.		Completed	2022
	Bedrm. #2	7. Install terrazzo tile equal to existing (12 x) – - Two areas: (3 x 8') & (5 x 7') And remove existing concrete patches.			
	Bathroom #3	5. & 6. Remove damaged bathtub. Construct shower stall w/ new faucets.		Completed	2022
	Bedrm. #3	8. New closet door, folding (4' x 80"), finish wood w/ stain equal to existing color.			



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HOUSING REPAIRS WORK PLAN SEPR 2019					
HOUSE 2			Estimated Cost	Completed/Not Completed/In Process	Date
General		1, 2, 3,4, 5, 6, 8, 9, 10, G1, E1, E4			
		1. Roof waterproofing (2,900 sf) finished Apr.2019. Install new drain protection domes.		Not completed	Dec/2024
		2. Exterior paint (first + final coat). Paint doors, aluminum Windows and metal grilles.		Completed	2022
		3. Interior Paint: ceilings and walls of 1st and 2nd floor.		Completed	2022
		4. Repair electrical service cable. It hangs too low on roof of bedroom #4.		Completed	2022
		4 & 5. E1. - In-line water heater; E4. Install new Water tank system. (Inspect/correct existing system to make sure each is connected adequately to every housing unit).		2022	
House 2B					
		3. Interior Paint.		Completed	2022
		4. Electrical work: Change existing electrical panel for a new (112 type) panel. Remove all exposed cables and install inside adequate outlets and conduits in the laundry room. 4. E1 Install new in-line (tankless) water heater.		Not Completed	Dec/2025
		5. Plumbing work: Inspect and correct leaking pipes in the laundry/clothes washer area. Install tankless water heater. Install cistern/water tank system.		Completed	2022
		8. Windows –change window operators (5 units) in living room.		Not completed	Dec/2024
		G1 Kitchen cabinets. (1 unit 6' Base + Wall units & 1 unit 11' Base w/kitchen sink).		Completed	2022
		Floor: Various loose tiles (vinyl 12 x 12) in kitchen & bedroom #2.		Completed	2022
	Bathroom #1	4. Remove existing in-shower water heater. 5. Re-install the toilet & adjust its mechanism.		Completed	2022
	Bedroom #2	9. Install 2 a/c plastic-screen in window. 8. Closet doors: Adjust track-rollers. Install pulls (4 doors. Incl sanding, repair & Paint. Change all hardware: hinges, guides, roller, pulls, etc.)		Completed	
	Bathrm #2	4. Change bathroom cabinet w/light. 8 . Repair/paint door & frame (interior & exterior).		Completed	2022
House 2A					
		3. Ceiling 2nd level: Clean, prime & repair surfaces. Paint all ceilings.		Completed	2022
	Kitchen	10. G1 Kitchen cabinets. (1 Base + Wall unit 6'; + one (1) 10' base unit w/sink and range.		Completed	2022
	Living room	8. Change entrance door: wood (35" x 96" nominal)		Not Completed	Dec/2025
		9. Change 3 aluminum windows (36 x 92 ea)		Not Completed	Dec/2025
	Bedrm #2	8. Remove & install new closet, wood-(8' x 9' nom) w/shelving + sliding doors & upper storage doors.		Not Completed	Dec/2025



