

Report of the 2009 Facilities Development Committee for the Williamsburg Unitarian Universalists

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A Blueprint for Development
April 7, 2010

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Introduction

For more than 15 years WUU has talked about expanding our facilities to include appropriate space for our lifespan faith development program and for social gatherings, meetings, and church administration. Our committee recommends that WUU act in the fall of 2010 to begin planning for and constructing an expansion to our Sanctuary building, a process long anticipated.

Now is an ideal time to begin. Usually such a construction process takes from three to five years, beginning with the formation of a building committee and ending with dedication of the newly completed space. In this report we recommend a process from start to finish, beginning with a congregational vote in the fall of 2010 for a permanent Facilities Development (or building) Committee.

We are financially capable of beginning the process in 2010. In five years, one mortgage will be paid off (see “Financial Status” included in this report). In seven years (or less) our primary mortgage will also be paid off, as additional payments are being made to the principal on this loan each month (see “Financial Status”). As of the spring of 2010, both mortgages totaled about \$200,000.

In addition, the current economic situation is conducive to beginning in 2010—architects are available and eager for employment, and if WUU can act quickly enough, finances may be more favorable than if we wait even two-three years to start the process.

Thus we recommend that WUU begin the process toward expansion.

Who are we? We are the Facilities Development Committee, formed in 2009 at the request of the Leadership Team and appointed by Tom Payne, a member of that team who chairs Building and Grounds. Our mission was to collect information about previous construction and expansion from all sources, clarify the WUU financial picture, and develop a process for expansion and funding. This committee will complete its service when the congregation elects a permanent Facilities Development Committee.

We gathered data in a variety of ways. We interviewed our ministers and church administrator. We read the Board’s Visions 2017; mission statements; reports from various RE committees on facilities; newsletters; minutes from board meetings and congregational meetings; data from the Ironbound Partners; and other print material. We interviewed charter and other long-time members of the congregation who were involved in the original building process. We interviewed the architects of our sanctuary building, studied the architectural and engineering plans of the sanctuary, talked with other architects currently constructing churches, and gathered survey and other land data from James City County.

What we found was a history of need for more hospitable space for our children's programs and for WUU social events and other gatherings.

What we also found is that WUU does not meet the mission it has set to be "welcoming, sustainable...and accessible" to adults and children. We send our most treasured members—our children—out into traffic, inclement weather, and distance to classrooms that separate and isolate them from the congregation. Inherent in these problems are both safety issues and religious questions: how much do we care about our children? How much will we do to meet our mission?

In our "Process" section we call for an action plan to begin an expansion process. We ask that the nominating committee create a slate of willing, holistic-thinking members to create a permanent Facilities Development Committee and to begin action on expansion in the fall of 2010. This report is intended to serve as a guide for that committee and for congregational leaders and members.

Roger Guernsey, Chair
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Constraints of Facilities

We are in crisis on space! Our WUU mission is endangered. The Sunday Service itself is served but not the activities surrounding it. The constraints described below demonstrate why we MUST act now to develop our facilities further.

Learning (cradle-to-grave Lifespan Faith Development)

- Moving the children to and from the sanctuary building is difficult and time-consuming
 - Children and teachers must walk outside across a traffic circle and busy drive, creating an unsafe passage
 - In poor weather, it is difficult and time-consuming to move children to their classrooms (think coats/boots or raincoats/umbrellas)
 - Reuniting children with parents after class is difficult as the children cannot be allowed to cross the drive and traffic circle alone at the busiest time of the day—as people are leaving WUU in their cars to return home.
- Classrooms in the Fahs House are crowded and noisy.
 - Between 40 – 50 children are registered for classes held in the Fahs House (pre-K through 2nd; grades 3 – 5). If even half the children attend, the house is crowded and noisy.
 - About a dozen children are registered for middle school, which meets in the small living room at the Parker House. There is no room for physical activities, there is no privacy if someone from early service wants to use Parker for copying, meeting, or doing other WUU work, and there is no dedicated space in the room for displays, art, and other middle school curricula materials.
 - Fewer than a dozen teens are registered for the high school group which meets in the basement of the Parker House. While the basement space appears pleasant, the room has leaked in the past and has no designated access through the yard. Further, it is remote from the congregation and isolates our teens.
 - The “nursery” in the sanctuary building is a multiple-use room which restricts the UU mission of offering LFD for toddlers and hinders teaching. Storage is minimal and limited. The room is often used for classes or meetings before services which limits nursery access until immediately before the service.
 - Furniture in Fahs is not appropriate for very young children, who have to sit on their knees in order to use the tables.
 - For our professional staff and parents with several children, access to THREE BUILDINGS with LFD classes is inconvenient and difficult.

- Our mission of an intergenerational congregation is hampered by removing the children from the sanctuary building on Sundays and rendering them and their LFD program almost invisible.

Maneuvering

- Traffic flow in and out of restrooms is bottle-necked on Sunday mornings and other events because the coat racks are in the restrooms.
- Traffic during coffee hour after services is hampered by lack of social space, so congregants must move in and out of the kitchen for coffee. Visitors and new members are not familiar with locations of our coffee pots.
- Set-up for congregational activities after church requires waiting time.
- Seating in the sanctuary is limited to 200 – 220. Before the congregation moved to two services, some holidays (Christmas or Easter) have resulted in between 220 – 250 in attendance.
- When an overflow crowd is in the sanctuary, parking is difficult, with some cars forced to park along busy Ironbound Road on the shoulders.
- Expanded parking would required greater disruption of the WUU grounds and have the potential for more environmental damage.
- Cars and people are both on the same road at the same time, arriving and leaving for services, without a pedestrian-dedicated entry and make the walk to both the Fahs House and sanctuary building less safe.

Connecting

- Social connections are limited on Sunday morning because of the size of our only social area, the narthex or lobby, where new folks may be daunted by uncomfortable crowding and noise, where those with hearing problems are discouraged from conversations, and where room is limited for mixing ages and activities.
- Publicizing events and distributing materials is difficult because display tables and bulletin boards in the narthex are difficult to see and, in some cases, difficult to get to because of crowding.
- For those who might want to continue their Sunday morning connections through conversation or “hanging around”, there is NO PLACE TO DO SO. In other congregations, teens and commuters might meet informally in a social hall or classroom area to take full advantage of the Sunday experience. We do not offer that option on Sunday morning.

