

3B Hedgerose Court
Asheville, NC 28805-1328
October 7, 2009

Laurel Bollinger, Board President
Unitarian Universalist Church
Huntsville, AL

Dear Laurel,

I appreciate all of the efforts that went into making this past weekend's Assessment Visit possible – particularly by you, Alice, Erin, those that pulled information together for me and the lay leadership that met with me on Friday for dinner. You had a solid turnout of 35 who mostly stayed the whole day and were certainly energized and “hung in” really well through all that we did together. Remember, though, as you start to move forward that there are more than 100 members and friends in your community who still need to be educated about the experience.

With this report, the survey and the potential timeline, I'm highlighting what I saw and steps I think that you might take as you look ahead, plus the timing that goes with those steps. The Board needs to maintain the overall leadership role in this process, but I recommend that it empower existing or new committees to do the needed jobs, provide them with the necessary resources for the tasks at hand, and then hold them accountable. For much of the time the Board will need to just support and encourage the committees. Eventually, you'll need to either make decisions related to their work or endorse their efforts by sending the proposals to the congregation for ultimate approval. How you handle all of this will determine how successful you will be. I encourage you to provide clear direction, logical explanations and a road map that the congregation can easily understand.

I do suggest as you do all of this, that you act with respect for each other within your community. Listen carefully to each other and attempt to reach strong support for the decisions you make. Work very hard to obtain opinions from a high percentage of the congregation for key meetings/votes. This does not require a Bylaws change as you can gather “informal votes” from people who cannot actually attend a congregational meeting. I watch congregations do this with good PR ahead of a vote and using tables on Sundays leading up to the meeting where people can register their preferences relative to the matters at hand. When combined with “official votes” you are able to much better understand where the congregation as a whole stands. Where you cannot agree, but a significant majority is ready to move on, acknowledge the positions of those who didn't prevail and let them know that you will be moving ahead but that they are still welcome in the community.

All of the above being said, let me give my impressions about where I see you at the moment and some specific recommendations to go with them. I want you and the congregation to understand that I see your cup as at least half-full and these recommendations are to help you fill that cup even more:

1. Your Overall Situation

In short, it feels like you are in a good place to move ahead with selling your property and finding another site/building that better meets the needs you identified more than a year ago. To make that all work, with some hard efforts I can see you undertaking a capital campaign as soon as the Fall, 2010, with the back-off plan being to combined such a campaign with your Annual Budget Drive in early 2011. You just need to carefully dot all your “i’s” and cross your “t’s”, not being impatient with the time that will be needed to do it well!

Below, I’ve detailed recommendations for you to consider. Involve the whole congregation in establishing the directions you want to follow and then take the determined steps in the order you establish. Then, celebrate each and every completed project with the whole congregation, working to create an upbeat atmosphere that brings more and more of your people to a point that they have confidence in the future that the leadership suggests is possible.

2. Follow-up to Assessment Visit

I recommend that you immediately distribute this report, survey and potential timeline to the whole congregation as soon as possible. The most efficient and cheapest way is to do so as soon as next Sunday having placed labels on each and asking attendees to stop by a table to pick up their copies. For any left, you can mail it early the next week. There is a natural tendency for the leadership to want to wait until they have discussed the report first and have some recommendations to share. However, I suggest you prepare a cover letter for your signature indicating that the Board and other Committees will be studying the report and will forward recommendations about it soon. In the meantime, suggest that they become familiar with the report and let them know that there will be a chance for the congregation to discuss what happened in the workshop, gain clarifications about this report and the recommended next steps you will suggest to them.

I do recommend that you print such reports front and back – both to save paper and to reduce mailing costs.

3. Overall Timing Recommendations

I concluded before coming to you last week that it was not feasible to combine a capital campaign with the 2010 Annual Budget Drive (ABD) in the spring of 2010. I was relieved and pleased that the group on Saturday agreed that there was too much to do to meet that schedule

At the same time I know you are interested in having a capital campaign as soon as possible. Accordingly, I would suggest that you work on a timeline that would enable you to do a stand alone capital campaign in the fall of 2010. As you approach the final decision on this timing, if you're not ready, then you can always combine it with annual in the spring of 2011.

It is true that it is more volunteer labor intensive this way – two annual and one capital campaign in about a 13 month period, but a way to offset this situation is to carefully set up the spring 2010 ABD so that many of the visiting stewards can likely be tapped to fill the same role with a fall capital campaign. Then the following spring you can go with an easier format for annual that does not require so many volunteers.