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	Bedrm #3	8. Repair & install new closet, wood-(8' x 9') w/shelving + sliding doors & upper storage doors.		Not Completed	Dec/2025
HOUSING REPAIRS WORK PLAN SEPR 2019					
HOUSE 3			Estimated Cost	Completed/Not Completed/In Process	Date
General:		1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, G1, E1, E4			
		1. Roof waterproofing: 2,450 sf. Install new drain protection domes.		Completed	2022
		2. Exterior paint (first + final coat). Paint doors, aluminum Windows and metal grilles.		Completed	2022
		4. Main overhead electric power connection to power meter: Extend electrical service main conduit up to 2nd floor roof. arrange		Not Complete	Dec/2024
		4. Exterior electrical panel: Install inner cover & arrange cabling inside the panel. Install conduits for all exposed cables along outside walls (connections to water tank system, to water heater, and others).		Not Complete	Dec/2024
		4. 5. E4. Install one (1) new Water tank system.		Completed	2022
House 3B-1					
		E1, 4. Install new in-line (tankless) water heater.		Completed	2022
	Kitchen	10. G1 Kitchen cabinets. (1 Base + Wall unit 5'; + one (1) 6' base unit w/sink.		Completed	2022
House 3B-2					
General:		3. Interior Paint: Prepare/repair Surface & paint all walls + ceilings.		Not Completed	Dec/2028
		4. Electrical: New electrical panel; 4 LED ceiling lamps. 4 switches, 8 double plugs; 2 GE breaker 30Amp; 4 GE breaker of 20Amp. New in-line water heater.		Not Completed	Dec/2028
		5. Plumbing: New kitchen sink w/faucet & drain. In-line wh. Bathroom sink, toilet & shower.		Not Completed	Dec/2028
		6. Bathroom vanity. Repair/change ceramic tile finish in floor, shower and walls.			
		7. interior floor: Install ceramic tile finish: 25'x17' 425pc		Not Completed	Dec/2028
		8. Doors: 1 exterior/metal 32 x 80. Two (2) interior Wood doors 30x80.		Not Completed	Dec/2028
		9. Install (4) new windows (3 x 5').		Not Completed	Dec/2028
		10. G1 Kitchen cabinets. (1 unit 6' Base + Wall units) w/sink.		Not Completed	Dec/2028
		11. Exterior concrete sidewalk to entry door. (3' x 28')		Not Completed	Dec/2028



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House 3A-1					
		3 Interior Paint: Prepare/repair Surface & paint all walls/ceilings.		Completed	2022
	Living rm	8. Repair/paint wood door & frame (interior & exterior).		Not Completed	Dec/2025
	Kitchen	Install terrazzo tile equal to existing (12 x) area-(9 x 2'). And remove existing concrete patch.		Not Completed	Dec/2025
	Bedroom	8. Repair/paint alum door (w/integrated alum window)		Not Completed	Dec/2025
		9. Three (3) glass jalousies in (alum-glass) window.		Not Completed	Dec/2025
House 3A-2					
		E1, 4. Change shower w-htr to install new in-line (tankless) water heater.		Not Completed	Dec/2025
		3. Ceiling Paint: Prepare/repair surface & paint all ceilings.		Not Completed	Dec/2025
		Back porch: a) Chain-link fence –Repair esat side + install new in north and west sides. b) Floor: -Power wash, repair surface, paint w floor coating.		Not Completed	Dec/2025



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HOUSE 4	General:	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, G1, E1, E4	Estimated Cost	Completed/Not Completed/In Process	Date
		1. Roof waterproofing (2,300 sf). Install new drain protection domes.			
		2. Exterior paint (first + final coat). Paint doors, aluminum windows and metal grilles.		Completed	2022
		E4. Install two (2) new Water tank system, one for each unit.		Completed	2022
House 4B					
	General:	4. Electrical work: Change existing electrical panel for a new (112 type) panel in kitchen. Remove all exposed cables and install inside adequate conduits and outlets (GFCI-protected type) –four (4) double + one (1) 220v in kitchen & one (1) in bathroom.4. 5. E1 Install new in-line (tankless) water heater.		Not Completed	Dec/2025
	Living rm	Replace 3 lft of terrazzo wall base (4" h).		Not Completed	Dec/2025
	Bedrm. # 1	8. Repair/paint wood door & frame (interior & exterior).		In Process	Dec/2023
	Closet	8. Closet folding doors: Replace rollers. Replace wood fascia on header. Adjust/repair upper-storage doors.		Not Completed	Dec/2025
	Bathrm #1	E7 Repair/change air extractor. E1 Remove shower water heater.		In Process	Dec/2023
	Bedrm #2	8 Repair/paint wood door & frame (interior & exterior).		Not Completed	Dec/2025
	Closet	Closet folding doors: Replace rollers. Replace wood fascia on header. Adjust/repair upper-storage doors. Fill, sand/paint interior panel joints on all sides.		Not Completed	Dec/2025
	Bathrm #2	8 Refinish/paint wood door –new, raw- & frame (interior & exterior).		Not Completed	Dec/2025
		Closet folding doors: Replace rollers. Replace wood fascia on header. Replace the upper-storage doors. Repair/refinish all: doors, fascia, frames inside and out.		Not Completed	Dec/2025
		Repaint metal Medicine cabinet (indoor/outdoor) & Change shower curtain rod. Install drain grate. Remove damaged accessories on walls & repair surfaces w/ceramic tiles.		Not Completed	Dec/2025
		Repair ceramic finish: Shower floor & walls.		Not Completed	Dec/2025
	Bedrm #3	8. Repair/paint wood door & frame (interior & exterior).		Not Completed	Dec/2025
		8. Closet wood sliding doors: Repair/repaint doors, fascia on header inside and out. Replace the upper-storage doors.		Not Completed	Dec/2025
	Kitchen	10. G1 Kitchen cabinets. (2) two 6' base units w/sink. Repair/replace ceramic backsplash.		Completed	2022
		9. Repair/install 2 windows.		Not Completed	Dec/2025
		Wall ceramic finish: Clean/repair grout.		Completed	2022
	Bedrm. # 4	8. Repair/paint wood door & frame (interior & exterior).		Not Completed	Dec/2025