- Anyone coming early to set up or meet while a service is in progress must speak with hushed tones and cannot socialize, work, or interact without interfering with the service.
- Social planning concurrent with services are impossible—so activities that might take place concurrent with a service are not possible (a Sunday morning class; a brunch to recognize new members; a covenant group that might want to meet during one service and attend the other service; etc.)
- For someone who attends church in crisis—whether from illness or death of a family member or experiencing emotional fragility or recovering from a traumatic experience—private or quiet conversation is difficult on Sunday mornings, and the chance for members to connect at deeper levels is not usually possible.

Meeting

- Space is limited for adult meetings. Fahs can comfortably hold 15 – 20 in the front room; Parker living room can hold six-eight at most. Some Leadership Team meetings (third Thursdays) and courses (A Year to Live) may have 20 or more in attendance—not everyone can be seen or heard.
- Larger meetings must be held in the sanctuary, where sound reproduction is a problem. Groups of more than 20 – 25 cannot hear without the sound system being activated.
- Meetings, especially Sunday between or before services, conflict with other WUU activities. For example, offering orientation or informational meetings in the sanctuary conflicts with choir rehearsal or musicians setting up and practicing.
- There is limited to little storage for committees, teams, and clusters—no community cubbies and central files easily accessible to committees.
- The choir must practice before services while arriving congregants are closed out of the sanctuary (a time for contemplation), and storage for the choir is relegated to our “chair and table” room. If a congregational activity is occurring before or between services, the choir (35 – 40 on some Sundays) tries to rehearse in the Fahs House.
- Choir materials are stored in file cabinets in the storage room, files often blocked by other storage including chairs.

History of Property and Buildings, Williamsburg Unitarian Universalists, 1989 – 2010

Background

From all accounts from charter members and others who personally participated in the fundraising and building experience, the decision to build and the process leading to construction of the present WUU sanctuary is a success story. Not only did the congregation launch its building program, it also hired its first minister simultaneously. Yet in the beginning of the discussion to acquire land and build a spiritual home, there was no guarantee of success.

1988 – 1995 Rental Years

In their first six years, the Williamsburg Unitarian Universalists rented from two public facilities: the Williamsburg Regional Library auditorium during its charter year (1988-1989), when the congregation met two Sundays a month for worship; and Clara Byrd Baker School, where the congregation rented the cafeteria and classrooms from 1989 to the Fall of 1995 at the rate of \$100.00 per meeting. The house on the “Ironbound Property,” purchased in 1989, was rented from the Ironbound Partners as office space for a part-time secretary and the minister, for board meetings and other meetings, and for social gatherings.

1989 Acquiring Land

The origins of the current WUU site began on October 24, 1989, when a 5.93 acre parcel of land with a house at 3051 Ironbound Road, being sold by Grace Covenant Presbyterian Church, was purchased by a group of WUU friends and members of the congregation who called themselves “The Ironbound Partners.” The Partners, consisting of 13 families owning 16 shares, bought two parcels of land: Parcel A with 5.3 acres (May 25, 1992 IRP report); and Parcel B with 1 acre and the house (.98 acres in May 25, 1992 report). The Partners took out a mortgage on the property and collectively paid the down payment and monthly debt payments. The house on the property was rented to the congregations for \$625 per month which the Partners used, with an additional \$800 of their own funds, to pay the mortgage. This house was remodeled and renamed the “Fahs House” in 1995.

The Ironbound Partners expressed the hope that by 1993 they “would want favorable recommendations from the long range planning committee and the board, a favorable vote from the congregation, and a successful capital campaign to raise funds” for WUU to purchase the property from the Partners. If the congregation did not, or could not, make the purchase, the Ironbound Partners could then sell and realize a profit in this growing corridor of James City County. (Information from “Questions and Answers” prepared by Hans von Baeyer and Bill Geary for the board meeting Nov. 6, 1989)

1990 – 1991 Preparing to Build

The WUU began planning for its first building two years after was chartered in 1989 with the formation of a Long Range Planning Committee to “develop and facilitate a long-range planning process for the entire congregation” (“Report to WUU Congregation,” January 24, 1991) and a Land Purchase Committee to investigate buying the property at 3051 from the Ironbound Partners.

The Long Range Planning Committee completed an evaluation of the congregation’s interest capabilities to build a home based upon Rev. Kennon Callahan’s *Twelve Keys to an Effective Church* and administered a congregational survey in March 1991, followed by a series of small gatherings to discuss the results.

The Land Purchase Committee recognized the need to make a decision about the Ironbound property. The partnership would be “nearing a point where it will expect a commitment—or not—from the congregation” about the land.

1992 – 1993 Home ’95 and the Capital Campaign

The Long Range Planning committee evolved into what became “Home ’95,” headed by Valerie Hardy, to manage the design process; and a Capital Campaign Committee, chaired by Joe Litterer, to conduct the capital campaign. At the same time, the Land Committee recommended purchasing the Ironbound property from the Ironbound Partners for \$185,000, with \$6,000 as “earnest money” and the commitment to find a mortgage for the remainder by the end of the year.

Home ’95 reached out to the congregation in many ways to inform the congregation on how and why building a sanctuary would further the mission of the congregation. Outreach efforts in the form of cottage meetings, pot-luck suppers, and informational progress reports both gained input and built excitement for a new home. The result of this process was to create common expectations and spread a sense of personal ownership to congregants.

Major progress toward building occurred in the fall of 1992:

- The congregation voted in October 1992 to build, to create a building fund, and to purchase the Ironbound property. The role of the Home ’95 committee was clarified and a job description was created for the committee, which was to begin researching architects.
- A UUA fund raising consultant led a workshop on how to conduct a capital campaign.
- Home ’95 committee conducted interviews with three architectural firms interested in creating a preliminary design for the church and in February 1992 recommended Carleton Abbott and Partners for Phase 1 of the design process. Abbott and David Stemann suggested that the entire congregation be involved in the initial design of the

church (from the Home '95 capital campaign booklet) and conducted congregational conversations in the spring of 1993. Based upon congregational small group and church-at-large meetings, Abbott designed a preliminary plan for the building and the renovation of 3051 Ironbound Road, both designs to be used for the capital campaign.