Another advantage to quicker timing is that you might well find site or building prices, architectural costs and construction costs cheaper in this economy than waiting for further economic recovery to occur.

4. Specific Recommended Steps with timing

- If you agree with the overall approach outlined above, the attached Potential UUCH Timeline details the specific steps that I recommend for your consideration.
- More detailed comments about the various components are:
 - **Assessment Report, etc.** – It is vital to engage the congregation in the discussions we had Saturday and have them feel involved with the process that is recommended.
 - **Preparing to sell and preparing to buy** – I got the sense that you were involved in “chicken and egg” dilemmas about what needs to happen first. I recommend that you have one committee doing both or two separate efforts designed to have you ready soon to react if either a buyer comes along or a site/building suddenly is available.

- **Vision and Mission** – I was struck by your committee work of more than a year ago where they concluded the congregation did not really have a Vision of what it wanted to be. I recommend that you NOT wait to develop a Vision and once you have it, re-visit your current Mission. The timeline I show suggests that you do this between now and the end of January.

To facilitate this process, our program has a process called *Searching For The Future* (SFTF) that in one weekend's time can give you a Vision and Mission ready for a congregational vote plus a starter list of goals, activities and objectives to help jump start a strategic plan. I have included with this the same handout I gave you last weekend so the whole congregation can see it.

- **Strategic Planning Task Force** – Once SFTF is completed then a task force needs to be put in place to pull together a strategic plan. The first step is to establish “Benchmarks” for congregational consideration that reflect the hopes for what the congregation might look like in 2015 – membership, donor units, average gift commitment level, average Sunday attendance, # of parking spaces needed, RE enrollment, average RE attendance, and # meeting rooms needed.

The benchmarks would be approved at the May, 2010 annual meeting and then the committee would complete its work by August, with the final plan being approved at a mid-September, 2010 congregational meeting.

- **2010-11 Annual Budget Drive** – As mentioned earlier in this report, the very best way to be ready to do a capital campaign next fall is to have a group of volunteers who gained experience working on a “personal conversations” ABD in the spring. By having a consultant guide your volunteers through such a process there will be much less to learn in the fall in executing a capital campaign

- **Annual Meeting in May, 2010** – In addition to your normal business that is conducted at this meeting, there will be several capital campaign process items to cover: approve Vision and Mission, approve strategic plan benchmarks, and (if not done earlier than this) approve a proposed selling/buying package to the congregation, that also reflects anticipated debt. The congregation approves such a package as being reasonable and then authorizes a Financial Feasibility Study to be conducted by the consultant.

- **Financial Feasibility Study** –In your case this would mean 45-60 minute interviews with 30 donor units representing all giving levels and involvement in the congregation. The goal is to determine awareness and support for the plan plus learn what their financial support might be for a three-year capital campaign pay-out.

- **Authorizing a Capital Campaign** – Based on the Financial Feasibility Study report, the congregation votes to accept it, authorize a capital campaign and set a dollar goal for it based on forecast in the report.

- **Strategic Plan** – With Vision, Mission and Benchmarks in place, then the task force will need to work over the summer to complete the plan so it can be approved at a September congregational meeting. With your own efforts of the past 2-3 years and other goals, activities and objectives identified in the *Searching For The Future* weekend, this can be done in a quicker time frame. A plan that looks out to June 30, 2015, that identifies assumptions, priorities and pro-forma financial statements will be the final piece ahead of the capital campaign. It will help convince people who need assurances that you are undertaking a plan that CAN succeed!

- **Capital Campaign Itself** – Finally you get to do the Capital Campaign from mid-late September through mid-November.

- **Post Capital Campaign** – after the capital campaign is completed, the congregation meets once again to review the results and does a confirming vote re next steps. With financial commitments in hand you are in a much stronger position to react quickly if a buying opportunity arises.

5. **Utilizing a Consultant**

- To help move this process along and combine various steps along the way for increased efficiency, I recommend you consider having me or another consultant start working with you almost immediately to:
 - Set-up *Searching For The Future* and guide the upcoming ABD so that this experience is a set-up for the Capital Campaign in the fall
 - While making visits for the ABD you will also obtain consulting support with establishing benchmarks, educating the congregation re the building campaign, planning and conducting the FFS, and start the organizational process for the Capital Campaign.