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	'Closet'	8. Wood closet wood folding doors & cabinet: Repair/repaint all, doors, fascia inside and out. Install drawer pulls.		Not Completed	Dec/2025
		7. Install terrazzo wall base.		Not Completed	Dec/2025
	Bedrm. # 5	8. Repair/paint wood door & frame (interior & exterior).		Not Completed	Dec/2025
		10. Repair/refinish wall cement finish (beside door). 4. Replace smoke detector.		Not Completed	Dec/2025
	Closet	Repair/refinish Wood closet (interior & exterior). Repair 3 delaminated shelves.		Not Completed	Dec/2025
	Bthrm #2	Install/replace wall ceramic tile border/bullnose.		Not Completed	Dec/2025
		4. Change bathroom cabinet w/light.		Completed	June/2022
		Full HD cleanup: Floor, tiolet, walls.		Completed	June/2022
HOUSING REPAIRS WORK PLAN SEPR 2019					
House 4A					
General:		3. Interior Paint: Prepare/repair surfaces & paint all walls/ceilings.		Completed	2022
		4. Install 3-way switch on stair to 2nd floor entry door.		Completed	2022
	Floor	Terrazzo tile finish: Clean/polis hall areas.		Completed	2022
	Living rm	8. Glass sliding door: Repair/change track & rollers.		Completed	2022
	Kitchen	10. G1 Kitchen cabinets. (2) two 6' base units w/sink. Repair/replace pl-laminate finish in exising unit w/integrated closet.		Completed	2022
	Bedroom. #2	8. Closet wood folding doors: Repair/repaint doors.		Not Completed	Dec/2024
	Bthrm #2	4. Change bathroom cabinet w/light.		Completed	2022
	Closet	8. Wood doors: Repair/repaint doors, (in-&-outside).		Not Completed	Dec/2024
	Bedrm #3	8. Wood folding doors: Repair/repaint doors, (in-&-outside).		Not Completed	Dec/2024
	Bedrm #4	8. Wood folding doors: Repair/repaint doors, (in-&-outside).		Not Completed	Dec/2024
		8. Wood door to terrace: Repair/repaint including wood door header panel.		Not Completed	Dec/2024
		Remove/repair/refinish wall cement finish around wall outlet.		Completed	2022



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HOUSE 5					
	General:	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, E1, E4, G1	Estimated Cost	Completed/Not Completed/In Process	Date
		1. Roof waterproofing (3,760 sf, Finished Jan.2019). Install new drain protection domes.		Not completed	Dec/2024
		2. Exterior paint (first + final coat). Paint doors, aluminum windows and metal grilles.		Completed	2022
		4. 5. E4. Install (1) new water tank system.		Completed	2022
House 5B					
	Living rm	10. Repair/refinish east wall and north corner. Fill cracks, repair exposed steel reinforcing, & refinish/paint cement finish.		Not completed	Dec/2024
	Balcony	9. Two (2) windows (alum/glass 3 x 5') w/cement wall below 6' x 3'.		Not completed	Dec/2024
	Bathrm	9. Remove/replace window.		Not completed	Dec/2024
	Bedrm #1	8. Remove/replace existing closet.		Not completed	Dec/2024
	Small rm	11. Remove damaged metal roof structure + 2 window-walls. Replace w new windows on concrete walls +new metal roof.		Completed	2022
House 5A					
		3. Interior Paint: ceilings and walls of 1st and 2nd floor.		Completed	2022
	Living rm	8. Repair/replace sliding alum/glass doors.		Completed	2022
	Kitchen	10. G1 Kitchen cabinets. (2) Two 6' Base Units' w/sink. 8. Replace metal door w/integrated window. Remove/repair damaged ceramic tile finish on wall.		Completed	2022
	Bedroom #1	8. Remove/replace existing closet wood sliding doors. 9. Repair window (36 x 90, alum/glass jalousie).		Not completed	Dec/2024
	Bedrm #2	8. Closet doors - Change all hardware.		Not completed	Dec/2024
	Corridor	8. Install new closet door/frame.			
	Bathm #1	5. 6. Remove damaged bathtub. Construct new ceramic tile shower stall w/new shower & faucets.		Completed	2022
	Bedrm #4	8. Remove/replace existing upper closet doors.		Not completed	Dec/2024
	Bathm #2	6. HD cleanup + inspect/test all bathroom equipment.		Completed	2022
	Porch	11. Remove damaged metal roof. Replace it with a new metal roof.			



