



River of Grass  
UU Congregation

# Capital Campaign Discussion & Vote

## During Mid-Year Meeting

**February 2, 2020**

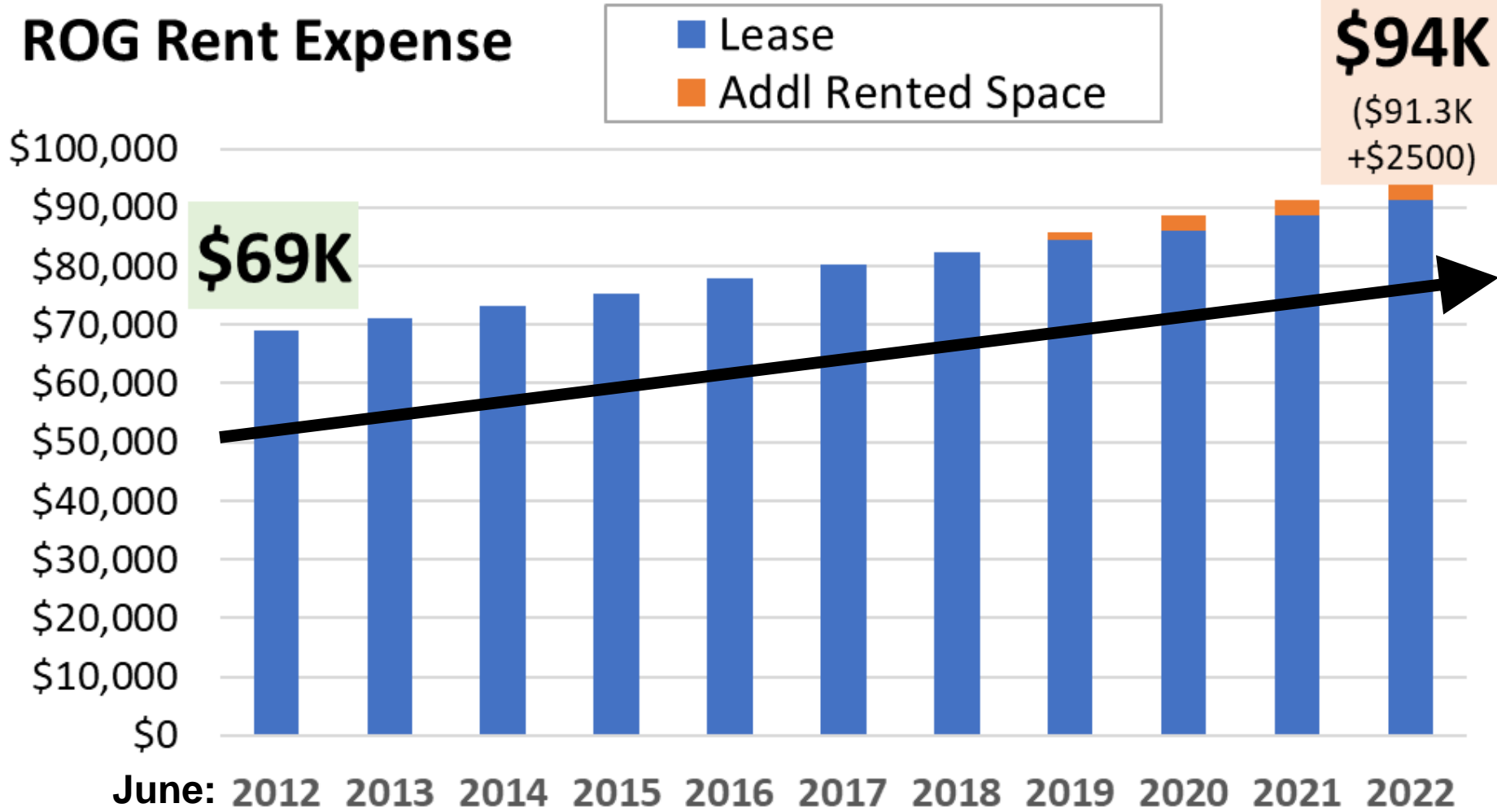
# Current Situation

# River of Grass Happenings

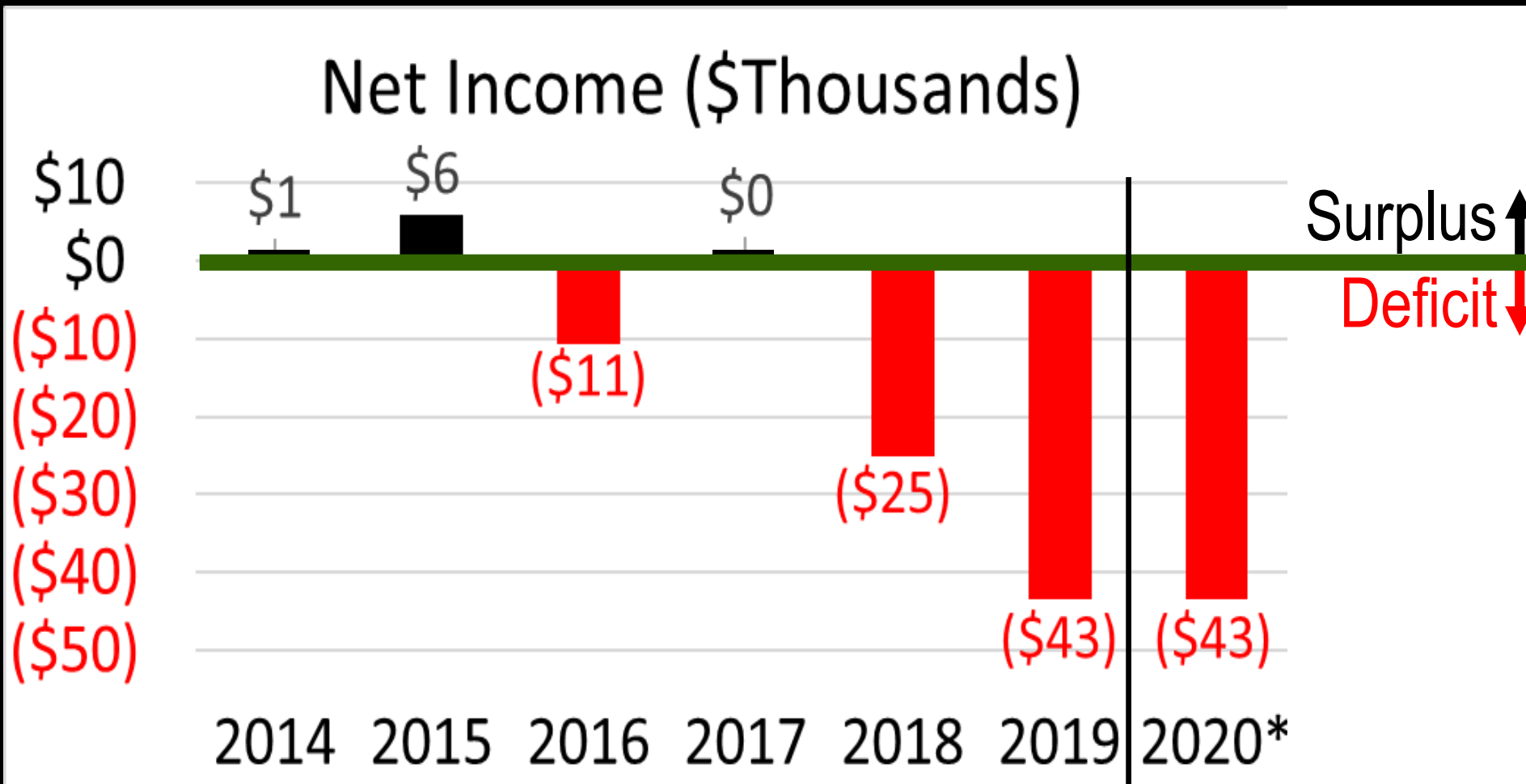
- **SSJGT** – MLK, Puerto Rico, Mission K9 Rescue, LifeNet, Climate groups, JAM & All, ...
- **Worship Services**
- **Music / Concerts**
- **Faith Development**
- **Events** – Holiday Pageant, Auction
- **Teams, Covenant Grps, Affinity Grps**
- **Welcoming Congregation**
- **Etc.....**