- The schedule and costs for this consulting work are attached and we can discuss this in more detail, including the role of the consultant if you wish to move forward with this plan.
- **Note that I have added in the Annual Budget Drive and work with a Strategic Planning Task Force which I didn't have in the power point presentation on Saturday. It just seems that you don't want your first "personal conversations" to be with a capital campaign plus it's so important to have next spring's campaign be a strong one so that you have a healthy annual operating budget for 2010-11. Re the strategic plan, you really want to go into a capital campaign with one in hand! But because we can "multi-task" on every visit, the total extra costs aren't that much more.**
- Now, all that said, I'm guessing that there will be some amount of panic re spending \$30,600 for a consultant to come spend much of 2010 working with you plus wondering where the money will come from to pay for that consultant. As I said after the workshop, I believe that ALL of these costs can be charged to the capital campaign proceeds (yes, even the 2010-11 Annual Budget Drive). As said above that drive and a strategic plan are critical to your ultimate success in a capital campaign.
- I recommend that the Board approve the establishment of a Capital Campaign Fund this fall for several reasons – having funds available for upfront expenses related to selling the current property and those for buying a new property, consulting costs, AND so that if anyone were so inclined to make an early capital gift in December, 2009, there's a designated fund for their money.
- To obtain upfront money for that fund, you can quietly approach a few members who might be in a position to make a gift to it and also would consider such a request. Again doing this by the end of 2009 might be attractive for tax reasons. Said donors should be told that what they do now will be included in their total giving through the campaign effort. If you need more information on this, just let me know.
- And finally, you need to consider "spending some money to help raise much bigger money." If you raised 4 times current annual giving of \$133K (congregations typically raise between 3-6 times annual) that would total \$532K and when the consulting cost of \$30,600 is compared to that it represents 5.75% of the total. Many congregations consider this a great investment to help ensure success with the effort.

6. Miscellaneous Other Recommendations

- **Membership Process:**
 - Consider adding expectations to becoming a member (the ones most commonly used – be here, volunteer time, and make an annual financial commitment
 - Have volunteers meet with new members in personal conversations to obtain an annual financial commitment for the rest of the year

- **Auto Deduction Process** -- Utilize the VANCO auto debit system as a way for people to pay their annual commitments. It will greatly help even out cash flow. Information has been left with you.

- **Insurance Carrier** -- Do investigate Church Mutual as a possible insurance source – more than 60% of our congregations now use them. Information has been left with you.

- **Various Financial Thoughts:**
 - Establish a Balance Sheet for reporting of assets and liabilities – sample left with you. This is especially important for showing designated funds.
 - Related to this is the minister’s sabbatical fund – I heard you say that you had to use your current building (really a maintenance) fund to pay for the just completed sabbatical. That should be an annual budget line item where funds are set aside annually and shown on the balance sheet. That way, it’s a “pre-paid” item.
 - Back to the Building (maintenance) fund – there should be one in the operating budget for ongoing/regular maintenance but another that might be called Major Maintenance. Like the sabbatical, major maintenance funds are budgeted annually and then transferred into a balance sheet account so that, for example, when an air conditioning unit goes out, a new one is funded from the balance sheet and not the operating budget.
 - In your income listing of “pledges”, I suggest that you add a line for prior year payments to go along with the existing total raised from the annual drive and new commitments during the year, You want to be able to track these as “apples to apples” and be able to pay careful attention to payments vs. commitments. If you want information about monitoring gift commitments, please let me know.

- Currently, your Finance Committee is asked to do the annual budget drive and fund raisers, in addition to setting and managing the annual operating budget. As I said in the workshop, I would have the annual budget drive leadership report directly to the board and have a separate committee to do fund raisers.

7. Other Education for the Congregation

As you go through this process I suggest that you encourage members to learn more about growth and how to achieve "healthy" growth. Some good resources:

- Beyond Fundraising (A Complete Guide to Congregational Stewardship) - Wayne Clark (UUA-Skinner)*
- Salted With Fire - edited by Scott Alexander (UUA-Skinner)*
- More Than Numbers, The Ways Churches Grow - Loren Mead (Alban)*
- Raising The Roof, The Pastoral-to-Program Size Transition-Alice Mann (Alban)*
- Congregational Handbook – newly revised and now on the UUA website – www.uua.org/leaders/leaderslibrary/congregationalhandbook/index.shtml*
- Planning & Building Church Facilities - Gwenn McCormick (Convention Press)*
- First Impressions - Robert A. Lee (Abingdon Press)*
- Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations - Gil Rendle & Alice Mann (Alban)*
- Tribal Church: Ministering to the Missing Generation – Carol Howard Merritt (Alban)*

You might even structure some Sunday services around subjects raised by them.