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HOUSING REPAIRS WORK PLAN SEPR 2019					
HOUSE 6 Pintadera					
	General	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, E1, E4	Estimated Cost	Completed/Not Completed/ in Process	Date
		1. Inspect/repair metal roof.		Not completed	Dec/2023
		2. Exterior paint (first + final coat). Paint doors, aluminum windows and metal grilles.		Completed	2022
		3. Interior Paint: Repaint selected areas on all apartments.		In Process	May/2024
		4. 6. E4. Install one (1) new Water tank system.		Completed	2022
House 6B.1		9. 11. Remove entry door. Construct /install new window in its place. 8. Install new door (metal w/integrated window) in the living rm west wall.		Not completed	Dec/2024
		8. Closet doors (kitchen + bedroom 1) –install 2 vents on each door.		Not completed	Dec/2025
		4. 5. 6. E1 Remove shower water heater. Install new in-line (tankless) water heater.		Completed	2022
		11. Repair partial roof on kitchen and bedroom #1. Repair exposed steel reinforcement w/epoxy and re-cover w/special structural cement plaster.		Not completed	Dec/2024
House 6B.2					
		4. Relocate the range wall outlet (relocate away from sink faucets).		In Process	Dec/2023
		9. Install two (2) new windows. Repair/change four (4) window operators.		Not completed	Dec/2024
		4. 5. E1 Remove shower water heater. Install new in-line (tankless) water heater.		Completed	2022
House 6A.1		4. 5. 6. E1 Remove shower water heater. Install new in-line (tankless) water heater.		Completed	2022
House 6A.2		4. 5. 6. E1 Remove shower water heater. Install new in-line (tankless) water heater.		Completed	2022



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HOUSING REPAIRS WORK PLAN SEPR 2019					
HOUSE 7					
	General:	1, 2, 3, 4, 5, 6, 8, 9, E1, E4	Estimated Cost	Completed/Not Completed/In Process	Date
		1. Roof waterproofing (finished Jan.2019). Install new drain protection domes.		Completed	2022
		2. Exterior paint (first + final coat). Paint doors, aluminum windows and metal grilles.		Completed	2022
		3. Interior Paint: Repaint selected areas on all apartments.		Completed	2022
		4. 5. E4. Install one (1) new Water tank system. (Inspect/correct existing system to make sure each is connected adequately to every housing unit).		Completed	2022
House 7.1					
		9. Remove/replace window, kitchen (2) units.		Not completed	Dec/2025
		4. 5. 6. E1 Remove shower water heater. Install new in-line (tankless) water heater.		Completed	2022
		8. New bathroom door (24 x 84).		Completed	2022
House 7.2					
		9. Repair and restore existing windows. Repair/change/install window operators.		Not completed	Dec/2025
		4. 5. 6. E1 Remove shower water heater. Install new in-line (tankless) water heater.		Not completed	Dec/2025
House 7.3					
		4. 5. 6. E1 Remove shower water heater. Install new in-line (tankless) water heater.		Completed	2022
		8. Two (2) doors (Balcony, Living room): Repair/repaint.		Completed	2022
		8. New bedroom door.		Completed	2022
		8. Install 3 new closet doors.		Completed	2022
		8. Replace bathroom door header panel.		Completed	2022
		9. Repair and restore existing windows. Repair/change/install window operators.		Not completed	Dec/2025