- In December 1992, most of the Ironbound Partners donated their shares valuing \$49,000 (consisting of the down payment on the property and payments thus far made on the mortgage) to the congregation in anticipation of the congregation's purchase of the property in 1993.

In January of 1993, the congregation purchased the Ironbound property from the Ironbound Partners with a mortgage from the Bank of Franklin bank.

Rather than using UUA consultants, the Capital Campaign committee recommended that WUU contract with a local fund raising consultant, David Davenport of Charitable Giving, Inc., in Virginia Beach. The congregation voted to hire Mr. Davenport in Feb. 1993. He then conducted a feasibility study with a cross-section of the congregation and estimated that WUU members could raise between \$250,000 and \$300,000 toward purchase and renovation of the Ironbound property and construction of a new building.

The capital campaign began Nov. 7, and by Dec. 15, 1993, had raised pledges of \$317,000. Pledges were to be paid over a three-year period, completed by December 1996.

1994 Design and Construction

On Feb. 13, 1994, the congregation voted to "direct the architects to complete the design phase for the new building adhering to the budget as outlined by the Capital Campaign Committee and to the total square footage that this building can support" (Congregational Meeting minutes, Feb. 13, 1994). In addition, the UU House (3051 Ironbound Road) would be renovated to include classrooms and a minister's office.

The congregation authorized Carlton Abbott and Partners to seek bids for construction in April. VanKneist Construction was hired to build the sanctuary and remodel the house. In June 1994, WUU received final approval for a \$250,000 mortgage from the UUA. Requirements included filing a Plan for Growth with the UUA, which was compiled by Membership Co-Chairs Doug Shipman and Waller Thompson.

In September of 1994, after realizing a projected budget shortfall of \$50,000 needed before construction could begin, interim minister Rev. Mark Edmiston-Lange led what the UUA labels as a "Miracle Sunday"—a worship service with the intent to raise needed funds for a special or emergency situation. During this service more than \$50,000 was raised. The message to the congregation was very clear: "We are so close to our financial goal. We cannot put everything on hold now. Let's dig a little deeper into our pocket." And they did!

In October of 1994, the congregation broke ground for the construction of the new building.

1995 – 1998 Building and Property Completion

On October 29, 1995, the congregation walked from their previous place of worship, Clara Byrd Baker School, to their new place of worship, the completed sanctuary building at 3051 Ironbound Road. From that Sunday on, services have been held at 3051 Ironbound Road, with the nursery and Lifespan Faith Development (formerly Religious Education) spread out among three buildings: the Sanctuary building, Fahs House, and eventually the Parker House. In March 1996, UUA President Rev. John Buehrens, led the dedication for both the Sanctuary building and the Fahs House.

In October 1996 the congregation voted to purchase the Parker property, expanding the campus to three buildings. That following summer of 1997, the religious education program was reconfigured to use Parker House for administrative offices and middle school and teen groups.

1998--1999 Renovation of parking lots and mortgage refinancing

In 1998 Rev. James VanderWeele served his ministerial internship with WUU. Working with a committee of WUU members, he led the process of expanding the church parking lot behind the Parker House and resurfacing the existing parking lot.

2003--2004 Formation and Report of (Religious Education) Task Force for Space Needs

In 2003 the Board, recognizing insufficient facilities for the Religious Education program, authorized a Task Force for Space Needs, chaired by Donna Stanford, to “improving religious education class space at WUU” and WUU’s “responsibility as a church to provide adequate, comfortable, age-appropriate space and furnishings for the children we serve” (from “Report of the Task Force for Space Needs,” Nov. 30, 2003). Many of the Task Force’s recommendations were implemented in the following year, including improving the Parker House basement for use by WUU teens, upgrading furnishings in the Parker House, and improving the Fahs House. However, the Task Force also noted the inadequacy of limited space and the inconvenience of spreading religious education across three buildings. One suggestion—to create “clear signage outside the main church building”-- was implemented in March 2010.

An additional problem for religious education was the fulltime rental of the Fahs House by a daycare provider, limiting access to Fahs during the week and requiring materials to be set up and put away each Sunday.

Finally, Fahs House was upgraded to meet ADA standards. Parker House currently does not meet ADA standards.

2006 WUU Congregational Retreat

In February 2006 about 140 members of the congregation participated in an all-day “retreat” to set long-term priorities. Participants agreed that WUU needed “better facilities, particularly for Lifespan Faith Development” and should improve use of the Parker and Fahs Houses and involve the congregation in a process “for future expansion” (Executive Summary, Congregational Retreat, February 25, 2006).

In 2006, WUU ended its agreement with a second child-care provider and claimed the Fahs House for fulltime use.

2007--2009 Vision 2017 and Environmental Concerns Group

When the congregation moved to a policy governance model, the Board created what they named “Vision 2017” to guide congregational goals. One major goal they established for 2017 directly addressed the constraints of WUU facilities and the hope of eventual expansion as follows: “Outreach to encourage diversity, variety and inquiry among congregants (will have) stimulated growth in our numbers, and using green technology, our physical plant (will have) expanded to provide adequate space for classes and meetings as well as administration” (from WUU Vision 2017 in the WUU Board Policies adopted May 2009).

At the same time a new committee, the Environmental Concerns Group, chaired by Donna Stanford, made environmentally appropriate alterations to the Fahs House, including adding insulation and installing a tankless hot water heater. From this committee arose the Green Sanctuary Committee which is guiding the congregation into both self-reflection and action and has continuing impact on the use of our current facilities. WUU will become a Green Sanctuary Congregation in 2010 and will follow Green Sanctuary guidelines in whatever expansion and construction occurs.

2009--2010 Appointment of the Facilities Development Committee

The Leadership Team approved a Facilities Development Committee, chaired by Roger Guernsey, to gather data on the history of WUU facilities, the financial status, and possible expansion of facilities. This report is the response to that assignment.

