

Report of the Vision Team

Unitarian Universalist Church of Washington County

May 2019

Introduction

In October 2018 the UCCWC Board of Trustees appointed the following members to a Vision Team:

Lay Team Members: Mark Bischoff, Bill Ellis, Paul Hart, Jane Hogue, Sharon Johnson

The Board charged the Vision Team to define the congregation's vision of our church's future and to develop recommendations and a timeline to meet that vision using UUA guidelines. The Team was to write a report on their findings and present the results to the congregation before the May Annual Meeting. This is that report.

What We Are Doing Right

Members love this church and they love the caring community that in many ways *is* the church. Clearly and repeatedly, the Vision Team heard what is right: a caring community, values people hold dear, a Sunday morning Service that is structured to inspire and educate and a vibrant music program that participants enjoy, and congregants appreciate.

Congregants are committed to their community and want it to thrive into the next decades. The church currently provides an impressive array of affiliate activities and Social Justice outreach given the size of the congregation. Not surprisingly, people want even more activities which allow them to actualize their values and to serve our church. They are ready for next steps to ensure we keep what we like and improve those areas that need more development.

Vision Process

The Vision Team met starting in November 2018 to develop a format and process for collecting information from the congregation. The group considered collecting various structured demographics, but instead focused on the actual thoughts and aspirations from members and friends. The group also met with a representative from UUA, who suggested a date in March for a Congregational Meeting facilitated by UUA Staff. The timing and effort consumed by Focus Groups led us to cancel this meeting, due to a shortage of volunteers and uncertain participation given overlap with Focus Groups.

Starting in January 2019, the Vision Team conducted 11 Focus Groups, which included 109 participants, both members and friends. (Our current membership is about 190.) As the Lay team collected and collated information, Lay Vision Team members thought it was important to have candid discussions about the results without Staff present; this report reflects those candid discussions, analysis and recommendations.

All Focus Group participants were asked the same five questions. The first three questions focused on current experience:

- 1) What do you like about Sunday mornings?
- 2) What activities at church are important to you?
- 3) What connects you to the church?

The latter two questions focused on the future:

- 4) What do you want to see more of? What would excite you?
- 5) Imagine there are no limitations; what is your dream for the church?

The Vision Team collated the wide variety of input and responses across all the Focus Groups. We caution that numerical counting does not directly equate to importance. For example, one person might reply that “the music” is wonderful and another person might list multiple discrete items related to music, as valued (e.g., singing in the Choir, hymns, variety of music). Some groups might identify a topic voted for by everyone in the group. But if that topic did not come up in another group, it got no votes there. Participants, like the congregation, skewed to an older demographic, so what may be critical for young families and younger members might not be identified as widely by members who have retired from employment.

The Vision Team appreciated the positive and proactive attitude almost all participants brought and the emphasis on what is required going forward to realize the congregation’s aspirations. We addressed these as *capacity* issues and *infrastructure* issues.

This is the 21st Century. When our historic facility was built, society was transitioning to Model T’s. If we want to be driving a Tesla instead of a Model T, we need to know that the highways, docking stations, traffic lights, navigational tools, are in place. Likewise, our facilities need to reflect today’s needs.

Report Structure

After this Introduction, the body of the Vision Report consists of:

Themes (page 3) – From responses to all questions over all the Focus Groups, there were consistent themes that emerged as to what we value, what connects us to our church and what are our aspirations for the future. Each theme is reported separately, although, there is some overlap across themes.

Recommendations (page 9) – From those themes, recommendations emerged for what congregants want emphasized and changed in the near term and to be planned for the longer term.

The following Appendices are attached to the Vision Report:

I: Next Phase Charge: Planning and Implementation (page 10) – The Charge approved by the Board of Trustees for our next phase: Planning and Implementing changes, based on Vision Report recommendations and continued involvement from the congregation for near term changes and longer-term Planning.

II: Focus Groups Raw Data (page 11) – Data is somewhat edited, strictly for presentation. We thought it important that all responses were heard and reported, even if some were singular items.

Themes

Caring Community

The caring community of our church has many arms. We are embraced with the Pastoral Care of our Minister and the Pastoral Care Team. Public sharing during Joys and Concerns builds bonds between us.