# Increasing Rent \$69K to \$94K (+36%)

## ROG Rent Expense



# Spending Our Savings

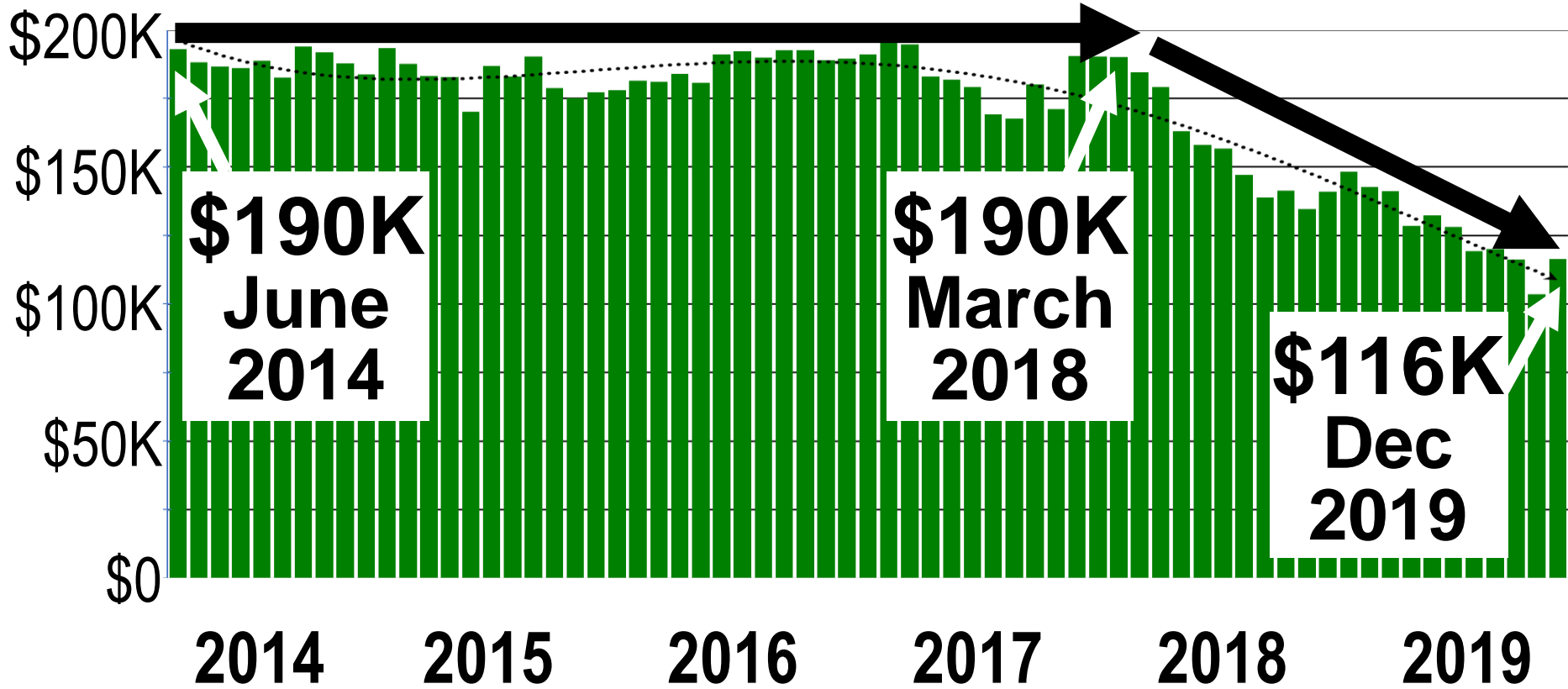


\* Budget

Green Line is "Break-even"

