



River of Grass
UU Congregation

Welcome!

River of Grass
Unitarian Universalist Congregation

Future Home Envisioning

September 15, 2019

Future Home Envisioning Agenda

- ***Current Home***
- ***Future Home Envisioning Events YTD***
 - ***UUA Stewardship Consultant On-site***
 - ***Future Home Congregational Meetings***
 - ***Future Home Envisioning Teams***
- ***Future Home Team's Research***
- ***River of Grass Financials***
- ***Path Forward***

Current Home

Current Home Pluses

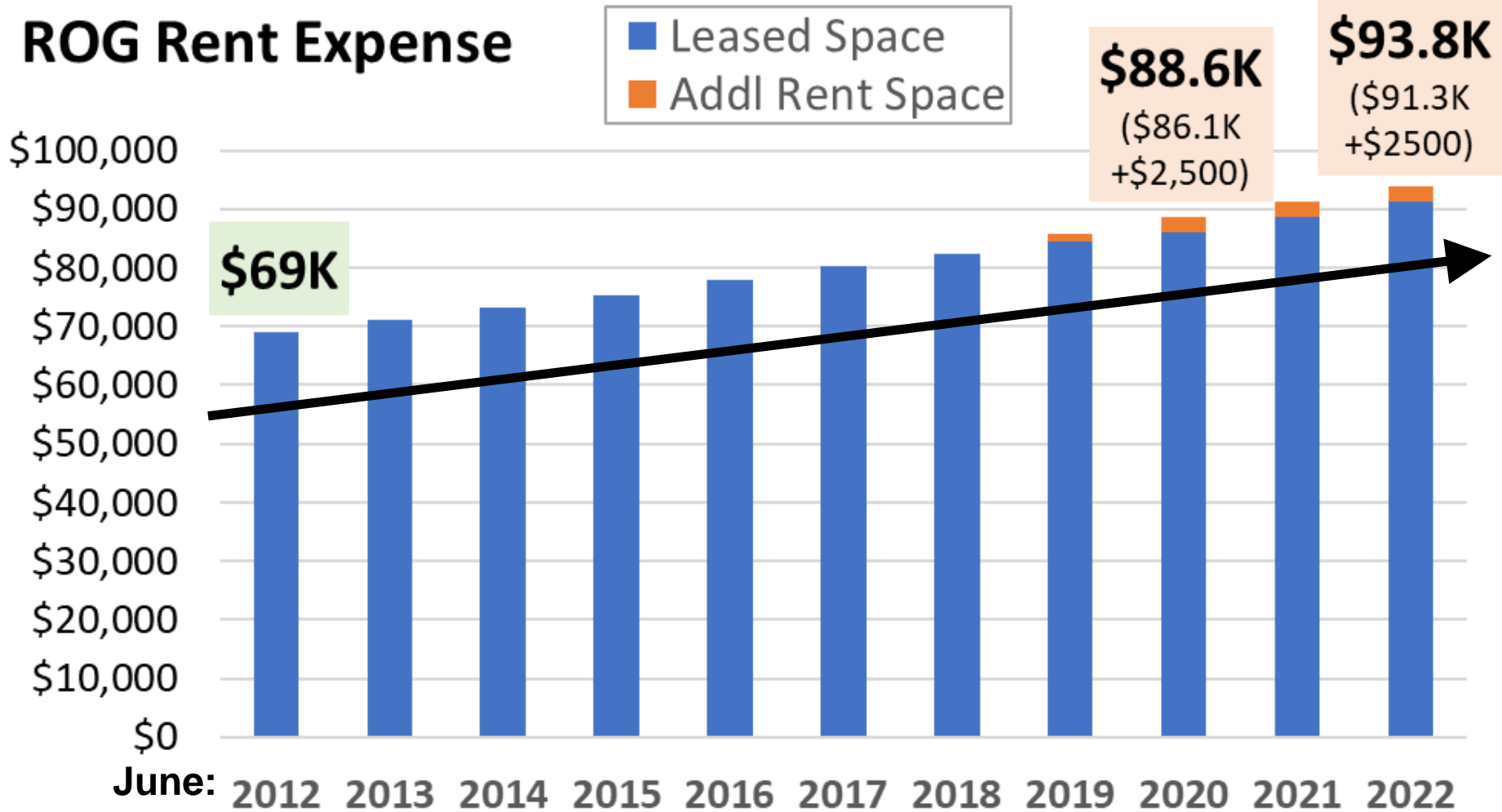
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Current Home Limitations

—

Annual Rent: \$69K to \$94K (+36%)

ROG Rent Expense



Current Home Summary

We love our home.... yet

- Feeling Cramped...
 - Sunday Services feel full
 - Not enough FD classrooms, last year we rented space at Candy Jazz
 - Full most evenings & Saturdays
- Total Rent Expense up 36%
- Our lease expires in 2.5 years

Future Home Events YTD

Future Home Envisioning Weekend

Engaged Barry Finkelstein

- UUA Stewardship Consultant - 12 Years
- Assisted 50+ Congregations
- Been Congregation President
- Wife is a UU Minister

Funded by donations



Future Home Envisioning Weekend

Onsite March 1-3, 2019

- Held 10 Interactive Meetings, 47 People

Barry's Final Report:

- *“River of Grass is ready to move toward a successful relocation effort and capital campaign to finance the investment in a new facility.”*

Future Home Envisioning Weekend

Barry's Key Recommendations:

1. Reach Agreement on Approach:

- Purchasing a permanent home,
- Sharing space with another entity,
- Staying in your current location, or
- Finding another long-term lease.

2. Establish focused teams to move the process forward

Future Home Envisioning Weekend

Barry's Key Recommendations:

3. Define Your Dream Facility:

- Formulate a vision of the future for ROG
- Identify facility concepts that meet vision
- Engage the congregation, and
- Adopt a preferred alternative

4. Develop a long-range financial and resource plan

Future Home Envisioning 4/28 Input

4/28/2019 After Service (20-30 Members)

1. Reviewed Barry's Recommendations
2. Identified Future Home Needs
3. Evaluated Future Home Options
4. Assembled Teams to do Research

Future Home Envisioning 4/28 Input

Future Home Needs:

-Brainstormed & Straw Votes

Future Home Needs:	1st place	2nd place	3rd place	Weighted Score*
Bigger Space	21	3	0	114
Outdoor Space	0	13	5	44
Location Accessibility	2	4	10	32
Green/Solar	1	4	1	18
More Rental Oppor.	0	2	6	12
Community Interactions	0	0	2	2

* 5 points 1st, 3 points 2nd, 1 point 3rd

Future Home Envisioning 4/28 Input

8 Future Home Options:

1 & 2		4 & 5	
Stay Here	Stay Here, Expand Next Door	Buy a Building	Buy Big Building, Become Landlord
3	6	7 & 8	
Find Other Leased Space	Buy Land & Build	Church in a Box (high effort)	Church in a Box (low effort)