Many congregants develop caring relationships while participating in Small Groups, Committees or our many Affinity Groups, the most frequently mentioned being CUUPS, Covenant groups, Humanist group, Maintenance group and Choir. The majority of those surveyed belonged to at least one of our many groups. That may explain why the number one reason people continue to return to UCCWC is the community and people here.

The quality of personal connections was also important. Many come here for the welcoming and diverse community. They view UCCWC as a safe place to meet people with “good vibes” and challenging ideas. Our members also enjoy our lack of cliques and an eagerness to mingle.

The congregation wants increased diversity, more members and more social events. Events for young people and families were often mentioned (camps, parades, food bank, SOLVE and other inter-generational events). Desire for activities outside the church was a common response. A few suggested a church van or bus for group transport.

Sunday Services

Participants across all Focus Groups value our Sunday Services, including these traditional components, which are cited by many as meaningful to them:

- Music – the Choir, Ingrid on the Piano, special musicians and congregational singing
- Sermons / Messages
- Time for All Ages
- Joys and Concerns
- Social Hour after the Service

Overall, the structure and components of our Sunday Service are favorably viewed. In addition, people like the time and length of Service and that we have one Service for all. People also like that visitor donations are not required and enjoy the rituals of Chalice Lighting and the Spirit of Life.

Our sense of fellowship, being together and greeting each other is widely valued by congregants as an essential element of Sunday Service and is a strong connection for many. Our friendly and helpful “vibe,” resulting from our informality and our welcoming atmosphere, aided by our dedicated user/greeter teams, creates a positive impression.

The most appreciated messages from the pulpit are those that inspire us, that challenge us, rejuvenate us. There is a strong desire for a variety of speakers and diversity of subject content and types of Services. Congregants value guest speakers, as well as Lay speakers and appreciate our volunteer Worship Team.

Aspirational goals are to:

- Have more “expert” guest speakers and speakers of color
- Include messages from non-Christian Religions, such as Islam or Buddhist and those speaking to Pagan or Humanist values
- Review annual, predictable content of heritage Services, striving to be fresh and inspirational to rejuvenate us

Core Beliefs

There is a strong theme of belief in core principles, intellectual inspiration and welcoming diversity throughout responses in all Focus Groups and across different topics.

We value a variety of heartening or provocative messages that inspire us in our Sunday Services.

Many elements of principle and belief strongly connect us together:

- Our core UU Principles
- Embracing diversity in people and messages
- Absence of dogma
- True freedom of belief and supporting individual differences
- Intellectual stimulation and inspiration

We highly value our informality and our welcoming atmosphere for all, friends and strangers alike, that we avoid cliques and provide a safe haven for all. We aspire to have a greater variety of guest speakers who provide learning and spiritual nourishment. We want more guest speakers of color.

We want to consistently honor our UU Principles and a diversity of religious practices. Many congregants desire more diversity in our congregation and, therefore, we must attract more diversity of new members.

Music

Music is an essential part of community life as identified by many participants in Focus Groups and across several different topics. Congregants find the following aspects of music very important:

- Professional music Staff, citing Ingrid Unterseher, as pianist
- Raymond Elliot as Music Director and the Choir
- The wide variety of music and musicians

People enjoy congregational singing and the opportunity to participate in Choir and other music activities. Music is seen as an important part of Sunday morning Service themes, relevance and message.

An aspirational goal is to have more music opportunities: e.g., different styles of music, more Choir days on Sundays, even a Children's/Youth Choir,

It is clear that the budget investment in Music is well appreciated.

Religious Education/Exploration

Religious Education is seen as foundational. Many parents of school-aged children, and other adults, view a professionally-run Religious Education program as critical to what brings and keeps young families in the congregation.

Adults also expressed a desire for development of more Adult Educational opportunities. Because RE is currently in transition, this area should be an important focus of investment, in order to meet expressed values of the congregation and to keep and attract people to the congregation, including:

- Education on core principles and values
- Exposure of youth and adults to a variety of religious beliefs
- Intellectual stimulation and inspiration
- A means to invite community in; providing attractive educational/lecture opportunities
- Retain/develop content for teens
- Present Our Whole Lives curriculum (positive sexuality)
- Mentoring and leadership opportunities/intergenerational educational opportunities

Budget investment in RE has declined over the years and is minimal this past year. Budget investment reflects what we value in operation, not just in statement.