# Operating Reserves Depleting

## Operating Account Balances (Past 6 Years)



**Pacing to be depleted in 2-3 years**

# Outgrowing Our Space

- **Outgrowing our Space...**
  - **Membership up 10% in 12 months**
  - **Many Sunday Services feel full**
  - **Not enough classrooms**
  - **Full many evenings & Saturdays**
- **Lease expires in 2 years (Feb 2022)**

# ROG Current Situation

- Vibrant and Growing Congregation
- Escalating Rent (up 36%)
- Operating Reserves Depleting (2-3 yrs)
- Outgrowing our Space...
- Lease expires in 2 years (Feb 2022)
  - ***Straw votes in Sept & Nov:***
    - *0% 'Stay on Current Path'*
  - ***Straw Vote Now:***
    - *Something has to change?*



# What Work Has Been Done

# UUA Stewardship Expertise

## Called Barry Finkelstein – Sept 2018

- UUA Stewardship Consultant - 12 Years
- Assisted 70+ Congregations
- Been Congregation President
- Wife is a UU Minister



# Future Home Envisioning Weekend

## Barry Onsite March 1-3, 2019

- Held 10 Interactive Meetings, 47 People

## Barry's Report - March 2019:

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

# Future Home Team Has Been Busy

- *Researched “HoWs” (churches) for sale*
- *Identified key space needs*
- *Mapped members home locations*
- *Engaged a realtor (to keep an eye out)*
- *Spoke with potential partners*
- *Created a financial model*
- *Identified permanent home scenarios*
- *Presented after-service Apr, Sep, Nov*
- *Drafted FAQs*
- *Re-engaged Barry for Feasibility Study*
- *Published newsletters, emails, binder*
- ***Posted info on our Website***

# Future Home Web Page



riverofgrassuu.org/future-home.html



## River of Grass Unitarian Universalist Congregation

HOME

WHO WE ARE

SUNDAY SERVICES

SERMONS

RELIGIOUS EDUCATION

MUSIC & CHOIR

RIVER OF GRASS CAFE'

WELCOMING CONGREGATION

BECOMING A MEMBER

CALENDAR/EVENTS

NEWSLETTERS

CONTACT US / DIRECTIONS

DONATIONS

FOUNDATION

FACILITY RENTALS

**FUTURE HOME**

MEMBER'S SECTION

## RoG Future Home Planning

**Classrooms,  
Teen Room,  
& Nursery**

**Sanctuary  
& Foyer**

**Offices,  
Choir  
Room,**

**River of Grass  
Future Home**

# Financial Feasibility Study Jan 2020

## *Barry selected interviewees:*

- *Met with 35 people (21 households)*
- *Surveyed 9 people (7 households)*

## *Results (44 Members, 28 Families):*

- *Support: “Strong” 8.85/10*
- *Alignment with Vision: “High” 8.46/10*

# Financial Feasibility Study Jan 2020

## *Results (44 Members, 28 Families):*

- *Stated Intentions:*

**\$550K**

# Essential Gifts Chart - Cap Campaign

Essential Gifts Chart			Stated Intentions (FFS)		Intentions Needed	
Gift Range	Number Needed	\$\$ Needed	Intention (FFS)	Intention \$\$ (FFS)	# Still Needed	\$\$ Still Needed
\$100,000+	1	\$100,000	1	\$100,000	0	\$0
\$75,000-99,999	1	\$75,000	1	\$75,000	0	\$0
\$50,000-74,999	1	\$61,000	1	\$61,000	0	\$0
\$40,000-49,999	1	\$40,000	1	\$40,000	0	\$0
\$30,000-39,999	3	\$95,000	3	\$95,000	0	\$0
\$20,000-29,999	3	\$65,000	2	\$45,000	1	\$20,000
\$15,000-19,999	5	\$80,000	3	\$50,000	2	\$30,000
\$10,000-14,999	5	\$59,000	3	\$37,000	2	\$22,000
<b>TOTAL MAJOR GIFTS</b>	<b>20</b>	<b>\$575,000</b>	<b>15</b>	<b>\$503,000</b>	<b>5</b>	<b>\$72,000</b>
\$7,500-9,999	7	\$55,000	1	\$7,500	6	\$47,500
\$5,000-7,499	8	\$55,000	4	\$24,000	4	\$31,000
\$3,000-4,999	8	\$30,000	3	\$11,100	5	\$18,900
\$1,000-2,999	10	\$25,000	2	\$3,700	8	\$21,300
<\$1,000	20	\$10,000	3	\$0	17	\$10,000
<b>TOTAL GENERAL GIFTS</b>	<b>53</b>	<b>\$175,000</b>	<b>13</b>	<b>\$46,300</b>	<b>40</b>	<b>\$128,700</b>
<b>GRAND TOTAL</b>	<b>73</b>	<b>\$750,000</b>	<b>28</b>	<b>\$549,300</b>	<b>45</b>	<b>\$200,700</b>