This probably gives you more than enough to work with. If I can be of any assistance please call me at (828) 989-8682 or contact me via e-mail at lwheeler@uua.org . I wish you much success in your endeavors!

Sincerely,

Larry Wheeler

cc: Alice Syltie, Minister
Eunice Benton, Mid South District Executive
Wayne Clark, UUA Director of Congregational Stewardship Services
Jesse Holm, Congregational Stewardship Services Administrator

UNITARIAN UNIVERSALIST CHURCH
HUNTSVILLE, ALABAMA
ASSESSMENT WORKSHOP SURVEY COMPILATION
OCTOBER, 2009

1. Number of years a part of the congregation

< 3 years	-- 2	11-15 years	-- 8	26+ years	-- 4
3-5 years	-- 7	16-20 years	-- 4		
6-10 years	-- 5	21-25 years	-- 3		

2. What are the most significant events or milestones in this congregation since you began attending?

Rev. Alice's arrival ('02)	-- 22	Minister's departure ('00)	-- 7
Internal conflict/member loss ('07)	-- 18	Establishing music program ('90)	-- 7
Hiring Erin as DRE ('08)	-- 15	Becoming a Welcoming Congregation ('94)	-- 6
Moving into this facility ('79)	-- 14	Rev. Doak's arrival ('85)	-- 5

(A total of 16 issues were mentioned but these were the ones listed 5 or more times)

3. What are the most important issues this congregation needs to address from now until 6/30/15 (5+ yrs)

Financial realities re moving to new site	-- 20	Changing leadership culture (e.g. committees with only one person – the chair)	-- 13
Increasing our membership	-- 18	Bringing congregation together to support move to a new site	-- 11
Greater community involvement	-- 14		

(A total of 15 issues were mentioned but these were the ones listed 5 or more times)

4. With the current membership at approximately 135 how many members would you like to have as of June 30, 2015?

<135 – 0, 135 – 0, 150 – 2, 175 – 3, 200 – 11, 250 – 9, 300 – 7, More than 300 – 3

5. Do you believe that most of your members see a static membership number as a positive condition? (no net gain or loss for a year)

Yes – 13 No -- 22

The question was then re-asked to allow attendees to express their own opinions

Yes -- 1 No -- 32 *(A pretty typical situation with differing responses to the two ways of asking the question– workshop attendees more active, with leadership roles, etc.)*

6. What do you hope this congregation will look like by June 30, 2015 beyond membership numbers?

More diverse in all aspects	-- 20	More social activity involvement	-- 8
More small group activities	-- 14	More young families	-- 7
More active volunteers	-- 9	Less conflict	-- 4

(A total of 9 issues were mentioned but these were the ones listed 4 or more times)

Please note that for time reasons this follow-up question was not asked and the consultant encourages you to work on this on your own. The question – Will anything need to be different to enable you to look like this? If so, what are they? Does this seem achievable?

Many congregations addressing this question find that it's not so much for them to START doing things they haven't been doing as much as STOPPING doing things that hinder them from accomplishing their goals.

Potential UUCH Timeline

2010-11 Annual Budget Drive (ABD) and Fall 2010 Capital Campaign

Oct 2-3 Assessment Visit by Larry Wheeler, UUA Stewardship Consultant
Oct 7 Assessment Visit Report sent to UUCH
Oct 11 Distribute Report to congregation and arrange 1-2 sessions to discuss

By Nov Bd Mtg Decision re doing a "personal conversations" ABD and Searching For The Future -- having consulting help

Nov 15? Newsletter deadline – announce plans

By Nov 15 Theme, Colors, Format, Rough Outlines, Event places confirmed,

w/o Nov 15 Conference Call with Larry

By Dec 15 All Visiting Stewards in place

Dec 15? Jan newsletter deadline -- announce visiting stewards

Dec Board mtg -- Board determines program/funding priorities for 2010-11

w/o Dec 13 Conference Call with Larry

Jan 15? Feb newsletter deadline (again give event dates plus announce/explain priorities)

w/o Jan 11 Second Consultant Visit

Feb 15? Mar newsletter deadline (talk events/campaign steps to-date)