Outreach / Social Justice:

The congregation considers Community Outreach and Social Justice to be integral to fulfilling the promise of our core principles. The congregation overwhelmingly supports our current efforts at outreach and social justice:

- Veteran's Projects
- Change for the Good (SOS)
- Homeless Advocacy
- Special Collections (school supplies, mittens, etc.)
- Rebuilding Together
- Political Action
- Desire to be of service to others

In keeping with our community's strong support for outreach and social justice, the congregants want more of the following:

- Greater Exposure of our church in our local community and UUA, for example:
 - Habitat for Humanity connection
 - Activities on weekends open to community
 - Events for general public (craft fairs, fun fairs, etc.)
 - More rentals to like-minded groups
 - Build homeless programs
 - Community on-site Red Cross Blood Drives
 - Build ties to other progressive organizations/churches
- Increased Service opportunities outside working hours
- More family friendly volunteer opportunities
- Expanded special outreach projects (e.g., support for refugee aid organizations)
- LGBTQ outreach for adults and homeless youth
- Lecture series with known speakers of wide community interest

As we move to the next phase, there is a clear desire to continue and expand resources and priority to outreach and social justice activities.

Capacity to Support the Congregation Now and into the Future

Our church needs to develop the capacity to support current congregational values and the aspirations of its members. The church needs the infrastructure of a building that meets its needs now and into the future; leadership development of Lay and Staff; appropriate talent and skills; and the financial resources to support current needs and plan for aspirational growth.

Leadership Development

Leadership development is expressed in the wish to identify and train Staff and Lay leaders who are enthusiastic and visionary to bring us into the future. Leadership development may take many forms. Multiple tactics are appropriate. Leadership development may include training for board members and/or committee chairs, whether a trainer is brought in or people are sent to leadership events. Identification of Lay members of different ages/demographics/interests who participate in UUA organizational events is desired. Developing a culture of mentorship, as a means of increasing broad

participation in committee work, was identified, where potential new committee members shadow or learn from current leaders or visit well-developed congregations.

Organizational Assessment

Organizational assessment and development of structures, processes and role definitions should be undertaken as needed. The Vision Team was unanimous in voicing support for empowering committees and Lay participation. Many congregations or nonprofit organizations use an organizational assessment tool that looks at policies and procedures that are in place. Areas to assess include (but are not limited to):

- What committee(s) conduct personnel reviews
- How committees get input
- How committees are appointed
- Who does or does not have veto power
- When Staff positions should be appointed to committees by the Board as advisory or participatory
- The appropriate roles of committee Chairs in relationship to the Board and to Staff
- The mechanism/procedure for someone in the congregation to file a formal complaint
- How decisions are made

Some of the systems may be written on paper, but we want to be transparent in communicating them to the congregation.

Leadership development and organizational structure are tactics that can begin to be implemented both now and through the next level of Planning and Implementation.

Staffing Plan

It is important to identify the skills needed now and into the future (a Skills Inventory), and to identify the talent we have on staff or that is available through volunteers in the congregation, or where we need to hire, contract, train and develop people for roles.

For example, some in Focus Groups said being better known in the community is desirable. One tactic might be to develop marketing materials; another tactic to provide a website that is continuously updated; attendance at community meetings of interest might be a third tactic. Each of those roles require separate skillsets: writing and marketing; website maintenance; good interpersonal/relationship building skills. We need leadership, programmatic and business/operational expertise, and we need to be strategic about identifying and engaging those talents.

A staffing plan should also include succession planning, and identification of desirable staff roles that may, at this point, be future oriented.

Financial Plan

Congregants were clear in their desire for a budget process that takes into account a realistic assessment of what funds are needed on an annual basis and a pledge drive/pledge participation that is informative and motivational. People want to give to what they believe in and to know that their money is being used well.

Transparency and education in financial matters will be important to members going forward. If the achieved pledges are less than the budget goal, then there needs to be hard discussions on what to cut, with a realistic assessment of what cannot be cut. For example, in a 100-year-old building, it is unrealistic

to budget \$0 for repairs. Continuing to operate without a capital fund or with insufficient property improvement funds is unsustainable for this community.