Future Home Envisioning 4/28 Input

Future Home Options:

-Discussion & Straw Votes

Future Home Options:	1st place	2nd place	3rd place	Weighted Score*
4&5. Buy Building, Possibly be Landlord	10	2	4	60
1&2. Stay Here, Possibly Expand	7	6	5	58
3. Lease Other Space	2	5	6	31
7&8. Church in a Box	1	5	3	23
6. Buy Land and Build	0	1	1	4

* 5 points 1st, 3 points 2nd, 1 point 3rd

Future Home Envisioning 4/28 Input

Potential Partners – Straw Votes

- *“Do you feel a comfort level with possibly sharing joint space with TAO Center?”*
 - 16 Yay, 0 Nay
- *“Do you feel comfortable spending energy exploring potential opportunities with UUCFL”.*
 - 15 Yay, 1 Nay

Future Home Envisioning Baseline

Current Home: Tight Space, Rising costs

Consultant: We are ready for a future home

Straw Votes:

- We want more space & an outdoor area
- Either 'Buy a Building' or 'Stay Here'
- Explore potential Partnership options

Future Home Envisioning Teams

Vision & Needs

- *Rita C, Diane L, Kallie L*

Research New Location Options

- *Steve JR, Kathy JR, Rick T, Kallie L*

Analyze Better Use of Current Space

- *Kathy JR, Deb GD, Janet S, Karen G*

Explore Partnerships

- *Linda L, Rev Amy, Diane L*

Develop Financial Model

- *Brit L, Maureen L*

Future Home Team Research

Future Home Proposed Vision

Dear Universe:

We are ready to accept a New Congregational Home that ...

- Supports us in our mission to Nurture our Spirits, Love Intentionally, and Create a Just and Healthy Planet
- Centrally located in Western Broward County in a positive, peaceful area that is appropriate for our members and guests, where we can grow, feel safe, and can serve the community

Future Home Proposed Vision

- Contains adequate space, both indoors and out, providing our members, friends, and the community with areas for worship, teaching, meeting, playing, serving, performing, creating, renting and parking that gives us room to grow, to store everything neatly, and fulfills our needs
- Is arranged in a way that is conducive to efficient, comfortable worship, working, & serving
- Is bright and airy and has positive energy

Future Home Proposed Vision

- Is safe and healthy and brings joy to all who enter
- Requires only improvements that we can fulfill with our time/talent/treasure
- Financially suitable to support us in our financial goals, allowing us to give and serve others in need while allowing us to prepare for the future
- Is setup to help conserve Mother Earth's precious resources

Future Home Proposed Vision

We affirm that our new home team members take the right action, at the right time, in the right way, for the greatest good of ALL with joy and ease.

We are ready for this or something better that you want us to have!!!

With love and gratitude,

River of Grass Unitarian Universalist
Congregation

Future Home Interior Elements

- Seating for 175-250 people
 - Currently seat 130 with partitions;
170 without partitions (Christmas Eve)
- Full kitchen
- Flexible space / walls
- Ceiling height, lots of windows
- A/C units for different areas
- Concrete/ hurricane windows/ sprinklers
- Handicap access
- Showers

Future Home Exterior Elements

- Parking 80 - 120 spaces
- Indoor or Outdoor Playground - 400+ s.f.
- 2 - 5 acres
- Handicap Access
- Solar opportunities
- Visible / highway access / easy to find

Future Home 'Dream' Sq Feet (draft)

	<u>Current</u>	<u>DREAM</u>	<u>%Chg</u>
<u>COMMON AREAS</u>			
1. Sanctuary (Total)	1762	3150	78%
Stage	585	900	53%
Seating	1177	2250	91%
2. Hospitality Area	744	1500	102%
3. Hallways	468	800	71%
4. Kitchen	122	400	228%
5. Entry Area/Foyer		500*	
<u>CLASSROOMS</u>			
6. Multipurpose/Choir	468	700	50%
7. Teen Space		300*	
8. Classrooms (3@350)		1050*	
9. Nursery	131	300	129%

* Additional Spaces

Note: These are "Dreams", not "Needs"

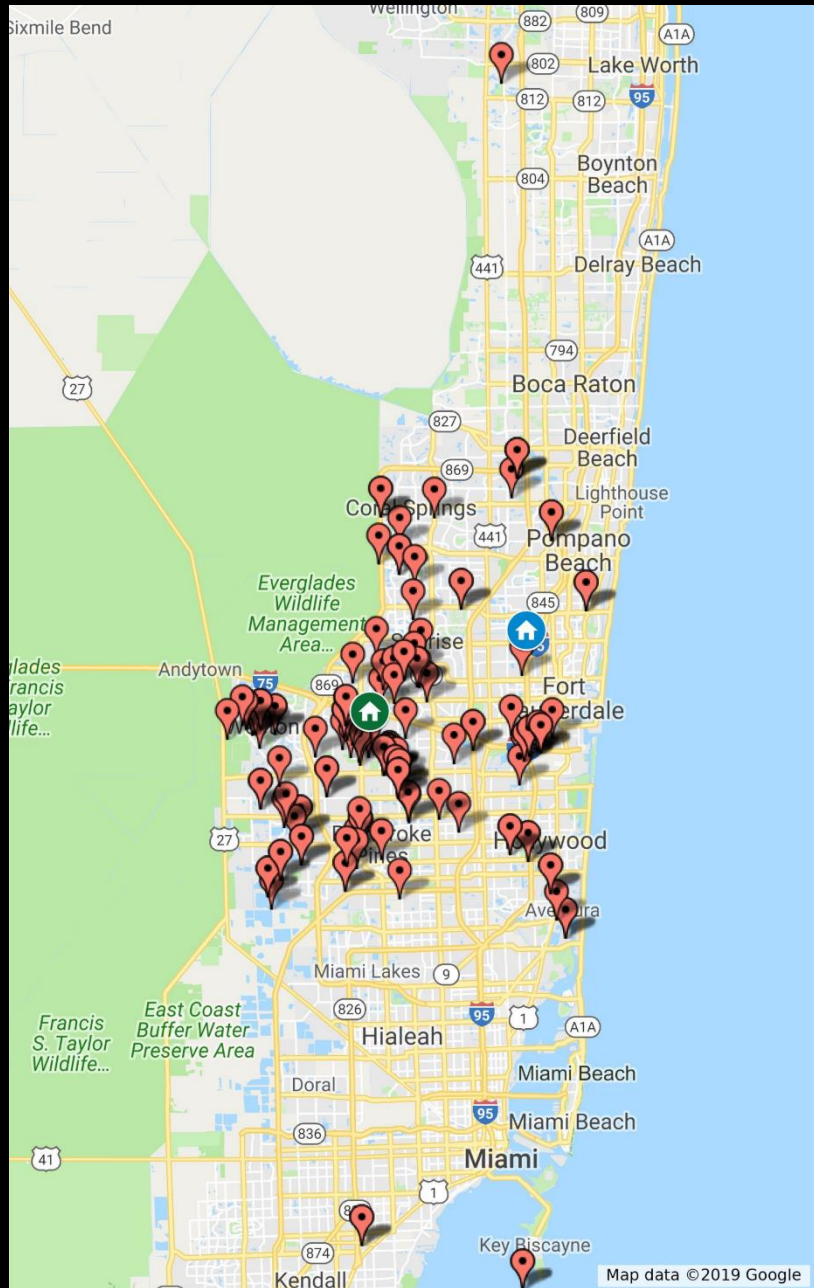
Future Home 'Dream' Sq Feet (draft)