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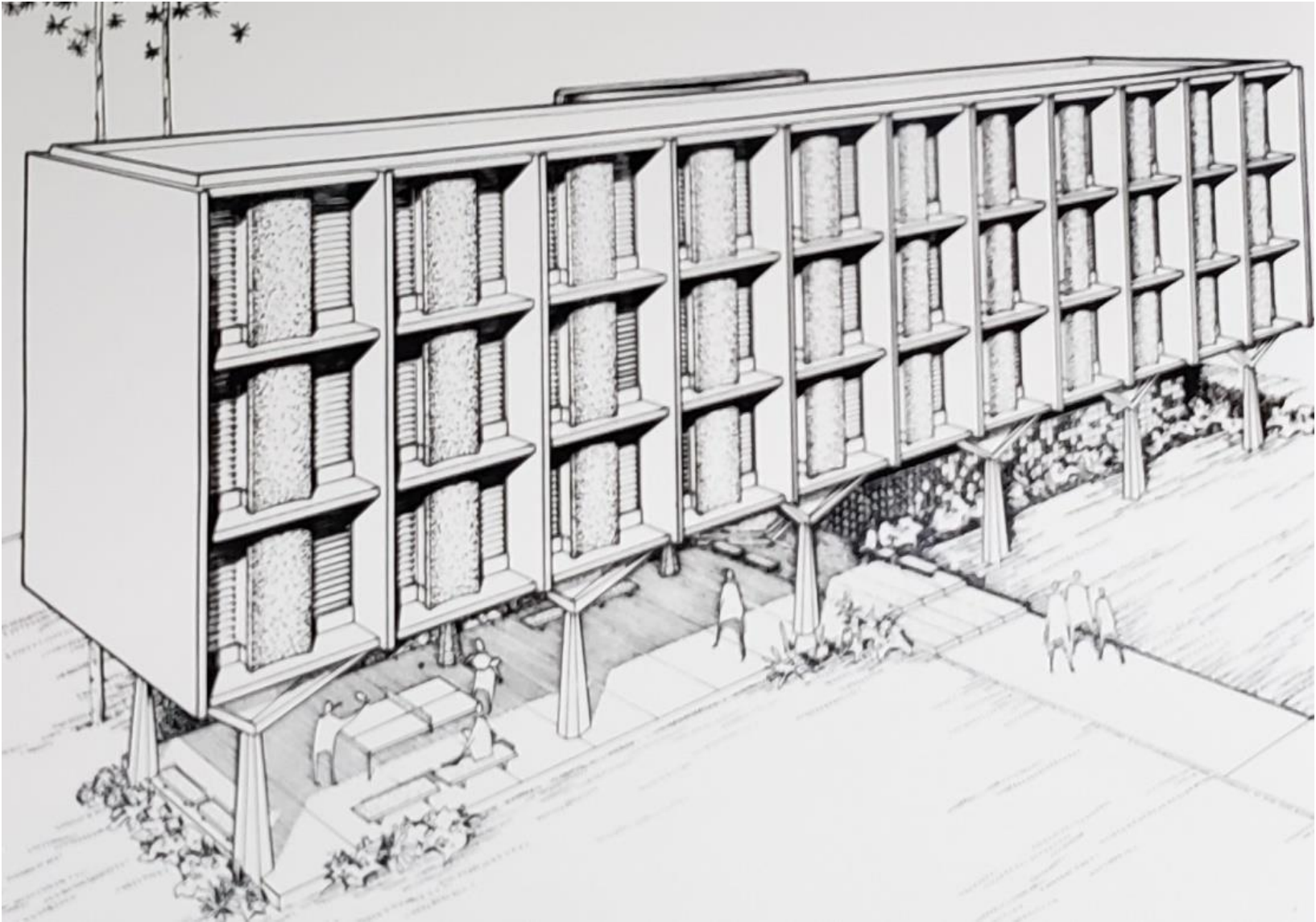
HOUSING REPAIRS WORK PLAN SEPR 2019					
HOUSE 8					
	General:	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, E1, E4, G1	Estimated Cost	Completed/Not Completed/In Process	Date
		1. Roof waterproofing (820 sf). Install 4 roof drains w/leaders.		Not completed	Dec/2028
		2. Exterior paint (first + final coat). Paint doors, aluminum windows and metal grilles.		Not completed	Dec/2028
		3. Interior Paint: all ceilings and walls.		Not completed	Dec/2028
		4. 5. E4. Install two (2) new water tank systems.		Not completed	Dec/2028
		4. Remove existing electrical meter bank/support. Construct a new support column and install new electrical meters bank and service inlet. w/underground connection to building, including new internal distribution in each unit.		Not completed	Dec/2028
		E4. Install two (2) new Water tank system, one for each unit.		Not completed	Dec/2028
	8B 1st floor	4. Electrical: New distribution panel (Type 112) including all internal electrical distribution system, cabling, and hardware.		Not completed	Dec/2028
		5. Plumbing: New kitchen plumbing for sink. Bathrooms (2): -new lavatory, toilet and shower systems/hardware.		Not completed	Dec/2028
		6. Bathrooms (2): new vanity/ lavatory and toilet. Repair/replace ceramic tile on walls, floors and showers.		Not completed	Dec/2028
		7. Floor: New ceramic tile floor finish.		Not completed	Dec/2028
		8. New metal doors (3).		Not completed	Dec/2028
		8. Four (4) interior wood doors: Repair/repaint, change all hardware.		Not completed	Dec/2028
		9. Aluminum windows (8) units.		Not completed	Dec/2028
		10. G1 Kitchen cabinets. One (1) 6' base+wall unit w/sink.		Not completed	Dec/2028
	8A 2nd floor	4. Electrical: New distribution panel (Type 112) including all internal electrical distribution system, cabling and hardware.		Not completed	Dec/2028
		5. Plumbing: New kitchen plumbing for sink. Bathrooms (2): -new lavatory, toilet and shower systems/hardware.		Not completed	Dec/2028
		6. Bathrooms (2): new vanity/ lavatory and toilet. Repair/replace ceramic tile on walls, floors and showers.		Not completed	Dec/2028
		7. Floor: HD cleanup/polish existing cement-tile flooring.		Not completed	Dec/2028
		8. New metal doors (2).		Not completed	Dec/2028
		9. Aluminum windows (8) units.		Not completed	Dec/2028
		10. G1 Kitchen cabinets. One (1) 6' base & wall unit w/sink.		Not completed	Dec/2028
		11. Construction: Remove existing concrete stairs. Construct new stair on south side of building.		Not completed	Dec/2028