The importance of fully funding annual operating budgets and designating annual funds to re-build the capital or savings fund cannot be understated. The old adage is “No Margin, No Mission.” Churches typically close their doors because they cannot afford to operate any longer, not for other reasons.

However, congregants also need financial information presented in easy-to-understand formats (graphs, charts) provided with guidelines for giving. The Planning and Implementation Team should consider a goal of diversifying other income streams.

The Focus Groups identified an optimism in the future, a joy in this community and an energy within the congregation that is waiting to be tapped.

Facilities/Building

Congregants recognize that our facilities enable many aspects of our church life, or limit what we can do in our church life. Many expressed appreciation for our historic building and Sanctuary space, while identifying needed repairs. These items need improvement:

- Upgraded paint and carpet
- Air Conditioning in Sanctuary
- Better AV System with screens
- Improved RE space
- Updated Kitchen
- Better lighting throughout
- Improved sound proofing of Social Hall
- Improved handicap access
- Larger paved parking area

However, congregants also expressed a desire for new facilities. Some of the same people wished for upgrades to existing space and/or new facilities. The wish list includes:

- Larger Sanctuary
- More RE space (larger class rooms)
- Larger Social Hall (able to handle all members)
- Modern AV system
- More modern facility/building that minimizes environmental impact
- Recreational facilities
- Larger playground

Decisions related to existing facilities/building upgrades and/or new structures will be under the next Planning and Implementation Charge. It will be necessary to undertake a cost-benefit analysis that looks at the costs and benefits of renovation and an additional building on the property vs. the cost of selling the property and acquiring or renting a new space, with other community partners or independently.

As the acquisition of new space is a longer-term prospect, requiring significant research, planning and fundraising, a combination of tactics identified should include prioritizing short-term, lower-cost fixes soon and developing a longer-term Capital Improvement Plan. If the facility met current standards and tastes for weddings, receptions, etc., some of the future costs could be off-set by facility rentals.

Communication as Infrastructure

There were some responses in Focus Groups that explicitly addressed communications and internal infrastructure. A direct desire was to improve our antiquated audio system and to provide video capability in our Sanctuary. An indirect benefit of doing so would be to enable increased revenue by making our Sanctuary more attractive for events such as weddings, which would benefit improved financial health.

There were responses that our UCCWC website and newsletter are important to congregants. There were requests to post our Church calendar on Google calendars for easier online access, for improved open Wi-Fi throughout our facilities, for streaming Sunday Services, for online access and, in general, for improving our IT infrastructure.

Improved communication and IT infrastructure will be critical elements for our congregation to reach explicitly stated aspirations:

- Increase membership, particularly by recruiting more young people and young families, with vibrant external communication that will enable outreach and attracting new membership
- Achieve a greater presence in our larger community, including at events and building connections in our Orenco community; we want to be known for our focus on Service to our community.

Recommendations:

From the above themes, recommendations emerged for what congregants want emphasized and changed in the near term and to be planned for the longer term. Those recommendations are:

- 1) Develop a Planning and Implementation Team of 8 to 10 members. A Board-approved Charge is attached. Some of the tasks may be delegated to standing committees – for example, the Worship Team could plan on diversifying religious traditions which are presented as part of its Charge with the recommendations from this report
- 2) Identify “low-hanging fruit” and start immediate changes. Conversations stimulated by these discussions with the Board and with focus group participants may already be leading to some small steps – a more planful budget/pledge drive process for this upcoming fiscal year, for example
- 3) View the items under Capacity as a reference tool for the development of a multi-year working plan with annual goals and outcomes, and tactics/tasks to accomplish the annual goals and make progress on multi-year goals. The Vision Committee believes we need to work in a planful way to increase capacity, so we can do the things the congregation would like to do.