	<u>Current</u>	<u>DREAM</u>	<u>%Chg</u>
<u>OFFICES</u>			
10. Minister	164	280	71%
11. Music		160*	
12. Religious Education		160*	
13. Administrator	200	250	25%
<u>OTHER</u>			
14. Storage Rooms	178	600	237%
15. Materials Closets	37	100	170%
16. Restrooms	<u>293</u>	<u>584</u>	<u>100%</u>
<u>TOTAL</u>	<u>4,513</u>	<u>10,184</u>	<u>126%</u>

* Additional Spaces

Note: These are "Dreams", not "Needs"

Future Home Member Map

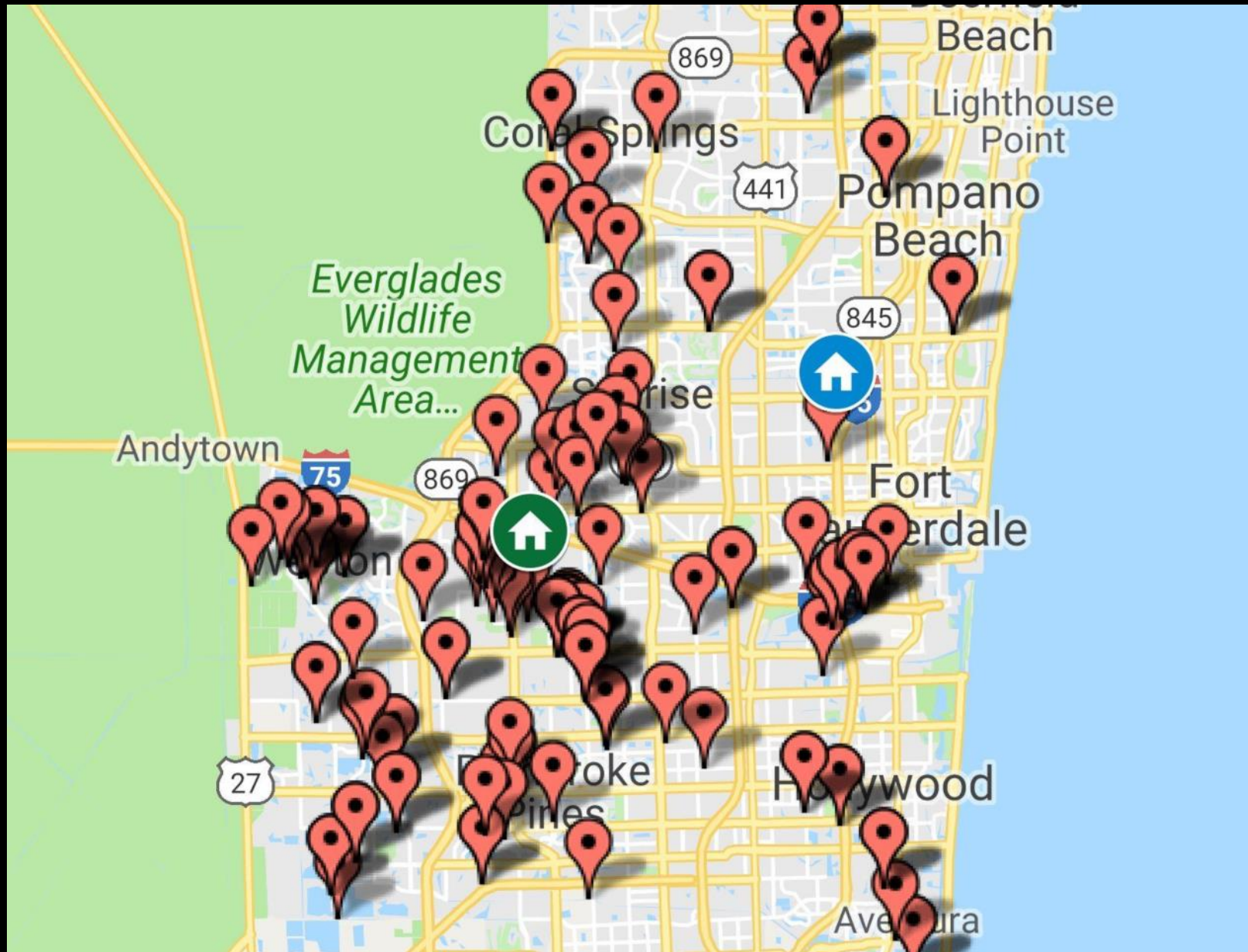


Wellington

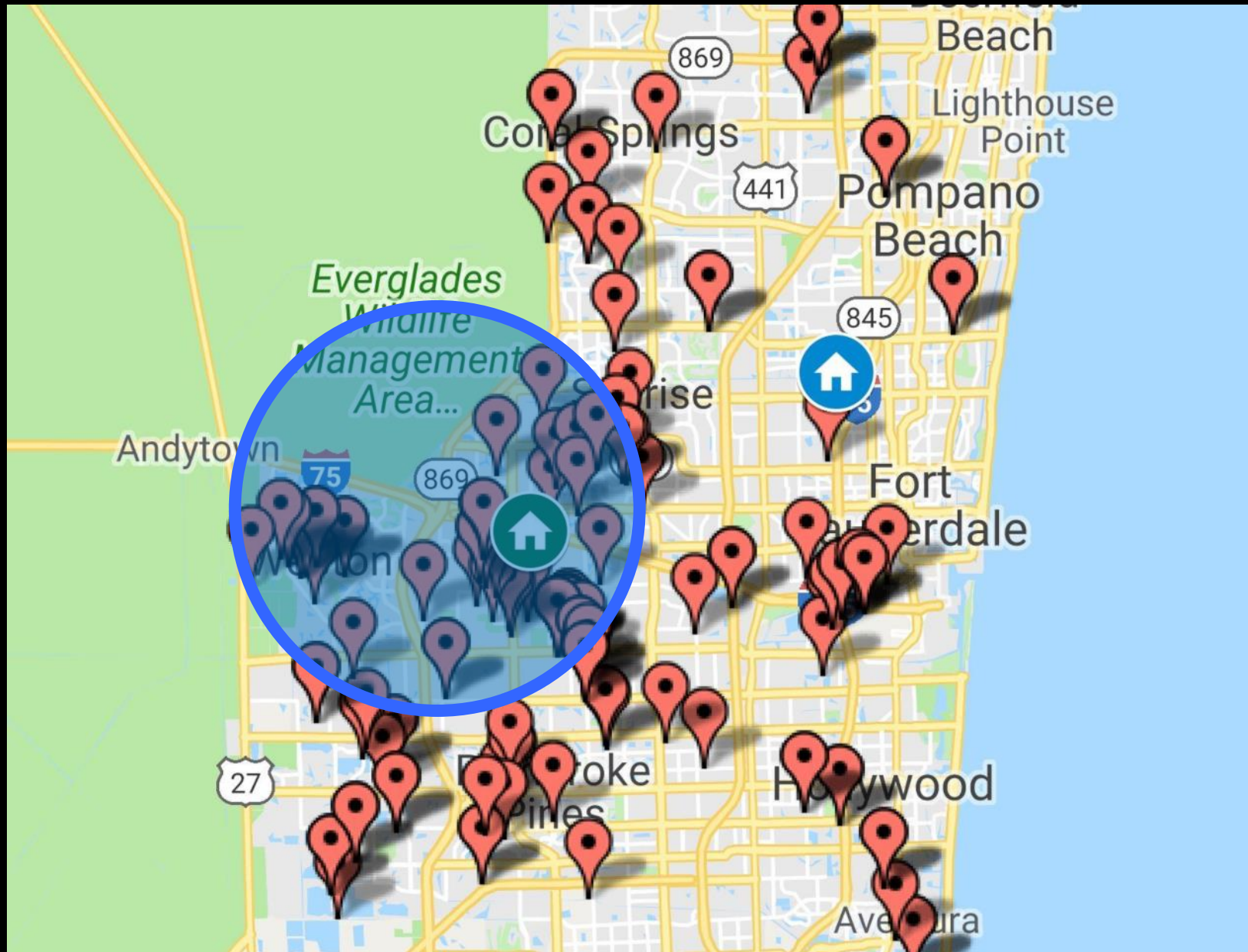
Broward

Coral Gables
Key Biscayne

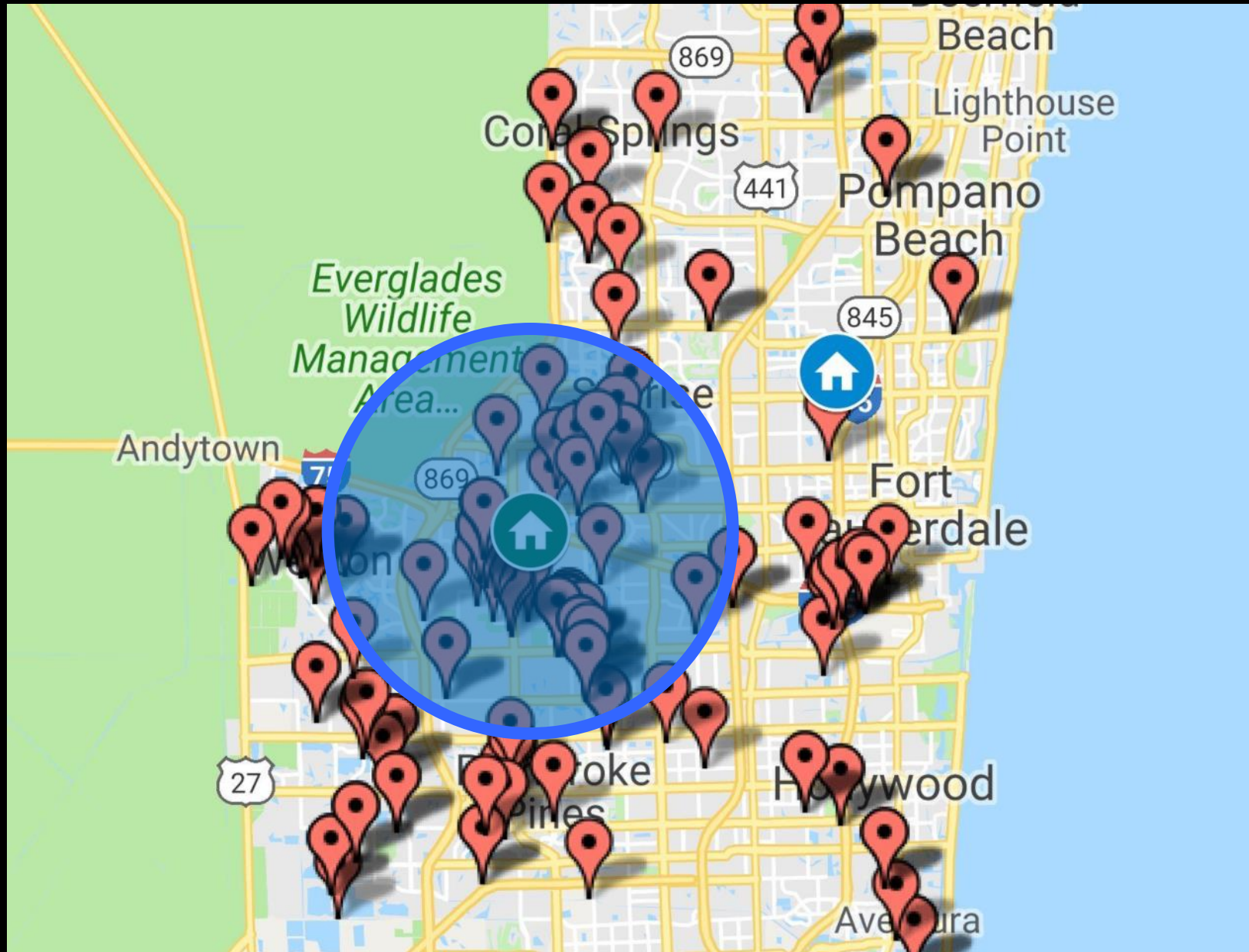
Future Home Member Map - Broward



Future Home Original 5 Mile Radius



Future Home Current 5 Mile Radius



Future Home “HoWs” For Sale

	City	Sq Feet	Price	Per SF	Acres	Pkg
1	Pompano	6,123	\$1,500,000	\$245	1.1	20
2	Ft. Lauderdale	5,060	\$1,500,000	\$296	0.9	
3	West Park	4,800	\$899,000	\$187	0.7	30+
4	Davie	12,500	\$2,500,000	\$200	0.9	60
5	Miramar	10,336	\$2,300,000	\$223		
6	Lauderdale Lakes	58,000	\$3,300,000	\$57	1.7	60+
7	Margate	12,000	\$3,200,000	\$267	3.0	Lots
8	Hallandale	2,600	\$350,000	\$135	0.3	25+
9	Ft. Lauderdale		\$5,500,000		2.1	
10	Wilton Manors	7,423	\$2,800,000	\$377	0.5	
11	Ft. Lauderdale	2,344	\$850,000	\$363	0.2	
12	Wilton Manors	2,035	\$489,999	\$241	0.2	10
13	Hallandale	1,450	\$347,000	\$239	0.3	35
14	Plantation (Sold)	76,423	\$3,200,000	\$42	2.5	200