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MASTER PLAN SEPR TOWER DORMITORY				
REPAIR AND REMODEL THE MEN'S DORMITORY TOWER				
Summary of project in conceptual stage: 2. Cleaning and general preventive maintenance. 3. General demolition and reconstruction of floors on the open terrace, ground level. 4. Waterproofing/repairing roofs. 5. Repair reconstruct prefabricated pans and / or walls and exterior painting. 6. Change windows and doors Repair and seal windows and doors. 7. Restore the chapel's inner courtyards (#100.1, north and #103.1, south). 8. New electrical and plumbing system. With provisions for future A/C. 9. New furniture in all rooms and areas. 10. Solar energy system and/or electricity generator.				
	Description	Estimated Cost	Completed/Not Completed	Date
General	16.Estimated construction cost	\$ 778,000.00	Not completed	Dec/2028
	17.Contingency (40%)	\$ 311,200.00	Not completed	Dec/2028
Permits and Contributions	3. Construction permits and fees	\$ 5,000.00	Not completed	Dec/2028
	4. Contribution to the AAA	\$ 5,000.00	Not completed	Dec/2028
	5. Contribution to ESA	\$ 3,000.00	Not completed	Dec/2028
Professional Services	6. Professional Architecture and Engineering Services (Construction Plans, Specifications and Documentation).	\$ 778,000.00	Not completed	Dec/2028
	Total Investment in Remodeling of Facilities	\$ 311,200.00		





Appendix C

IT Security Plan

Institutional Development Plan and Campus Master Plan 2024 – 2028



EVANGELICAL SEMINARY OF PUERTO RICO

Development Plan for Technology Optimization 2024-28

Priority area:	Technological, IT and connectivity infrastructure				
Goal:	Improve the technological, computer and connectivity infrastructure that support the teaching and learning processes, research, assessment, and service to the community. This plan is aimed at being carried out over a period of 3 years.				
Alignment with the Strategic Plan		Alignment with the Budget			
Intention or Initiative	Objectives	Indicators of achievement	Staff in charge	Costs	Completion date
1. Acquisition of computer equipment, change of operating systems and applications.	1.1 Purchase of Enterprise computers (business) for administrative areas. 1.2 Purchase of laptops to perform administrative staff tasks remotely.	100% of the purchase and installation of computers in the identified areas, in order to replace technologies that have declined.	Chief Financial Officer Director of Information System	12 WorkStations at \$1,304.55 each = \$15,654.60 10 Laptops at \$1,198.45 each = \$11,984.50 Total on computers = \$27,639.10	2020-21
2. Purchasing MS Office 365 licenses	2.1 Obtaining the license of MS Office 365 for computer center, faculty and administrative staff.	100% of the payment of licenses, installation and access of the programmed to the academic and administrative community.	Chief Financial Officer Director of Information System	Office 365 Business Premium - \$3,000 annually (recurring charge) for 30 users Total applications = \$3,000 / yearly	Annually
3. Optimize wireless connectivity, phone box system, and secure remote access	3.1 Extend the range of the wireless network to include all the facilities of the Seminar.	100% wireless connection anywhere in the main building, classrooms and Library.	Chief Financial Officer Director of Information Systems	Wireless Equipment = \$1,500 IP PBX = \$350	2024