The working plan should be reviewed (accomplishments, challenges, assessment) and updated biannually by the Board and working committees and shared with the congregation. Capacity areas to be developed:

- Leadership Development
 - Organizational Assessment
 - Staffing and Succession Planning
 - Financial Planning
 - Building/Facilities Planning
 - Communication Infrastructure
- 4) The items under the Theme areas and the recommendations below, may be delegated to responsible standing committees, included where appropriate in the overall plan, or used as advisory as the church develops priorities for action:
 - Support our affinity groups and promote new groups, especially for men, young adults and families; including by having events in the evenings or on weekends
 - Have more “expert” guest speakers and speakers of color; promote variety in services and messages, including from non-Christian Religions, such as Islam or Buddhist and those speaking to pagan or humanist values
 - Review annual, predictable content of heritage Services, striving to be fresh and inspirational to rejuvenate us
 - Promote lecture series with known speakers of wide community interest
 - Honor our UU Principles and diversity by striving to attract diversity in new members
 - Create more music opportunities, such as different music styles, more choir days and more special music, supported by budget investment in music activities
 - Develop more child, youth and adult educational opportunities, investing in RE to attract new membership, retain existing membership and build our youth programs
 - Develop our youth social activities.
 - Expand resources and priority for outreach and social justice by developing greater exposure in our local community and UUA, expanding special outreach opportunities, increasing service opportunities outside working hours and seeking family-friendly service opportunities; consider LGBTQ outreach for adults and homeless youth.

Next Phase Charge: Planning and Implementation

The following Charge is approved by the Board of Trustees for our next phase: Planning and Implementing changes, based on Vision Report recommendations and continued involvement from the congregation for near-term changes and longer-term Planning.

Planning and Implementation Team Charge May 2019

The UCCWC Board of Trustees does hereby charge the Planning and Implementation Team to develop plans to implement the Vision of UCCWC's members as stated in the Report of the Vision Team of May 2019.

1. The Team:

- a. The Team will be composed of six to eight core members of the congregation selected by the Board to represent the range of interests and demographics of the congregation. For continuity, this Team should contain several of the Vision Team members.
- b. The core team will be supplemented by temporary members from standing committees as requested by the Team.
- c. The Board members, Mark Bischoff and Teresa Goodell, will be members of the Team and liaison to the Board.
- d. The Board will select replacement team members for any who decide not to continue to serve during the tenure of the Team.

2. The Team will:

- a. Adopt a Team Covenant and a set of behavioral norms.
- b. Select a member(s) as a chair person or co-chair persons.
- c. Decide where and when to meet and how often.
- d. Use the UUA provided document "Vision, Mission and Covenant: Creating a Future Together" and other UUA sources as a guide for developing plans to implement the church's vision.
- e. Develop plans to implement Vision Report recommendations. Work with existing committees and staff on the recommendations.
- f. Create estimates of cost and timelines for implementing the recommendations.
- g. Review the progress of the Vision Recommendations bi-annually.
- h. The Team will develop a Communication Plan for Board approval. The Communication Plan will outline how the Team will communicate the Team's progress, timelines and goals to the Board and the congregation.

3. Expenditures shall be approved by the Board of Trustees.

#2 What activities at church are important to you?

Affinity Groups/Small Groups	1
Covenant Groups	41
Humanist Group	24
CUUPs	22
Circle Suppers	20
Book Group	18
55 & better	16
Women's Dinner Group	12
Yoga	8
Meditation group	7
The Ramblers	7
Soul Collage	5
Great Decisions	4
Game nights	3
Men's Group	3
Craft group	2
Dances of Universal Peace	2
Dream Group	2
Tai Chi	2
<i>subtotal</i>	198
Service Projects/social justice	54
Change for the Good (SOS)	18
Marching in parades	11
Veteran's Projects	10
Homeless Advocacy Monica's House/Family Promise	6
H.O.P.E.	5
Rebuilding Together	3
Special drives	1
Political action	1
Special collections (school supplies, mittens, etc.)	0
<i>subtotal</i>	108
Committee work/service to the church	24
Church maintenance (AKA Thursday Work group)	36
Choir/ Rehearsal	31
Worship Team	12
Communications team	6
Green sanctuary	6
Service to congregation opportunities	6