By Feb 14 Appointments set for all attending Feb 20 workshop

Feb 19 ABD Leadership Team evening meeting with Larry

Feb 20 Leadership Workshop -- 9-12:30

Feb 20-Mar 5 Obtain gifts from all at first workshop

Mar 15 brochure mailed to all leadership people not involved in campaign

Mar 15? Apr newsletter deadline (update and testimonial)

By Mar 14 Appointments set for all attending second workshop

Mar 19 ABD Leadership Team evening meeting with Larry

Mar 20 General Workshop -- 9-12:30

Mar 20-Apr 4 Obtain gifts from all at 2nd Workshop

Mar 20-Apr 4 Appointments set for rest of congregation

Mar 21 Leadership Gifts Event *

By Mar 28 Finish Leadership gifts effort

Apr 4 Easter

When are School Breaks? (Impacts timing around them)

Apr 8 Brochure mailed to remaining congregation

Apr 10 or 24 Gala kickoff event (with thermometer) (**Elizabeth has UUA Board mtg weekend of**

Apr 11 or 25 Commitment Sunday (great svc and lots of appts done that day) **Apr 17-18)**

Apr 11 or 25 Posters, etc. up during Sun. Svcs (continuing until end)

and testimonials done until campaign end

mid Apr Mailing of capital brochure to alumni

Apr 15? May newsletter deadline (update and testimonial)

Apr 11- May 9 or Apr 25 – May 23 Appointments with rest of congregation

May 10-23 or May 24-Jun 6 Follow-up

May 15? June newsletter deadline (update and testimonial)

May 30 or Jun 13 Celebration event in & after service

Mid-Jun Jun Final meeting with Larry Wheeler

Jun 15? Jul newsletter deadline (Final report)

UUCH ESTIMATED CONTRACT COSTS (10/7/09)

- Late November/early December Consultant Visit with separate meetings with Board, ABD Core Team and *Searching For The Future* Chairs (materials will be sent ahead of those calls)
- Mid-December – two separate conference calls – SFTF and ABD Core Team
4 HOURS
- January Visit: Conduct SFTF and meet with ABD Core Team
20 HOURS
- Feb Visit – Conduct ABD Orientation Workshop but also plan Financial Feasibility Study and work with Strategic Planning Task Force **28 HOURS**
- April Visit – conduct FFS & submit report plus meet with ABD Team as needed, Strategic Planning Task Force, and holds first meeting with Capital Campaign Chair/Co-Chair **36 HOURS**
- Late May Closing Meeting for ABD, Strategic Planning Task Force, attend Congr. Meeting to discuss FFS report, and meet with Capital Campaign Core Team **16 HOURS**
- July Conference Calls with Capital Campaign Team and Strategic Planning Task Force
- August Visit – meetings with Capital Campaign Team and Strategic Planning Task Force
- September Visit – conduct Capital Campaign Orientation Workshop
- Sep-Nov – ongoing phone/e-mail contact with Capital Campaign leadership
- December Visit – closing meeting with Capital Campaign Team and Board plus attend congregational meeting to discuss next steps

SEARCHING FOR THE FUTURE

Clarifying the Vision of your Congregation

WHAT IS "SEARCHING FOR THE FUTURE"?

Searching for the Future is a weekend series of focus groups designed to help a congregation clarify its vision and mission and create a starter list of goals that can later be incorporated into a strategic plan. It is a highly participative process, designed to incorporate as many members of the congregation as possible into small group sessions. The focus group sessions are lively and designed to make the process of clarifying vision and mission not only painless, but actually fun.

Lay leaders, who are willing to help facilitate a group session, meet on Friday evening with the consultant where the process is modeled for articulating a vision, creating a draft mission statement and brainstorming goals, activities and objectives in support of the mission. On Saturday, other church members participate in one of the small group sessions, led by the facilitators from the congregation, but going through the same process. On Sunday afternoon the facilitators meet again with the consultant to blend the draft vision and mission statements into one of each. Then, that same afternoon the Board meets with the facilitators and accepts the work generated by the weekend process and you ready to go to the congregation for a vote. The congregational vote is "up" or "down" with no word-smithing. The brainstormed goals generated throughout the weekend are collated, and then distributed both to relevant committees for their review, and also to the strategic planning committee for consideration in the formulation of a strategic plan.

The members of the facilitator group should be people who are enthusiastic about the process, willing to make a 9.5 hour time commitment over the weekend, and who feel up to the challenge of leading a group. There should be several board members included among the group, but the others can be any lay leaders who are suited to the task.