# Financial Feasibility Study Jan 2020

## ***Barry's Recommendations:***

- ***Proceed with a capital campaign, combined with this year's annual giving campaign, building on the positive findings from the Study***
- ***Go for the \$750,000 goal – this is a reasonable stretch goal that will inspire people and is within reach***

***Barry's Conclusion:***

***You can do this!***

# Permanent Home Scenarios

# Future Home Potential Partners

## Explored Potential Partners:

- TAO Center
- UUCFL

→ At this time, neither is far enough along with their future home plan, nor is their timing confirmed.

→ **Therefore, we are moving forward without partners at this time.**

# Future Home Scenarios

## Assumptions/Estimates:

- Funding Sources:

Capital Fund: \$770,000

Capital Campaign: \$750,000

Less Moving/Buildout: -\$120,000

**Available-Future Home: \$1,400,000 Cash**

- Mortgage: 5%, 15 Yrs, 3% Closing

- Assume larger space means higher facility costs, attendance, parking, playground, etc.

- Conservative estimates

# Scenario 1: Pay Cash / \$29K Surplus

## No Mortgage

**Land:**  
**1.1 Acres**

**Building:**  
**5,544 sq ft**  
**(700 sf /**  
**14% larger)**



**Playground**

<b>\$1.4M</b>	<b>Building &amp; Property</b>
<b>\$120K</b>	<b>Buildout, Moving, etc.</b>
<b>\$0</b>	<b>No Mortgage</b>

**Parking: 69 spaces**  
**22K sq ft (0.5 acres)**

# Scenario 2: Balanced Budget/No Deficit

## Small Mortgage

**Land:  
1.3 Acres**

**Building:  
6,536 sq ft  
(1,700 sf/  
35% larger)**

**Playground**

<b>\$1.6M</b>	<b>Building &amp; Property</b>
<b>\$120K</b>	<b>Buildout, Moving, etc.</b>
<b>\$240K</b>	<b>Mortgage</b>

**Parking: 81 spaces  
26K sq ft (0.6 acres)**

# Scenario 3: Larger Space / Need \$28K Annual Larger Mortgage

**Land:  
1.5 Acres**

**Building:  
7,500 sq ft  
(2,700 sf /  
55% larger)**



**Playground**

<b>\$1.9M</b>	<b>Building &amp; Property</b>
<b>\$120K</b>	<b>Buildout, Moving, etc.</b>
<b>\$474K</b>	<b>Mortgage</b>

**Parking: 93 spaces  
30K sq ft (0.7 acres)**



# Scenario 4: Double Size / Need \$106K Annual Larger Mortgage

**Land:  
2 Acres**

**Building:  
10,000 sq ft  
(5,200 sf /  
106% larger)**



**Playground**

<b>\$2.5M</b>	<b>Building &amp; Property</b>
<b>\$120K</b>	<b>Buildout, Moving, etc.</b>
<b>\$1.1M</b>	<b>Mortgage</b>