Visioning	5
Usher/greeter	4
Working in the kitchen	2
Membership team/integrating new members	2
Hospitality (making coffee, etc.)	1
Being on the board	1
<i>subtotal</i>	136
Religious Education	
Children's RE	48
Adult RE	13
Middle & Teen RE	4
<i>subtotal</i>	65
Pastoral Care	41
Shawl group	19
<i>subtotal</i>	60
Sunday Services	20
Diverse services	5
<i>subtotal</i>	25
Social Events (i.e. Halloween Party)	25
Community Garden	17
Renting building to other groups (AA/Islamic)	10
Social hour after	9
Welcoming Congregation	8
Website	4
Music	2
Medical Equipment closet	1
Newsletter	1
Playground for kids	1
COMMENTS:	

Making sense of the numbers- Participants were asked to list multiple responses to the questions, so the number of responses do not indicate the number of people who responded. For example, one person could have written more specifics about the music (the choir, Ingrid, special musicians and variety), another participant may have just said "the music".

#3 What connects you to our church, what keeps you coming back?

The people (community, fellowship/friends)	83
friends/friendships	11
Support from other members	10
Rev. Christine	10
Meeting authentic/like-minded people	9
Opportunities to serve the church	3
My spouse	1
<i>subtotal</i>	127
Core principles/values	64
Support of individual differences in views	5
Absence of dogma/freedom of belief	12
Desire to build a better world/without war/classless	1
Voice of reason in the larger community	1
Desire to stand witness for humanity	1
<i>subtotal</i>	84
The Music	60
Singing with congregation and in choir	3
Music staff and others	4
<i>subtotal</i>	67
Intellectual stimulation & inspiration (combo)	34
Spiritual nourishment	12
Learning	13
<i>subtotal</i>	59
Sunday Message	10
Guest Speakers	7
Lay worship Team	7
Variety	5
Exposure to variety of religious beliefs	5
Reflections	3
Spiritual Diversity	2
Unusual, motivating external speakers	1
<i>subtotal</i>	40
Children's/Youth RE	21
Exposure of youth to variety of beliefs	5
<i>subtotal</i>	26

Social Justice activities	29
Desire to be of service to others	3
Opportunity to spread UU message by volunteering	1
<i>subtotal</i>	33
Volunteering and serving opportunities; committee work; property maintenance	15
Environmental activities	1
<i>subtotal</i>	16
Social gatherings and events	25
Joys & Concerns	8
Good financial decisions	6
Convenient location	6
Variety/diversity of people, programs, and/or services	5
Groups	5
Social hour	4
Welcoming building	4
Covenant groups	2
Gardening	2
Outlet for sharing creativity and talents	1
Good congregation size	1
Convenient location	1
Good vibes/ safe place for people	6
Welcoming congregation/diversity/no cliques	25
Socializing without surveillance	1
<i>subtotal</i>	26
Meditation	5
Routine	4
Lifelong UU	1
COMMENTS:	

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#4 What do you want to see more of, what would excite you?

More social activities (pot-luck after church/movie night, congregational picnics/etc.)	48
Intergenerational/multi-generational activities	16
Large group activities like camping	15
More youth activities	11
Social activities for kids outside RE	9
More social groups/activities for young adults (20s, 30s, singles)	7
Outdoor activities (hiking, camping, BBQ)	6
More family activities	4
Informal spontaneously friendly acts; i.e. invite to members house for dinner after 2 visits to church	1
<i>subtotal</i>	116
Expanded RE Programs	7
More adult RE classes	50
OWL (Our Whole Lives) RE curriculum	18
Adult OWL	7
More non-parent RE volunteers	2
Dedication to anti-bias education/practices	5
More effort to keep teens in RE	4
More connection with yo-yos/youth	1
Paid RE Coordinator	1
<i>subtotal</i>	95
More social justice/ service activities	32
LGBTQ outreach for adults and homeless youth	10
Group activities (Parades, Food Bank, SOLVE)	9
more service opportunities outside working hours	6
Supporting military families	6
more family friendly volunteer opportunities	5
maintenance crew outside of working hours	2
more special outreach projects (support refugee aid orgs., sponsor	2
Vets	2
more participation in marches	1
prison book drives	1
opportunities on website to donate to causes	1
<i>subtotal</i>	77