Facilities Description

2010

See Appendices A, B, & C for graphics.

Land

- Original parcel: 5.93 acres (from Carlton Abbott's Site plan Notes 1994)
- Parker House parcel: 1.75 acres (from JCC Real Estate Assessments Div.)
- Memorial Garden
- 124 parking existing spaces on asphalt or gravel. Space for 234 total without regard for green space. See Appendix 'C'
- Zoning R-8 Rural Residential with Special Use Permit for House of Worship. (Our property is not in the "Mixed Use Overlay District" that allows a mix of uses in addition to those allowed in the underlying zoning in the Five Forks area).
- Resource Protection Area boundary is only to the rear of the property and more than 200 ft. from rear of building.

Sanctuary building: 5010 sq. ft.

- Sanctuary
- Lobby
- Nursery
- Library
- Kitchen
- Storage
- Restrooms
- Covered entrance

Fahs House: 1417 sq. ft.

- Three classrooms/meeting rooms with folding doors for combining
- Multi-purpose room with kitchen
- Lobby
- 2 restrooms (one with shower)

Parker House: 1064 sq. ft. main level, 250 sq. ft. basement

- Entry/lounge
- Four offices
- Restroom
- Basement meeting room & storage (can flood)

Total present building area: 7491 sq. ft.

WUU Options for Development

1. Phased Expansion

- a. Build a connector space in patio area to connect to future expansion -*Not recommended as too costly while not addressing one of the highest priorities: LFD needs and proximity.*
- b. Build a connector/narthex expansion plus LFD/meeting room spaces as a first phase of fellowship hall and full LFD space. 3000 sq. ft. +/- 500 sq. ft.
- c. Build (a) and (b) together in one full expansion for LFD, narthex, fellowship and meeting spaces including auxiliary service spaces.
- d. Along with (a) and (b) above one more of the following could occur:
 - i. Convert Fahs House to administrative space (because of proximity to sanctuary building) and lease Parker house to support expansion funding.
 - ii. Re-use Fahs House and/or Parker House to compatible WUU mission uses.
- e. Vacate Fahs House and/or Parker Houses to make available for lease to compatible use as an interim measure to fund a portion of a mortgage loan on new construction

2. Full Expansion

Build lifespan faith development spaces, meeting rooms, multi-purpose social hall, administrative, accessory and storage spaces to either side, or forward of existing building. * Potential total floor area of construction: 7000 sq. ft. +/- 1000 sq. ft.

3. Locate temporary portable classrooms

Achieves connectedness to the sanctuary.

-Not allowed in James City County for uses other than schools and construction/sales buildings. Further this option is not recommended because of unrecoverable expense for a purely temporary solution, cost of additional toilets, and as detrimental visually to the experience of approaching the sanctuary.

4. **Expand the sanctuary** according to designed-in expansion potential through sidewalls, each side with two posts supporting beams built-in. 800 sq. ft. +/- 100 sq. ft. As many as an additional 96 seats would be accommodated.

-Not recommended since our two-services schedule makes expansion less necessary and expansion of the Sanctuary does not solve LFD space problems.

NOTES:

* WUU facility is permitted under a special use permit which has set up special constraints on the site such as conservation area, yard size, etc. For James City County to elaborate on these, a conceptual site plan needs to be submitted showing the potential expansion (\$25 fee).

WUU Facility Development Costs Illustrations

April 7, 2010

THE FOLLOWING FIGURES ARE INTENDED FOR PLANNING PURPOSES ONLY!

ACTUAL NUMBERS MUST COME FROM DETAILED SPACE ANALYSIS AND ARCHITECTURAL DESIGN.

Costs used for illustration are at current depressed prices so could rise significantly in future years. Square foot pricing is from anecdotal costs on comparable current projects.

Floor areas used are broad approximations drawn from other similar facilities. ACTUAL AREAS NEEDED WILL COME FROM DETAILED SPACE PROGRAMMING.

Note that present operating costs will also rise proportionate to increase in size of facility.

Examples of Phased Expansion Costs

		LFD Spaces or 2/3 LFD 1/3 Fellowship 3000 sq. ft.	Narthex/ Remainder LFD Expansion 2000 sq. ft.	Administrative/ Offices 1200 sq. ft.	Sanctuary Expansion 800 sq. ft.
	unit cost	Cost	Cost	Cost	
New Construction building only	\$ 150	\$ 450,000	\$ 300,000	\$ 180,000	\$ 120,000
Site Development	\$ 35	\$ 105,000	\$ 70,000	\$ 42,000	\$ 28,000
Furnishings and Equipment	\$ 14	\$ 42,000	\$ 28,000	\$ 16,800	\$ 11,200
Architectural and Engineering Fees	\$ 35	\$ 105,000	\$ 70,000	\$ 42,000	\$ 28,000
Other Fees & Soft Costs	\$ 5	\$ 15,000	\$ 10,000	\$ 6,000	\$ 4,000
Contingency	\$ 10	\$ 30,000	\$ 20,000	\$ 12,000	\$ 8,000
Total Project Budget	\$ 249	\$ 747,000	\$ 498,000	\$ 298,800	\$ 199,200
20% downpayment from capital funding campaign		149,400.0	99,600.0	59,760.0	39,840.0
Mortgage Loan		\$ 597,600	\$ 398,400	\$ 239,040	\$ 159,360
Monthly payment on 20 year 5.5% loan		\$ 4,111	\$ 2,741	\$ 1,645	\$ 1,096

Example of Full Expansion Costs

		Full Expansion 7000 sq. ft.
	unit cost	Cost
New Construction building only	\$ 150	\$ 1,050,000
Site Development	\$ 35	\$ 245,000
Furnishings and Equipment	\$ 14	\$ 98,000
Architectural and Engineering Fees	\$ 35	\$ 245,000
Other Fees & Soft Costs	\$ 5	\$ 35,000
Contingency	\$ 10	\$ 70,000
Total Project Budget	\$ 249	\$ 1,743,000
20% downpayment from capital funding campaign		\$ 348,600
Mortgage Loan		\$ 1,394,400
Monthly payment on 20 year 5.5% loan		\$ 9,593