**Parking: 124 spaces  
40K sq ft (0.9 acres)**



**Classrooms,  
Teen Room,  
& Nursery**

**Sanctuary  
& Foyer**



**Offices,  
Choir  
Room,  
Community  
Rooms**

  
**River of Grass  
Future Home**



**Full Kitchen,  
Hospitality Area,  
Sustainable  
Building**



**Playground,  
Green Space,  
Parking**



# ROG Mission Statement

*Nurture our spirits,  
love intentionally,  
create a just and healthy planet.*

# River of Grass Homes

24x7  
Space

'Church  
in a box'

**1. Treetops  
Park**

*3 Months*  
*3/98 - 6/98*

**3. Shotgun  
Road**

*4+ Year*  
*12/99 - 2/2004*

**5. Toddler  
Tech**

*8 Months*  
*6/2010 - 2/2011*

**2. Weston  
Comm. Ctr**

*18 Months*  
*6/98 - 12/99*

**4. Central  
Park Elem.**

*6+ Years*  
*2/2004 - 6/2010*

**6. 595 Park  
of Comm.**

*11 Years?*  
*3/2011 - 2/2022?*

# Capital Campaign

# Future Home Capital Campaign '101'

## FAQs

- *What is a Capital Campaign?*
- *How is it different than a Pledge Drive?*
- *How much would I be expected to give?*
- *What are ideas for finding the money?*
- *Can we reach the \$750,000 target?*

# Future Home Capital Campaign

## *What is a Capital Campaign?*

- *A fundraising effort to meet a key need of a congregation, in this case: a building.*
- *It is a focused effort where members pledge and then donate over a specific timeframe, typically 3 years.*
- *Capital Campaign giving is in addition to the Annual Pledge Drive.*

# **Future Home Capital Campaign**

## ***How is it different than a Pledge Drive?***

- ***Ann'l Pledge Drive sustains operations.***
- ***Capital Campaign***
  - ***Raises funds for a specific asset, such as a building.***
  - ***Key for fulfilling the congregation's mission & vision, highest aspirations, and creating its future.***
  - ***A way for members to contribute to something permanent.***



# Future Home Capital Campaign

## *How much would I be expected to give?*

- *Each member determines the amount that feels right to them, as each of us has a unique financial situation and relationship to River of Grass.*
- *In typical Capital Campaigns, most members contribute between 3 - 5 times their annual pledge.*

# Future Home Capital Campaign

## *What are ideas for finding the money?*

- *Various sources - savings, required minimum distributions, investments, retirement, and/or deferred expenses.*
- *The amount is often rooted in our personal connection to River of Grass, and our desire to see it flourish for many years to come.*

# Future Home Capital Campaign

## *What are ideas for finding the money?*

- ***Creative ideas from congregations:***
  - ***Savings, investments, required minimum distribution or stock sale.***
  - ***Have a 'stay-cation'.***
  - ***Delay new car purchase.***
  - ***Delay a major home renovation.***
  - ***Advance on inheritance.***
  - ***Home equity line of credit.***
  - ***Shift other giving to ROG.***

# Future Home Capital Campaign

***Can we reach the \$750,000 target?***

- ***It takes a commitment from all of us.***
- ***It is a chance to invest in the future of River of Grass, and join with the legacy of helping to change people's lives.***