More small groups/ small group activities	
Men's groups	13
Women's retreats	7
Revive Amitor lectures	7
Bingo	6
Adult cooking classes (with Kojuko Ikeda)	6
Walking/hiking group	4
55 and better	3
Circle suppers	3
Animal ministry	3
Evening covenant group	3
Women's groups/ dinner group	3
Folk dancing	3
More covenant groups/ more evening groups	3
Over 70 basketball team	2
More discussion groups	2
Book group	1
Poker nights	1
Theology Pub	1
Daytime Humanist group	1
Groups for young adults	1
More daytime covenant groups	1
<i>subtotal</i>	74
Greater exposure in community and UUA	24
Cooperation with other local congregations	15
Visiting other UU churches/sharing ideas	13
do more for neighborhood; especially poor & elderly	7
Host community meetings on race, environment, etc.	3
Taking public stands on matters of the day	3
Cross-religious learning opportunities	2
Habitat for Humanity	1
more effort to bring community into garden	1
attract more diversity	1
Partner with other churches on social justice issues	1
Create sister church relationship with Hispanic church	1
<i>subtotal</i>	72

Making sense of the numbers- Participants were asked to list multiple responses to the questions, so the number of responses do not indicate the number of people who responded. For example, one person could have written more specifics about the music (the choir, Ingrid, special musicians and variety), another participant may have just said "the music".

#4 What do you want to see more of, what would excite you?

Variety of sermons	2
"expert" guest speakers (pagan, humanist scholars; an Imam, Monk, etc.)/ more guest speakers	26
occasional well-known speaker	1
Less talk, more juice; "better" sermons	6
more positive messages from pulpit	7
Participatory services	3
more meditation practice in service	3
include personal stories/ life changing experiences	1
More guest speakers of color	9
Emphasis on the UU Principles	7
<i>subtotal</i>	65
Expand membership	3
more recruitment of young people & families	20
diversity in membership	12
ways to engage new people	4
Strategies to keep fringe friends involved/drawn in	3
more weekend activities that would bring in new people	1
<i>subtotal</i>	43
More fiscal responsibility	1
Increased financial stewardship/more open regarding money	28
Capital campaign	7
More "fun" fund raisers	4
more pledges	1
Planned giving info session	1
<i>Subtotal</i>	42
Improve building & grounds	7
Better AV system with screens	11
standing tables for social hour	7
AC in sanctuary	5
sound-proofing for social hall	3
larger paved parking area	3
carpet/paint	2
preserve our building	1
"see-through" windows in sanctuary	1

better handicap access	1
LED lighting/better lighting	1
<i>subtotal</i>	42
More music (kids' choir, small groups)	15
different styles of music/guest musicians	13
accessible music for non-musicians	6
in house concerts	3
More rock music on Sunday morning	1
more Sunday choir days	2
<i>subtotal</i>	40
Larger sanctuary	6
More RE space	10
<i>subtotal</i>	16
Honoring different religious practices/diversity	16
More participation on committees/teams	3
Leadership development training/classes	7
larger pool of volunteers for Family Promise	4
improved involvement in church governance	1
opportunity to help with web-site updates	1
<i>subtotal</i>	16
Increase "advertising"/more members= more \$	13
welcoming signs visible from MAX	2
<i>subtotal</i>	15
Church disaster preparedness and resources	10
Visiting other churches, exchange services	8
Church calendar available via Google calendar	8
Build a peace culture/no war	7
Mid-week services- healing, Taizé, younger people	6
More rentals to like-minded groups	4
Map with pins for members	3
Financial support for travel to UU conferences	2
More understanding & practice of the democratic principle	1
Vests to identify different committee members	1
Having services available on video	1
More news about our community/people	1
More women in power	1
COMMENTS:	

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#5 Imagine that there are no limitations, what would you dream of for our church?