Interim Revenue from leasing of Fahs and Parker Houses

	area	Typical rent/sq. ft. /year for this quality of space	
Fahs House	1417	\$ 12.00	\$ 17,004
Parker House	1064	\$ 12.00	\$ 12,768
Maintenance, taxes, insurance			\$ 7,000
Net annual income			\$ 22,772
Net monthly income to offset mortgage payments			\$ 1,898

Financial Aspects of the Current Facilities

The 2010 financial requirements to support the present facilities on the WUU campus are contained in the annual operating budget and related financial documents. The information is tracked in two categories: Long-term debt and the related annual debt servicing requirements and cost of operations in the form of utility bills, insurance, cleaning, and the cost of building maintenance, repairs and grounds upkeep. The information tracked in these two categories is relevant to the Facilities Development Committee because it represents ongoing financial obligations of the congregation that will be taken into account when considering the cost of facilities expansion or improvements. The cost of maintenance, repairs and the cost of operations was looked at in the current budget by the FDC to see if these costs may highlight unusually high expenditures that could be lowered with improved (i.e. more environmentally efficient) and or newer facilities. At this time, based on a review of the actual expenditures for maintenance in the '09-'10 budget, these expenditures appear to be modest.

a. Long Term Debt and annual debt servicing requirements. The current long term debt is in the form of two mortgages held by two institutions: The UUA Building Loan Fund and the SunTrust Bank. The debt servicing requirements for these two loans appear as line items in the annual operating budget. As seen below, while the mortgages have been calculated as 20 year fixed-year loans, the loans are extended in five year increments and operate as if they were straight lines of credit giving the WUU the opportunity to adjust loan amounts at the anniversary date of the loan. Likewise, on the loan's anniversary date the interest rates have been adjusted slightly. As there is no penalty for prepayment of any of the loans, the WUU has taken advantage of this feature in the recent year and is paying the principal on the most expensive loan ahead of schedule, thus saving considerable future interest payments and reducing the time to the final pay-off date.

(1) UUA Building Fund Loan: This is the oldest continual loan owed by the congregation. As of April 1, 2010, the outstanding balance on the debt was \$59,374.09 (as confirmed in the UUA loan amortization schedule for 2/15/10.) The original 20 year loan amount was \$250,000 incurred in 1994 to finance the construction of the sanctuary. The current annual interest is 3.9% with a monthly payment of \$1,260 or approximately \$15,120 for the year. The amount paid each month varies slightly downward as the principal is paid off. At the annual rate of repayment experienced in the years 2008 and 2009, this loan could be paid off on Nov. 15, 2014, the date in the UUA amortization schedule that shows when the loan will be paid in full.

A brief summary of the UUA Loan: The UUA loan agreement (to assist UU congregations build meeting facilities) was entered into 12/15/94 for the sum of \$250,000. The first three years of the loan (12/15/94 to 12/15/97) were interest free. For the next ten years (12/15/97 to 8/15/07 the interest was 4.84%. From 8/15/07 on the rate has been 3.90%. Two worthy notes on this loan: (1) The WUU enjoys a 1% reduction in interest charged to congregations by the

UUA because we are a “fair share congregation” as fully paid up members of the UUA. If we were not “fair share,” the interest we would pay 6.9%. (2) On Jan. 14, 2004, the UUA agreed to sign a Subordination Agreement with the WUU at the request of the SunTrust Bank making the UUA subordinate our loan with the SunTrust Bank.

(2) **SunTrust Bank loan.** This loan is a commercial loan and was a follow-on loan to the first commercial loan held by the Franklin Bank. As of April 1, 2010, the outstanding balance on the debt was \$144,767.71 as stated in the WUU March 2010 Balance Sheet. The current annual interest is 5.69% with a monthly payment of \$1,879.85 totaling \$22,558.20 per year. As the SunTrust loan pays a higher interest than the loan from the UUA, the Board has sanctioned a special “Pay down the mortgage” debt reduction collection on the third Sunday of every month which usually brings in between \$700-\$1,000 in a typical month. The sum of money collected on these occasions **is in addition to the regular monthly SunTrust debt repayment** (of principal and interest) and is used to pay down only the loan’s principal, thus reducing the monthly interest owed on the remaining principal. At the annual rate of repayment used for the years 2008 and 2009, **this loan could be paid off in approximately 5-7 years as long as the debt reduction collections continue at the same rate.**

A brief history of the SunTrust loan: From the document regarding the “Refinancing Recommendation” of the Board issued in June 1998, we learn that the first commercial loan incurred by the WUU was with the Bank of Franklin in August 1993 for the sum of \$148,000 to purchase “six acres of land including the Fahs House from the Ironbound Partners.” That loan was due in August 1998 at which time the balance of \$138,000 was due. Not having funds to pay the balance, the Board proposed to refinance the debt with the Bank of Franklin and seek additional funding to pay for these four projected expenses:

1. Pay off the “B” Bond holders for \$10,290. These were a private issue of bonds held by individual WUU members who provided a “bridge loan” to the congregation to complete the construction of the sanctuary.
2. Pay off the balance (\$35,000) due Mrs. Parker’s loan for the purchase of her property that was bought by the church in Dec. 1992.
3. Finance parking lot improvements for a maximum of \$63,000.
4. Provide for salary increases for staff.

In August 1998 WUU entered into a new loan agreement with the Bank of Franklin in the amount of \$250,000 to provide funds for these expenses.

Subsequently, on February 14, 2004, the WUU entered into a new loan with the SunTrust Bank for the sum of \$250,000 for a five year period at 5.69% interest due Jan. 14, 2009. A further five-year renewal of this loan, for the reduced amount of \$169,703.03, began on March 1, 2009, with the balance due on February 1, 2014. The interest on this current loan is 5.95% with monthly payments of \$1,870.85.

The history of the present day SunTrust loan demonstrates the WUU’s ability to fund new capital and operating expenses on an incremental basis in keeping with the needs of the

congregation and the ability and willingness of the congregation to make financial contributions to the operating budget.