Average Purchase Cost per Sq Foot: \$221

Future Home Broward For Lease

	City	Sq Feet	Annual Rent	Per SF	Age
1	Davie	16,857	\$286,569	\$17	New
2	Davie	8,364	\$146,370	\$18	2000
3	Sunrise	17,720	\$425,280	\$24	1991
4	Sunrise	26,250	\$242,813	\$9	2020
5	Sunrise	15,235	\$281,848	\$19	
6	Weston	38,500	\$344,575	\$9	1998
7	Pembroke Pines	7,571	\$181,704	\$24	2001
8	Plantation	10,450	\$261,250	\$25	1963
9	Plantation	12,000	\$228,000		
10	Plantation	12,000	\$288,000	\$24	2019

Average Lease Cost per Sq Foot: \$19

Future Home Current Space Options

Additional Classroom /Teen Space

* Rent Space from Dance Studio

- Possible - \$ in budget

- Teens will need to take/return chairs

X Build Loft in Hospitality Area

- Ceiling not high enough

- Ventilation?

Future Home Current Space Options

Additional Classroom /Teen Space (cont)

- X Fix-up Storage Room to be a Classroom
 - Where would items in storeroom go?
 - Air conditioning?

- X Portable Classroom in Back Parking Lot
 - Cost?
 - Electrical?
 - Would landlord allow?

Future Home Current Space Options

Additional Classroom /Teen Space (cont)

** Stagger use of Office as Classroom

- Teens from 10-11am, then to service
- Middle School in service until 11am
then from 11-Noon in office

Future Home Current Space Options

Sanctuary Seating

- ** Removed one partition**
- ** Added rows and chairs to existing ones**
- ** Moved cubbies**

Future Home Current Space Options

Hospitality Area

- ** Moved couch to north wall**
- ** Wooden benches moved**
- ** Arranged chairs**
- ** Moved nametags to different panel**

Future Home Current Space Options

Still Working On....

Storage

Library

Open to suggestions..be part of the team!

Future Home Potential Partners

TAO Center

- Jewish renewal community
- They've rented from us for 4 years
- They seek a permanent home
- Mission synergy
- Building usage times fairly complementary
- Possibly share future home ??

Future Home Potential Partners

UUCFL

- UU Congregation Fort Lauderdale
- Located in Oakland Park
- Own their building on 5 acres
- ROG was birthed from UUCFL to serve Western Broward County
- They are aware we are discussing future home

Future Home Financial Model

- Created a Future Home Financial Model
- Has built-in assumptions
- Variable based on acreage and sq. ft.
- Estimates expenses for next 15 years

- Brit invites anyone to sit with him and review assumptions

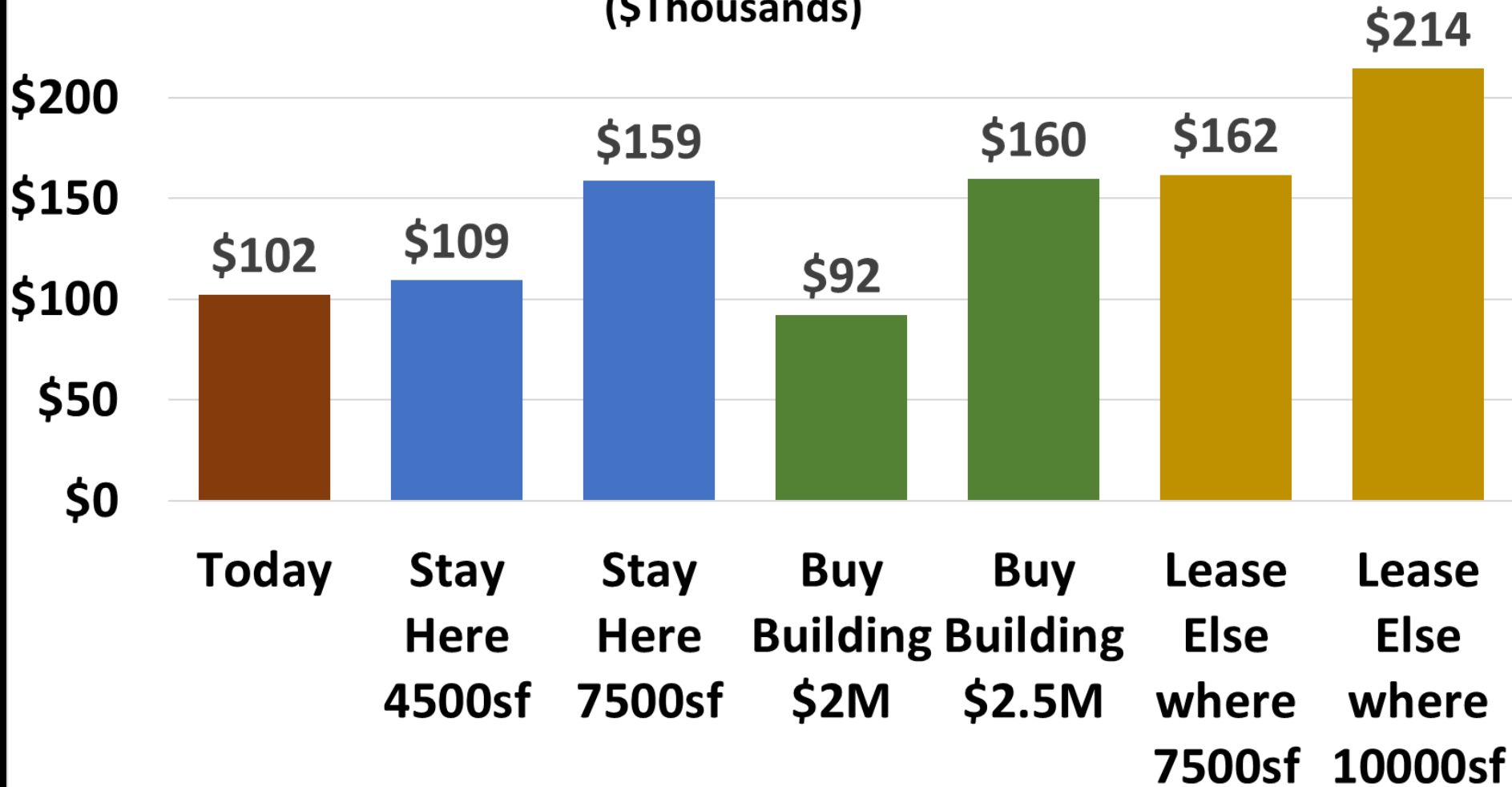
Future Home Financial Model

Modeled 6 Options:

- Staying Here / Expanding Next Door
- Buying Building: \$2M / \$2.5M
 - 15 Year, 5% Mortgage
 - \$750,000 Capital Campaign
 - Note: \$221/sf for 10,184sf is \$2.25M
- Leasing Elsewhere: 7500 sf / 10000 sf
 - \$19/sf

Future Home 2022 Annual Cost Est.

Future Home Annual Cost - 2022 Estimate
(\$Thousands)



Future Home Financial Model Est

	Current 2019-20	2022 Estimates					
		Stay Here		Buy Building		Lease Elsewhere	
Sq Feet/Cost	4,500sf	4,500sf	7,500sf	\$2.0M	\$2.5M	7,500sf	10,000sf
Rent Expense	\$88,600	\$93,800	\$139,500	\$0	\$0	\$142,500	\$190,000
Mortgage Pmt	0	0	0	48,900	97,700	0	0
Maintenance	6,700	7,200	9,500	29,300	38,100	9,500	11,700
Insurance	3,200	3,400	5,000	14,300	17,800	5,000	6,500
Utilities	13,800	14,900	19,700	19,700	26,200	19,700	26,200
Rent Income	10,000	10,000	15,000	20,000	20,000	15,000	20,000
Total	\$102,300	\$109,300	\$158,700	\$92,200	\$159,800	\$161,700	\$214,400
vs. Current		\$7,000	\$56,400	(\$10,100)	\$57,500	\$59,400	\$112,100
Capital Campaign				750,000	750,000		
Mortgage Amt				515,000	1,030,000		

Future Home Financial Observations

- Stay Here:

- Cost incr. \$7K in 2022, then \$3-4K every year

- Lease Elsewhere:

- \$19/sf, more than our lease, & incr. every year

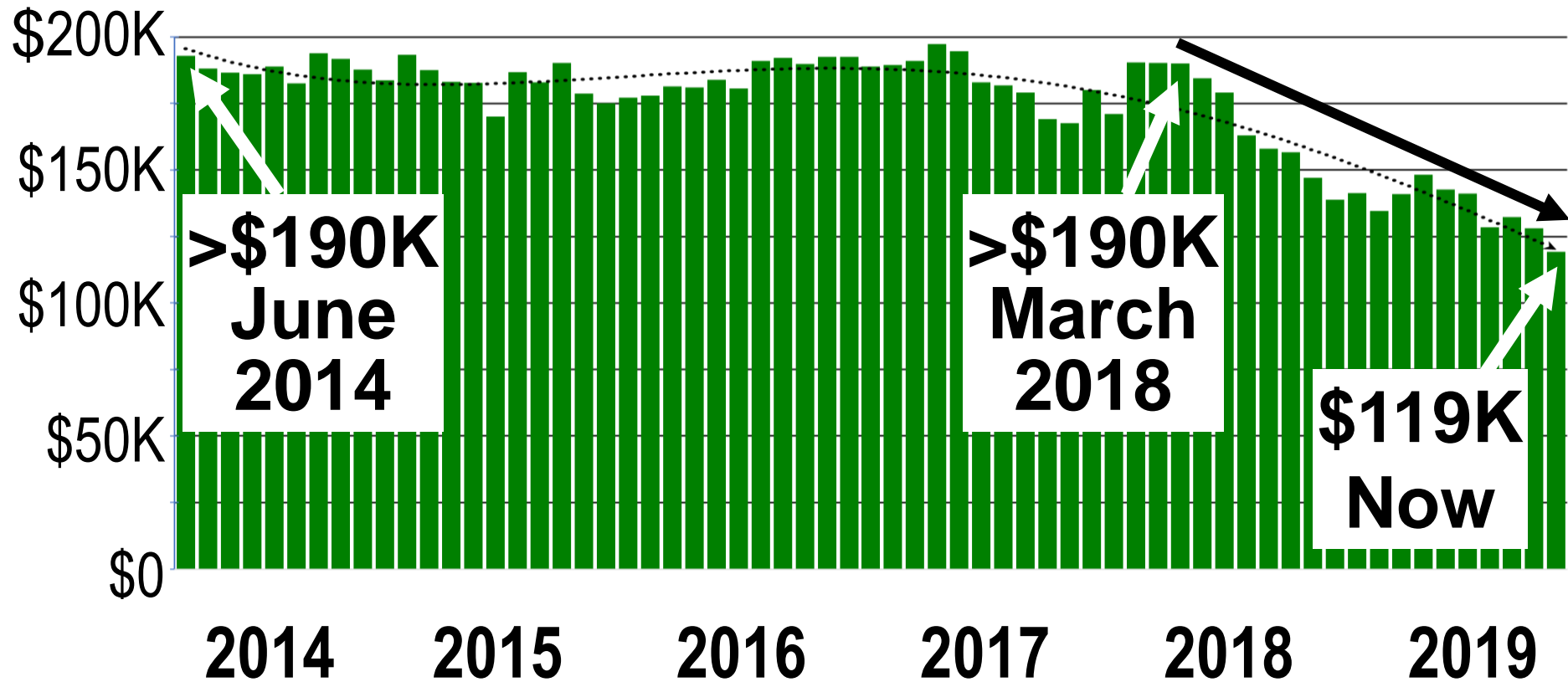
- Buying \$2M Building:

- \$48K Mortgage vs. \$88K Rent
- Mortgage does not escalate, creating equity
- Assumes we can get a \$500K Mortgage
- Assumes we can find a suitable \$2M building
- Requires Capital Campaign, \$750K target
 - Would need to start working on it now