# River of Grass Capital Campaign

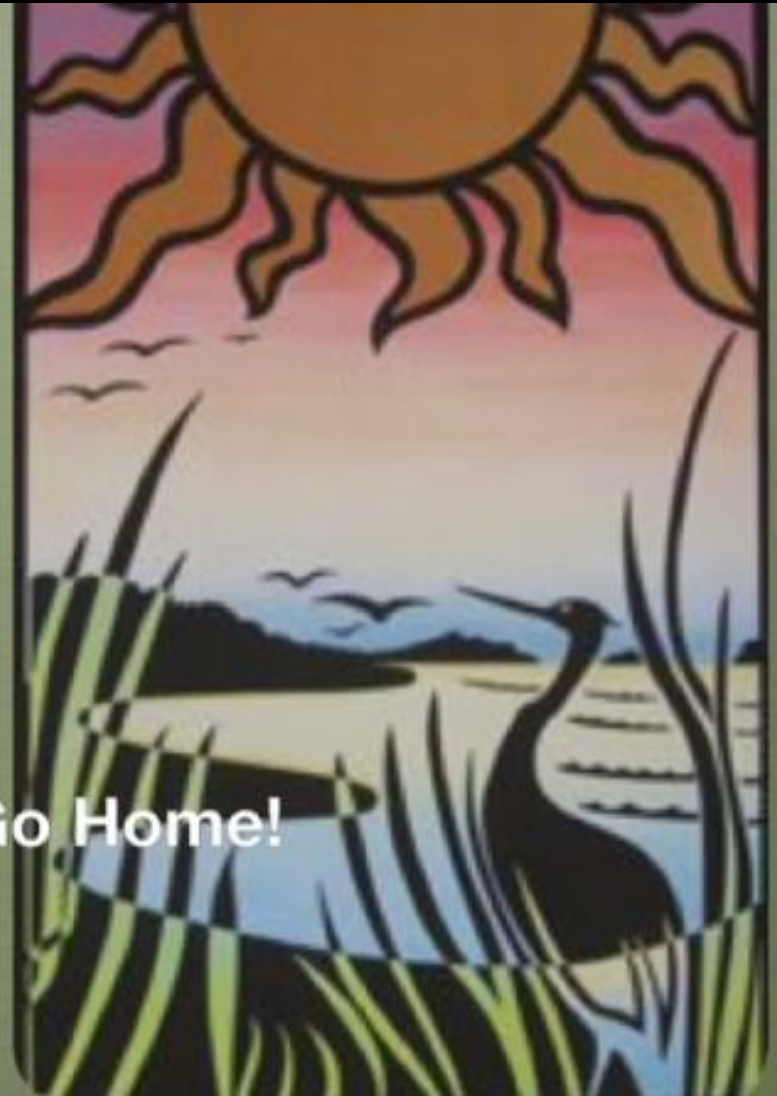
- **Launch a Capital Campaign March 2020**
  - Simultaneous w/ Ann'l Pledge Drive
- **Funds to be used for a permanent home**
  - And related costs - moving, permits, renovations, professional fees (legal, real estate, consulting, lenders, etc.)
- **Funds paid in 2-3 years (by Feb 2023)**
  - Sooner is better (lease ends Feb 2022)

**Wake Now Our Vision**

RIVER OF GRASS  
Unitarian Universalist Congregation

The  
Course of  
the River

RoG - Let's Go Home!



# Future Home... Consider...

- *What does River of Grass mean to you, and your family?*
- *What does River of Grass bring to its members, community, and beyond?*
- *What are your highest aspirations for this beloved community?*
- *How do you envision River of Grass in 5 or 10 or 20 or 50 years from now?*
- *What legacy are we leaving for the next generations?*



# Discussion

# Capital Campaign Vote

I move that River of Grass:

- **Launch a Capital Campaign** (starting around March 2020 and run simultaneously with Annual Pledge Drive),
- **where funds collected will be used to purchase a home** (and related costs such as moving, permits, renovations, and professional fees such as lender, legal, consulting, real estate, etc.),
- **and where donations will be paid within 2-3 years** (by February 2023),
- **and where members have the option to receive a refund of their Capital Campaign donation should a home (or equivalent, or via a partnership) not be purchased within 4 years** of the end of the Capital Campaign (February 2027).

# Capital Campaign Vote

Launch a Capital Campaign?

No

Yes

Results:

**74 Yes**

**1 Abstain**

# Next Steps

# Future Home Next Steps

- Assemble a team to plan and execute
- Who volunteers?
  - Kat Holland
  - Leana Bresnahan
  - Brit Lundell
  - Ted Raab
  - Janet Schwartz
  - Steve Jens-Rochow
  - Kristine Barkley
  - Rita Cherubini
  - Roy Schwartz
  - Elly Keane
  - Rev Amy
  - Ken Bresnahan
  - Karen Gonzalez