There has been some discussion amongst persons familiar with the current WUU debt situation that the amount and cost of the UUA loan is fairly “reasonable” and, therefore, the Board could possibly authorize incurring more debt without paying off the UUA loan. Because of the higher cost of carrying the debt with the SunTrust Bank, most if not all the of the SunTrust debt would most likely need to be paid off before further debt would be considered. **In any case, if the debt to the UUA and to SunTrust Bank were paid off by their five-year anniversary dates, the WUU congregation would be mortgage free by November 14, 2014.**

b. Cost of Utilities. The 2009-2010 WUU Operational Budget contains the sum of \$9,530 dedicated to projected costs of utilities. As of January 2010 it is estimated that all of these funds will be used in the current fiscal year.

c. Cost of Maintenance, Repairs and Grounds. The sum of \$17,764 is allocated to this category with only \$2,000 budgeted for maintenance and repairs and the balance of about \$15,000 going for grounds upkeep.

In summary, as of April 1, 2010, the congregation owed \$204,141.80 in two mortgages. Within the 2009-2010 WUU Operating Budget of \$365,940, the approximate sum of \$64,972 is scheduled to be spent in debt servicing (\$37,678), utilities (\$9,530), and maintenance and grounds (\$17,764) which represents about 18% of the total budget.

Green Sanctuary

Our relationship with the earth and respect for the interdependent web of existence of which we are a part are core elements in our spiritual quest. Green Sanctuary recognizes the enormous environmental challenge facing our world and calls on us to simply do our part through small steps carried out consistently with faith in their power to make a difference that will lead to a sustainable future for every being on the planet. While encouraging individual actions that reduce our impact on the planet, Green Sanctuary is primarily a program of congregational action. It provides a path for congregational study, reflection, and action in response to environmental challenges.

At the end of 2009, the UUA had accredited 117 Green Sanctuary congregations. WUU is in the process of applying to candidacy leading to accreditation as a Green Sanctuary. Our Green Sanctuary Task Force consists of Donna Stanford (Chair), Roger Baldwin, Gillian Dawson, Nan Hart, Karen Richardson, Kim Scholpp, Les Solomon, Ann Tetrault, Lola Warren and Dave Wilcox. The Task Force has recently completed a draft Environmental Assessment and determined that over the past three years our congregation has made significant progress in several environmental areas.

The assessment focuses on WUU environmental policies, procedures and actions in the areas of Worship and Celebration, Lifespan Faith Development, Environmental Justice and Sustainable Living. Details of the draft assessment are available at www.wuu.org/gs. Our congregation's Facilities Development efforts will most probably connect with several areas of in the Green Sanctuary's Environmental Assessment. The most likely section is the one on Sustainable Living, which addresses Energy Use and Management, Water Use and Management, Facilities Use and Management, Transportation and Financial Management.

Process for Development Recommendations

Stage 1: Empowering the WUU Facility Development Mission

1. Summary presentation of this report to congregation at 2010 Annual Meeting.
2. Board asks nominating committee to interview potential members of permanent “Facilities Development Committee” and to develop a slate to offer to a congregational vote.
 - a. A 5 -7 member committee with broad representation of overlapping strengths and expertise.
 - b. This committee should report directly to the board, as its responsibilities will span all functions of the congregation.
3. Board convenes a special congregational meeting to vote on one or more of the following:
 - a. To pursue master planning for phased expansion of facilities to overcome constraints outlined in this report.
 - b. To elect members to the “facilities development committee.
 - c. To vote on hiring a consultant to conduct fund raising feasibility study prior the start of a planning process. *(This type of consultant was instrumental in the successful “Home ‘95” campaign” that brought us to our present facility.)*

Stage 2: Fund Raising Feasibility Study (3-6 months)

1. Newly charged committee selects its officers and searches for the fund raising consultant.
2. Fund raising feasibility study is conducted with selected outside professional fund-raising consultant.

Stage 3: Master Planning & Schematic Design (6-12 months)

(See Appendix ‘D’ for example “Project Approach”)

1. Facilities Development Committee interviews architects to conduct master planning and design phases.
2. Architect Selected.
3. Detailed space analysis through small groups and church leaders workshops.

4. Site Analysis.
5. Master planning and Schematic Design.
6. Budgeting.
7. Congregational meeting(s).

Stage 4: Capital Campaign (6-12 months)

1. Utilizes Schematic Design graphics prepared in Stage 3 to build enthusiasm.

Stage 5: Design Development & Preparation of Construction Documents (6-12 mos.)

1. Design Development of schematic design of selected initial construction prepared prior to Capital Campaign.
2. Detailed Design and Construction Documents.

Stage 6: Construction (10-12 months)