PUBLICIZING THE PROCESS WITHIN THE CONGREGATION

The key to the success of the weekend experience is obtaining the participation of a large number of members of the congregation. Extensive publicity efforts should make every member of the congregation aware of the process and of their invitation to participate. Efforts should be made to recruit from specific groups so that their voices can be heard – e.g. newer members, younger members, RE parents, social justice people, etc. Also, consider having Junior High and Senior High sessions. Congregation members need to understand what the process is, and that they are being asked to give only 3 1/2 hours of their time. The more people that participate, the greater will be the degree of ownership of the vision and mission statements and the goals that are generated by the weekend process.

In addition to newsletter articles and announcements, a mailing to the congregation helps to create an awareness of the process. As there are multiple times that members can choose to attend (Saturday morning, afternoon and evening), and because the sessions will be held in groups no larger than 12, it is important to know in advance which people are choosing to come and for which time slot. Members should be able to call and register to attend a particular session. In addition, phone calls should be made to all members and friends in the two weeks before the weekend to ask them *which* session they wish to attend, and to determine how much childcare is needed.

If 60%+ of the congregation attended, it would be considered to be a strong amount of participation. The phone calls will make the difference between 50% participation and 60%. The callers should not be discouraged by the reality that some will be unable or unwilling to attend. The mere process of making the call is strengthening for the congregation, even if the person decides not to attend, because it increases the awareness that the congregation is not only exploring its vision and mission, but that the input of each person is most welcome.

Shortly before the weekend, the names of those attending can be sorted into groups and assigned to specific facilitators. This process will help to determine the exact number of facilitators that will be needed for each time period.

ORGANIZATION FOR THE WEEKEND

An overall coordinator for the process needs to be appointed. Additional people should support this individual, filling these roles: recruiting facilitators, recruiting participants, childcare, publicity, and meals & snacks. On the Saturday of the Searching for the Future weekend, it will be necessary to have someone welcome the participants and direct them to their meeting spaces. Inevitably, there will be people expected but not showing up, and others showing up unexpectedly, and so there will need to be someone doing last minute changes to the groups.

It is a good idea to keep track of who actually attends so you can determine the level of representation for the process and can later report that information to the congregation.

SEARCHING FOR THE FUTURE (SFTF) DEFINITIONS

SFTF -- a series of focus group sessions designed to develop a shared vision, a more specific mission, and begin a list of supportive goals, activities and objectives that will give you a head start on the development of a Strategic Plan.

MAGIC TRIANGLE –the definitions we use may be different than some of the ways you have looked at these areas before, but if you will accept and work with this model and the process we're using, I think you'll find it will work and it will ensure that we are able to get this done in the allotted time.

VISION – - Big picture concept of the future direction of a congregation

- Shared view of what you want congregation to be in the future
- Clarification of a congregation's vision enables you to answer questions like this:
 - + Who are we?
 - + What would be missed if we went away?
 - + What makes us unique among all other local congregations?
 - + What will we need spiritually and emotionally in next 5 yrs?
 - + What will people who haven't discovered us yet need from us?

(Hopefully a long-term vision but can be amended at any time)
(Want 50 words or less AND can be easily paraphrased)

MISSION – It supports the vision of the future and identifies themes that the congregation has agreed upon. It should be 50 words or less and something that can be paraphrased easily. It should provide enough information so that someone wants to learn more but does not answer all the questions about the congregation. Often congregational mission statements focus on themes like these, although each congregation's themes reflect their own particular vision for the future:

- + A coordinated approach to worship and music
- + A commitment to concept of lifespan religious education
- + A belief in strengthening the congregation from within
- + A desire to work toward social justice through community outreach
- + A recognition that they are a part of a wider religious community as a member of the UUA

(A mission statement to be in place for at least 2-3 years but should be re-visited regularly so that all of the congregation have a sense of ownership)

GOALS & ACTIVITIES & MEASURABLE OBJECTIVES – Practical and specific goals and activities or objectives to support the mission. They need to have measurable results and specific time tables.

RESOURCES – Regularly ignored in the process is how much it will cost, when the funds are needed, where the funds will come from and who will be responsible for seeing that the goals or activities are implemented.

BRAINSTORMING – The unrestrained offering of ideas in a group setting in response to the question at hand – **no offering is criticized or questioned.**