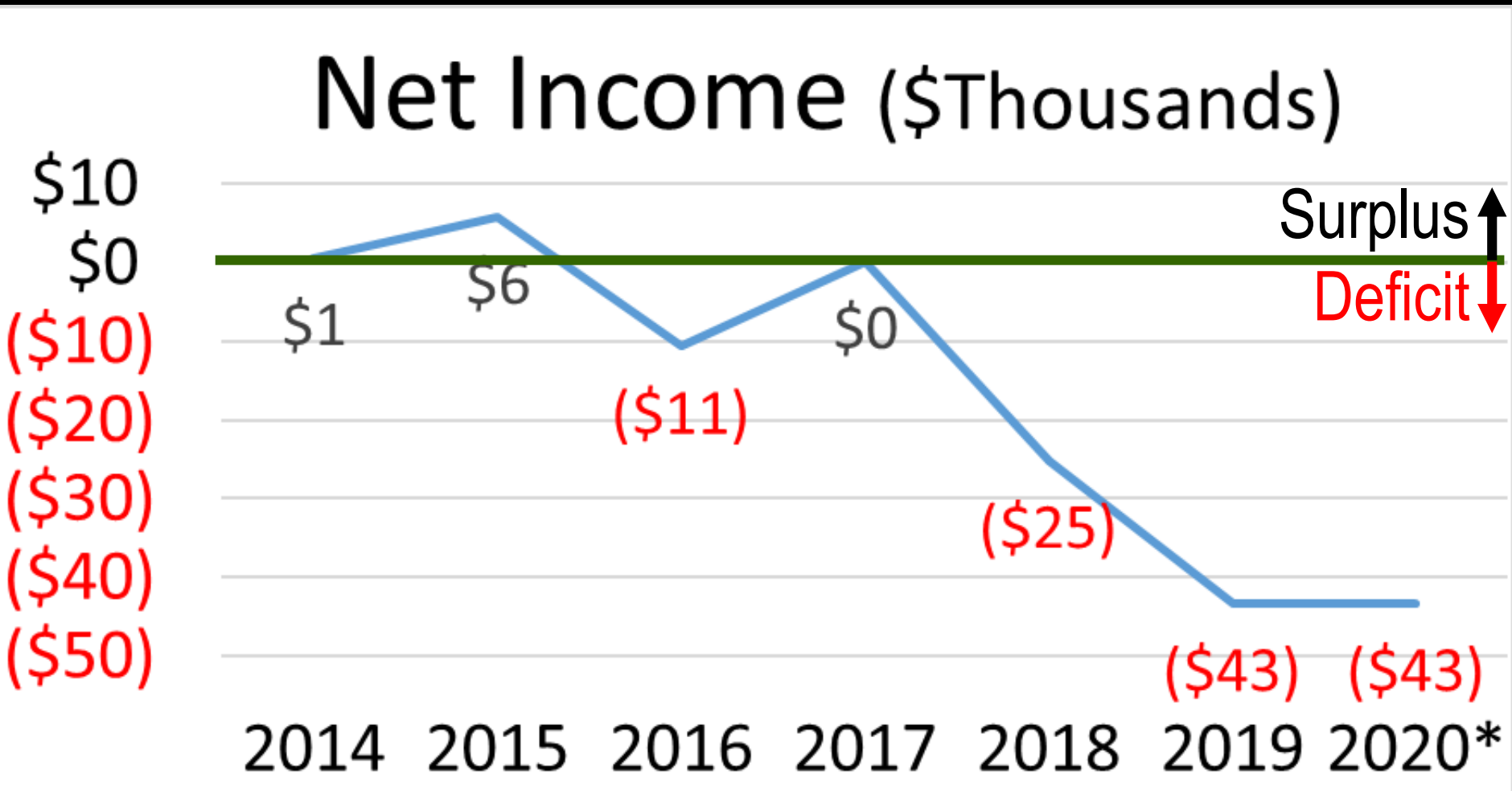
River of Grass Financials

ROG Operating Account Balances

Operating Account Balances (Past 60 Months)



ROG Net Income - 7 Years



* Budget

Path Forward

Future Home Path Forward Options

1. **Status Quo**- *Stay Here/Continue to Lease*
 - *Can fund for 3-4 years*
2. **Dramatically Reduce Expenses**
 - *Become Sustainable*
3. **Work toward Launching a Capital Campaign to Fulfill our Vision**

Also Possibly Can Partner

Future Home Discussion Summary

Over a dozen members spoke from the microphone. Some of the items shared:

Status Quo

- *We cannot stay on our current path, it isn't sustainable. Plus we'd really like to have more space.*
- *We like the feel of our current home, but we know that River of Grass has had many homes, and we will persevere.*

Drastically Reduce Expenses

- *Reducing expenses means reducing building costs, or staff, or both. Other costs are not consequential.*
- *We like our trajectory of excellent worship services, growing faith development, and service and social justice.*
- *Rev Ken Beldon (our first settled minister) promotes church in a box, enabling more time and energy for programs and ministry.*

Launch a Capital Campaign

- *More money enables more options .*
- *Even though our next home details unclear, additional funds will help in every possible scenario.*

Partnerships

- *Aligning with TAO Center is worth formal discussion. There are synergies & has worked well so far.*
- *Aligning with UUCFL has some history, yet could be beneficial – too early to tell.*