Total time for process: 31 – 54 months

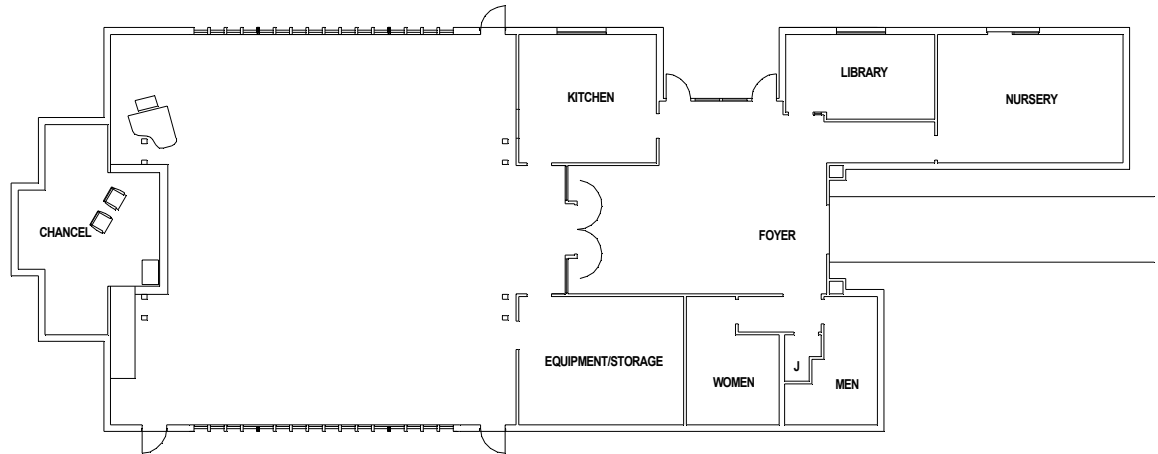
Occupancy in 3 to 5 years



Aerial View



Aerial View with Contours

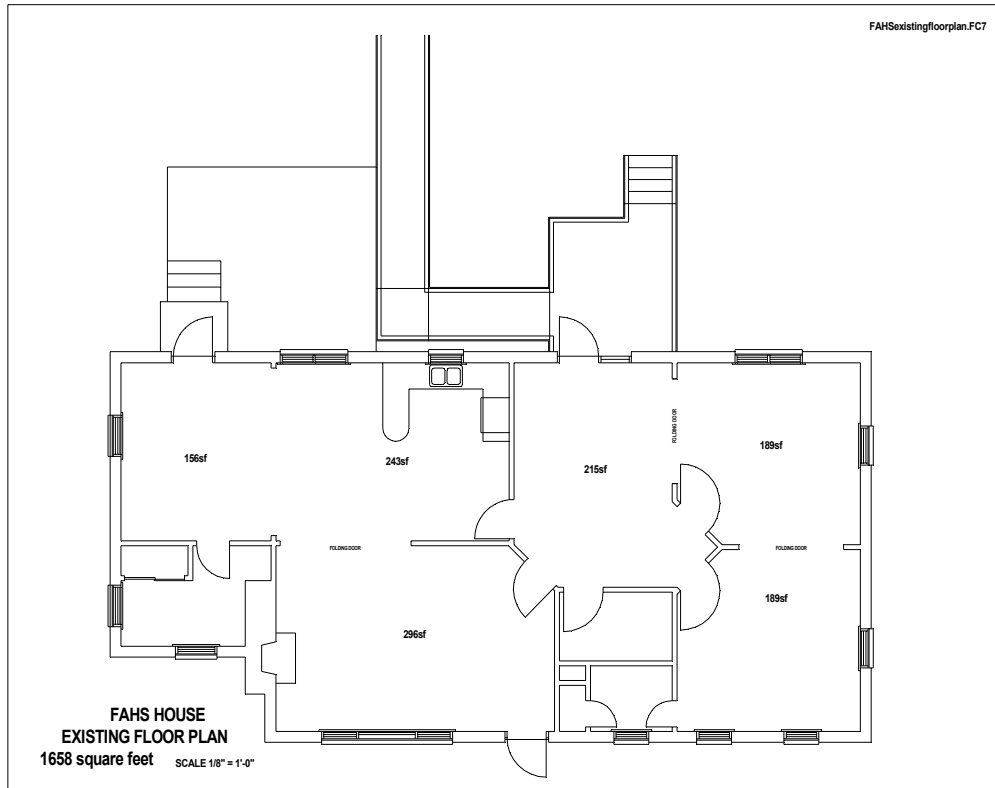


WUU SANCTUARY BUILDING PLAN

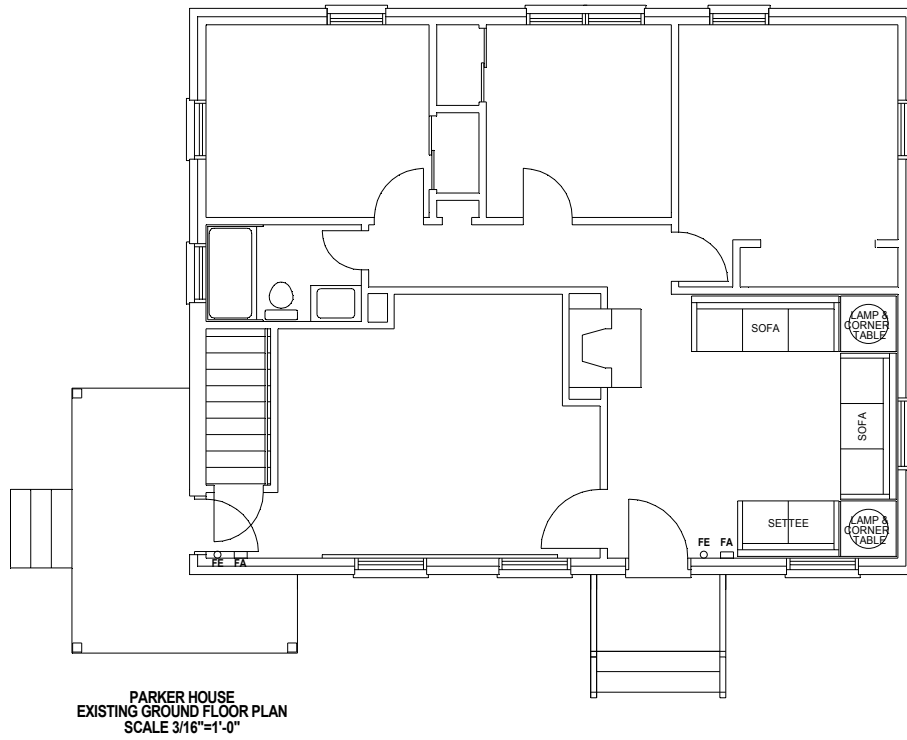
SCALE 1"=20'