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	3.2 Replace existing telephone panel technology, which is outside the technology life cycle. 3.3 Install a VPN server and Domain Controller	100% purchase and installation of virtual telephone box (SIPTrunk), service provider, portability of telephone numbers and desktop units. Being a virtual PBX, the possibilities of providing telephone services to users anywhere are immense. 100% of the purchase and installation of server for a "Virtual Private Network". This would allow designated administrative staff to connect to the Seminary network from anywhere, to access applications and facilities that can only be accessed by being present on site. 100% control of users accessing the network, through security policies.		30 IP phones at \$53.00 each = \$1,590 Phone Service = \$0.01 / minute (US numbers) Server VPN and Domain controller = \$3,000 Total equipment to optimize connectivity = \$6,440	
4. Optimize the Library's information systems	4.1 Integrate Library connectivity on all floors of the reservation area 4.2 Increase access to digitized databases and resources.	100% integration of connectivity to all floors of the reserve area, through structural wiring 100% of the purchase of a new server to safeguard all the information that has been	Chief Financial Officer Director of Information Systems Library Director	Installation of 20 cables in the reserve area at \$125 each = \$2,500 Server for database = \$3,000	2024-25



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	4.3 Purchase of computers for the computer center	digitized and make it accessible to the educational community through a portal. 100% of the purchase of computers for the Library's computer center.		8 computers for computer center at \$1199 each = \$9,592 Total to optimize information systems in Library = \$15,092	
5. Continue integrating the different service areas (Administration, Finance, Deanship, Registry, Library, Courses) through the Populi platform.	5.1 Integrate service areas through the Populi platform.	100%	Chief Financial Officer Director of Information Systems Academic Dean Register	Monthly subscription per student.	Annually
6. Final decision on the implementation of a "Learning Management System"	6.1 Make a final decision of what will be the space where the materials of the classes will be placed so that the student body can access the tasks and the possibility of online courses for certifications and other educational efforts can be opened	Decision making between Moodle and Google Classroom. Once the decision is made, we would proceed with training for the faculty to use the platform and integrate tailor-made educational materials.	Presidency Director of Information Systems Academic Dean Register	Total decision implementation = \$0	Dec/2023
7. Acquisition of 85" screens for classrooms	7.1 Integrate better audiovisual facilities in teaching spaces.	100% acquisition and installation of 85" screens in rooms 1A, 1B, 2A, 3A and 3B.	Chief Financial Officer Director of Information Systems	5 x 85" screens at \$1000 each = \$5,000 5 bases for wall installation at \$125 each = \$625 5 x HDMI 50' cables at \$70.00 each = \$350.00 Other expenses \$525.00 Total to integrate 85 screens = \$6,500.00	Dec/ 2023



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8. Installation of access system in Library Circulation area	8.1 Install a system that allows greater control to the access of sensitive areas in Library. The equipment has been donated and needs to be installed.	100% installation and functionality of the equipment that has been donated in order to maintain greater control of access to areas of the Library where we have had losses due to theft of materials that are a collection object and have a historical value.	Chief Financial Officer Director of Information Systems Library Director	Access System Installation (estimated) = \$1,000 Total for access system installation = \$1,000	Dec/2023
9. Installation of solar panels and charge controller in the protective equipment of the "smart room"	9.1 Complete the installation of a solar system that responds to the conservation and resilience plan in case of emergency	100% installation and implementation of the equipment to make the "Smart room" area an energetically self-sustained, protecting the equipment and safeguarding the connection during online activities. Likewise, that space can become an operations center and an oasis in case of emergency.	Presidency Chief Financial Officer Direct Information Systems	Installation of solar panels and controller = \$3,000 Total for installation of solar panels and controller = \$3,000	2021