Other

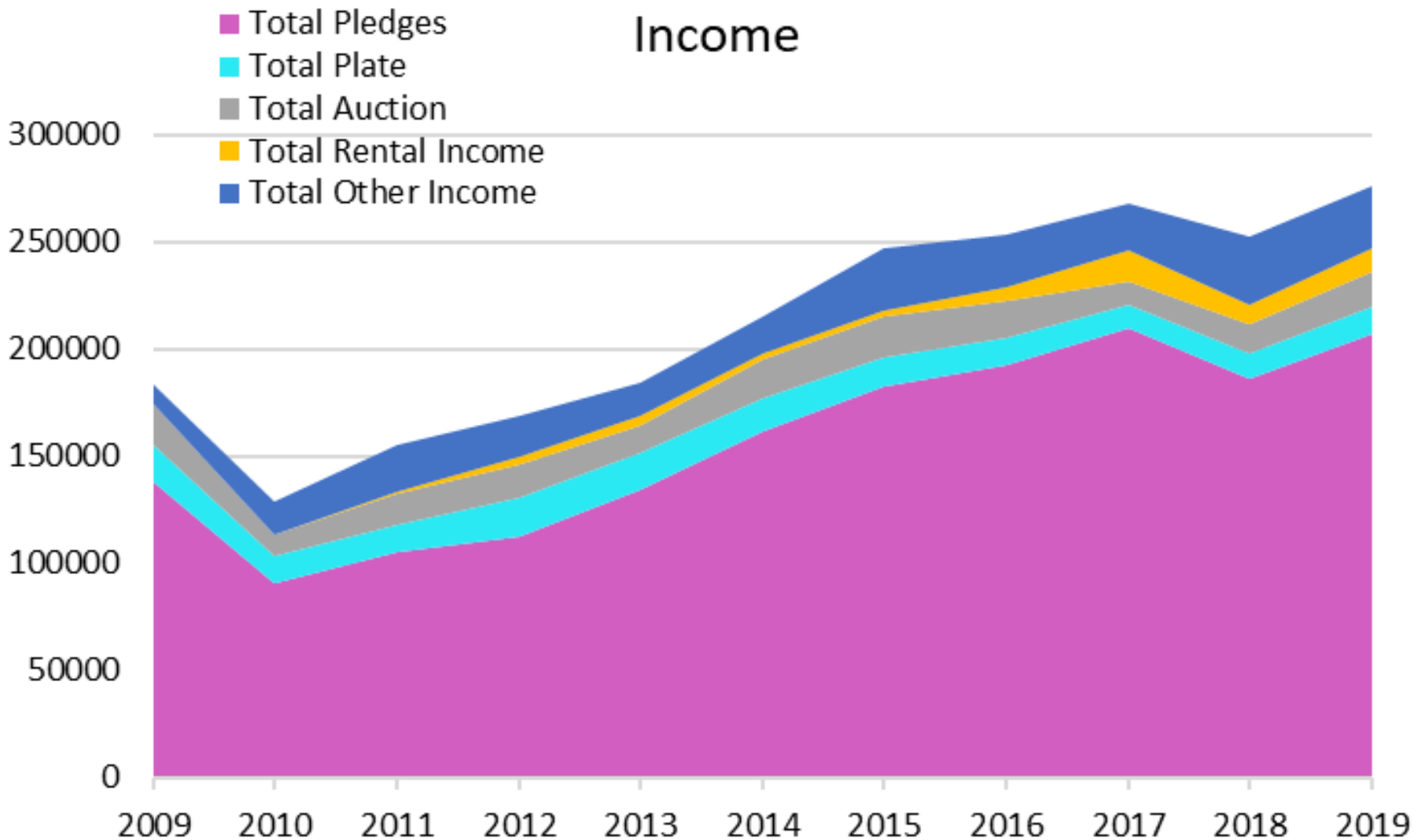
- *Increasing income would help, but there was not extra energy to pursue this. Currently do not have an auction chair.*
- *Thank you to the Future Home team for all your work on this!*

Future Home Straw Votes 9/15/2019

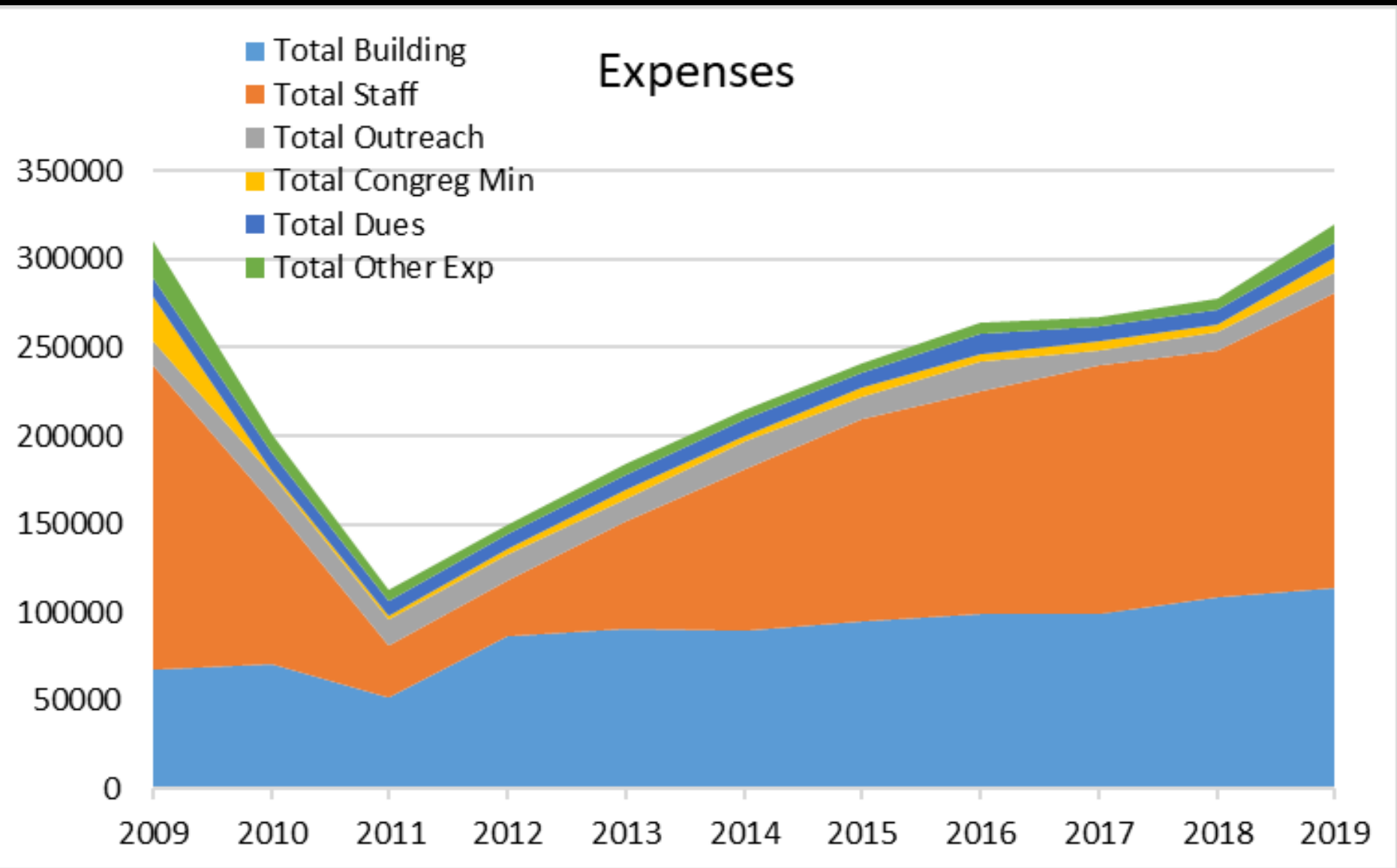
- *Remain with 'Status Quo', stay here, continue to lease, can fund for 3-4 years*
 - 0 Yay, 29 Nay
- *Dramatically Reduce Expenses, to reach a balanced budget*
 - 10 Yay
- *Launch a Capital Campaign now to raise money toward fulfilling our future vision*
 - 23 Yay, 7 Nay
- *Formally engage TAO Center to discuss possibly sharing space*
 - 30 Yay, 0 Nay
- *Formally engage UUCFL to discuss possibly sharing space*
 - 20 Yay, 7 Nay

Appendix

ROG Financials - Added After Meeting



ROG Financials - Added After Meeting



ROG Financials - Added After Meeting

- Income
- Expenses
- Net

Income, Expenses, Net