Improve facility (i.e. beautify/renovate sanctuary, elevator, new carpet, padded seats, better sound/AV system, air conditioning, remodel kitchen, paved parking lot)	49
better handicap access indoors (elevator)	18
Improve outdoor area (labyrinth, meditation garden, raised beds, improved playground, patio, landscaping, etc.)	17
modern kitchen	14
Padded seating	12
new carpet and paint	8
Better AV system	8
Air conditioning	6
Sanctuary "my children would like to get married in"	6
labyrinth/ espresso bar	4
a big garden with fruit trees, flowers and produce to donate	3
relocate rodents	3
sound dampening in social hall	2
bigger paved parking areas	2
pipe organ	2
remodel cry room to be more historically congruent	1
stained glass windows	1
Recognition of improvements made	1
<i>subtotal</i>	157
Greater presence in the larger community	51
Build a homeless program, including a building to house people	19
Build ties with other progressive organizations/churches	11
Bring in big name speaker of wide community interest	7
Events to bring in the general public (craft fair, fun fair, etc.)	6
Regular art displays	6
Weekday preschool/childcare program	5
have more community-focused orientation	5
be known in the community for our service	3
doors always open	2
known for taking a stand on issues	2
rentals to groups offering a variety of classes; parenting, relationship/marriage, non-violent communication, peace	1

education, etc. to get larger community into the church	
more connections with Orenco community	1
annual lecture series	1
monthly potlucks open to larger community	1
After-school child care for local school	1
"tiny" library at the corner	1
Become a hub of Interfaith Action network	1
Community minister to serve larger community	1
Matchmaking service	1
<i>subtotal</i>	126
Increased membership (>200 members, more families, robust RE, more volunteers,	41
more diversity in congregation	33
Two services	9
Enough growth to add younger, dynamic minister	8
vibrant external marketing	8
Attract families with lots of kids and teens	6
Enough growth to justify a youth minister/ or to support programming	3
Outreach to underserved groups; minorities, women, LGBTQ	2
Enough growth to require support more clerical staff	2
Taskforce/workshop on growing a church thoughtfully	2
Volunteers to lead and participate on every team	1
<i>subtotal</i>	115
More space (build a larger building/ fellowship hall, expand sanctuary, RE space, yurt)	47
new, modern facility (sanctuary, RE, Social hall)	14
new or remodeled social hall/kitchen, more room	13
larger RE classrooms	7
SMART building	7
larger playground	5
larger sanctuary	4
larger social hall	3
recreational facilities	2
facility for offering classes to immigrants	1
<i>subtotal</i>	103

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#5 Imagine that there are no limitations, what would you dream of for our church?

Financial Health	3
Funds exceed our budget every year	27
more donations to like-minded groups	1
Realistic budget with positive cash flow	12
<i>subtotal</i>	43
Attract more diversity/strong commitment to equity issues	34
More paid staff; more paid time for staff	15
review staffing needs: 1) co-ministers, male and female	8
more paid time for music director and accompanist	1
<i>subtotal</i>	24
More social events, esp. with food	8
Summer socials w/food & music	5
intergenerational programs/activities	8
Outdoor activities (camp, hike, climb)	2
<i>subtotal</i>	23
Children/Youth/ Family	
Consistent RE teachers	5
Paid RE staff	1
Hire DRE	1
More active RE Program;	1
Older kids mentoring younger kids	2
social opportunities for families	1
Leadership training for teens	10
Active OWL program	1
<i>subtotal</i>	22
Consistently exciting & inspirational services	8
minister who radiates energy and inspiration	3
Real candles on Christmas eve	1
more guest speakers/other faiths	6
<i>subtotal</i>	18
More special interest classes; music & dance lessons, home repair, cooking, arts & crafts	9
Men's group	7
<i>subtotal</i>	16
Summer institute/camp	11
Still vibrant in 10 years	11
More social outreach- less talking, more doing	9
Host meals-on-wheels or Soup kitchen	1

<i>subtotal</i>	10
Identify/train staff and lay leadership who are enthusiastic/visionary to bring us into future	9
Red Cross blood drive	7
Convenient location	6
Scholarships for education	6
Small work parties for appearance updates	6
System to match needs with volunteer skills	6
Path to Max segregated from traffic	5
Small group retreats	5
Evening services mid-week	4
Counseling services for all	3
Streaming the services	3
UU members informed about/can go to conferences	3
11 a.m. service	2
More organized IT and communication system/ stronger online presence	2
Succession plan (for minister, paid staff & key leadership)	2
Church doing scientific research	1
Collection of instruments	1
Community Tool lending library	1
Less ministerial control of church board decisions	1
More open-mindedness about church activities	1
Open Wi-Fi	1
Outdoor clothing optional area	1
Pulpit space where anyone can book one hour to talk	1
COMMENTS:	

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