WUUsanctuarybuildin

Drawn by Bob Cowling



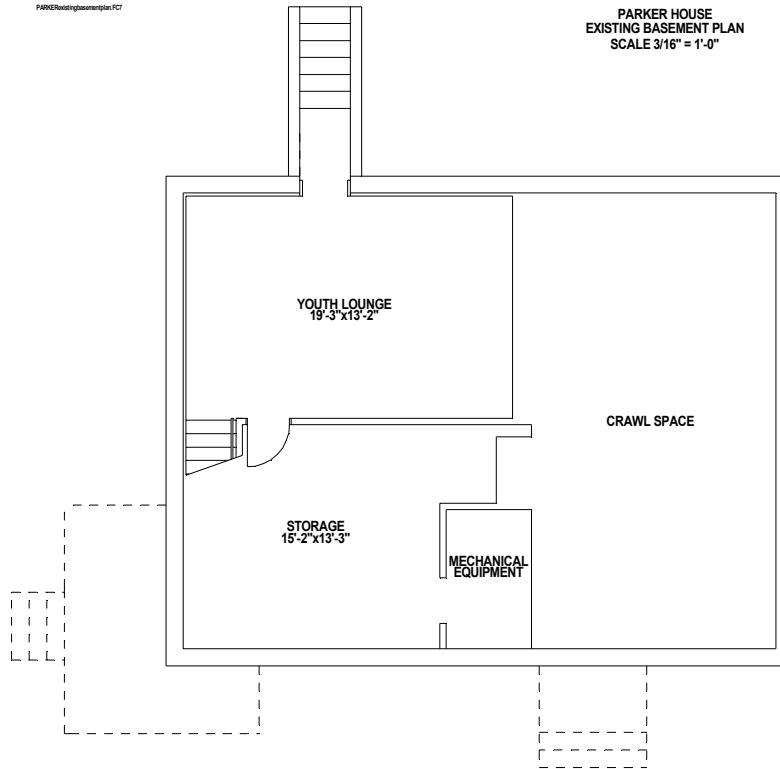
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Drawn by Bob Cowling

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PARKER HOUSE
EXISTING BASEMENT PLAN
SCALE 3/16" = 1'-0"



Drawn by Bob Cowling

GUERNSEY/TINGLE
ARCHITECTS

2002

Unitarian Universalist Fellowship of the Peninsula
Master Plan, Proposed Expansion, Site Evaluation and Building Design

Project Approach

Stage I

1. Programming Workshop

- Attended by Building Committee Members, key church leaders.
- Roger Guernsey, and Brad Sipes from Guernsey Tingle Architects facilitate session, with the primary purpose of listening to the concerns and ideas raised.
- Unitarian Universalist culture and Fellowship character, desires and limitations are discussed.

2. Data Gathering Sessions

- Short sessions with individuals or small groups to determine special concerns, needs and desires.
- Roger and/or Brad will coordinate the sessions, which last between 30 and 60 minutes each.
- Groups likely include worship, religious education, day school, music, administration, fellowship, kitchen and recreation.
- If available, a member of the Building Committee also attends these meetings.
- The purpose of these sessions is twofold: to gather specific information, and start the "buy-in" process of congregation members.

3. Building and Site Analysis

- Review of building performance criteria including energy efficiency and "green architecture" principals.
- Review of site issues and constraints, including zoning, utilities, soil conditions and drainage and Chesapeake Bay regulations. This review is conducted by the architectural and civil engineering team members.
- Boundary and topographic survey drawings are compiled for the site.

4. First Congregational "Town Meeting"

- Meeting to share with the congregation findings from Data Gathering and Building/Site Analysis tasks, and solicit input from all.
- This session is designed to allow every interested member to help direct the future vision of the Unitarian Universalist Fellowship, and strengthen the buy-in process.
- Roger will be a resource person at this meeting.

Project Approach (cont.)

5. Develop Facilities Program

- Written document including findings from all the above tasks.
- This program becomes the guiding documents, or "strategic plan" for future additions and phasing of construction of the Fellowship facility, and provides a way to measure success.
- Facilities Program is reviewed, fine-tuned and approved by the Building Committee.

6. The Master Plan – Preparation of Design Options

- Multiple options for construction and potential expansion and site development are studied.
- "Ballpark" construction cost estimates are prepared for each option.

7. Funneling – Achieving the Best Approach

- The design options are shared with the Building Committee, with pros and cons for each option discussed in detail
- With the committee's input, options are funneled down to best apparent approach.
- Most favorable approach is then fine tuned by the Architect based on committee feedback, tested against the Facilities Program, code issues, county zoning requirements, ADA accessibility requirements and other design constraints.
- Best Approach is shared with the Building Committee and key church leaders.

8. Phasing and Budgeting

- Under the direction of the Building Committee, a phasing plan is developed with appropriate project budgets (to include all expected costs: construction, furnishing, equipment, fees, soft costs, etc.)
- This plan sets the stage for the capital campaign.
- Renderings of Phase I of construction are developed to assist with the capital campaign.

9. Second Congregational Town Meeting

- The facilities program, master plan, phasing plan and budget are shared with the congregation.
- "This is what we heard from you, and here are the results from your input."
- Feedback from this meeting is discussed with the Building Committee, and the master plan is updated as necessary.
- If appropriate, this Town Meeting becomes the kick-off for the capital campaign.

**GUERNSEY/TINGLE
ARCHITECTS**

Project Approach (cont.)

10. Assist with Capital Campaign

- We will provide assistance where we can with the campaign, including additional presentations, small group meetings, etc.
- If a campaign coordinator is retained, we will support the coordinator and campaign committee in an advisory role.
- We will also act as advisor to the finance committee, if the church desires to finance a portion of the construction.

Stage II

1. Phase I Construction – Detailed Design and Construction Documents

- Prepare detailed design and construction documents, including drawings, specifications and bid documents, in preparation for execution of Phase I.
- Apply for all necessary permits, including City of Newport News site plan approval, Virginia Department of Health approval (kitchen requirements), and building permit approval.
- Assist with bidding the project, including soliciting bids, answering questions, conducting pre-bid meeting, receiving bids and preparing construction contract.

2. Phase I Construction – breaking ground to Building Occupancy

- Act as the church's representative during the construction process.
- Review shop drawings, submittals, monthly applications for payment and potential change order requests.
- Attend and participate in weekly or bi-weekly progress meetings.
- Review progress of construction for conformance with drawings and specifications.
- Prepare certificate of substantial completion, punch list and final retainage for completion of the project.
- Assist with congregational celebrations, such as ground breaking and dedication.

3. Evaluation of the Master Plan

- As the church grows, the facilities program, master plan and phasing plan are evaluated and updated.
- If desired, we will meet with the Building Committee annually to review growth and facilities needs, as well as schedule for future expansion phases.

4. Assist with Future Phases

- Provide design and construction administration for future phases of construction.