

**Olympia
Unitarian
Universalist
Congregation**

Long Range Plan

April 2003

**We, the Olympia Unitarian Universalist
Congregation, have a vision to increase
membership, supported by expanded staffing
and facilities. We envision increased
community activities, outreach and
opportunities for spiritual growth. We desire
to pay off debt, to increase individual giving,
and to set goals for funding future programs.**

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Long Range Planning Reference Binder (*Available in the Office*)

- Copy of OUUC Long Range Plan and Annual Report - March 2003
- UUA & PNWD Planning References & OUUC Membership History Graph
- Group Reports - Congregational Planning - October 2002
- Recommendations - Interim Minister - June 2001
- Congregational Brainstorming Results - September 2000
- Org Chart, Responsibility Matrix & Future Facilities Survey - 1998
- Strategic Plan - 1997 & Major Areas of Focus - 1996
- Other UU Long Range Plans - San Diego, Austin, Madison, Bethesda, Goleta

Mission

Our community is a place to grow in mind and spirit.
We promote a loving, just and sustainable world
through service, learning and action.

Congregational Covenant

The Olympia Unitarian Universalist Congregation is a caring, inclusive community bound by shared values. We welcome diversity. We respect freedom of thought and the personal search for truth. We passionately uphold lifelong spiritual, ethical, and intellectual growth. We provide opportunities and encouragement for people to act responsibly on these values and beliefs. We nurture a sense of family.

We gather to renew our connection to each other and to our world. We celebrate with music, meditation, and inspiring messages from ministers and lay people. These messages move us to tears, joy, laughter, and meaningful action.

We share an appreciation of the arts, the natural world, and the companionship of one another. Together we relish conversation, coffee, good food, and laughter. To support the well-being of this congregation, we devote our time, talents, and personal resources.

We work together to promote social justice, the rights and dignity of all people, and respect for the resources of the Earth.

Unitarian Universalist Association Covenant

We, the member congregations of the Unitarian Universalist Association covenant to affirm and promote:

- *The inherent worth and dignity of every person;*
- *Justice, equity and compassion in human relations;*
- *Acceptance of one another and encouragement to spiritual growth in our congregations;*
- *A free and responsible search for truth and meaning*
- *The right of conscience and the use of the democratic process within our congregations and in society at large;*
- *The goal of world community with peace, liberty and, justice for all;*
- *Respect for the interdependent web of all existence of which we are a part.*

The living tradition we share draws from many sources:

- Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and an openness to the forces which create and uphold life;
- Words and deeds of prophetic women and men which challenge us to confront powers and structures of evil with justice, compassion and the transforming power of love;
- Wisdom from the world's religions which inspires us in our ethical and spiritual life;
- Jewish and Christian teachings which call us to respond to God's love by loving our neighbors as ourselves;
- Humanist teachings which counsel us to heed the guidance of reason and the results of science, and warn us against idolatries of the mind and Spirit
- Spiritual teachings of earth-centered traditions which celebrate the sacred circle of life and instruct us to live in harmony with the rhythms of nature.

Grateful for the religious pluralism which enriches and enables our faith we are inspired to deepen our understanding and expand our vision. As free congregations we enter into this covenant, promising to one another our mutual trust and support.

II. Background

The OUUC Long Range Planning Committee was authorized by the Board of Trustees in August of 2001. The committee's purpose is to study and analyze the current church community as to service needs, program needs and religious needs, using the input from the respective areas and the whole congregation, their anticipated future requirements, dreams and hopes.

The committee examined the results of past visioning. The committee also designed an approach for updated congregational input in the fall of 2002 to take advantage of the renewed energy after a full church year with excellent guidance from a new permanent minister.

The following document represents the results of that group process. It is a **consensus** view of our dreams and hopes. It describes the **direction** in which we would like our congregation to go.

III. Current Situation

Early in 2003 OUUC finds itself with 209 members. We have a staff of a permanent minister, church administrator, religious education director, music director, minister associated, custodian, and sexton. We are closely affiliated with the Out of the Woods organization which provides homeless services using OUUC facilities and has a homeless shelter staff.

We have a number of active and well-attended programs, including two Sunday morning worship services and religious education programs. We sense the limitations of our space primarily during Sunday mornings. Our average attendance is measured by our early service on Sunday morning which is also our highest attended service averages 96. Our later service on Sunday morning averages 61. During the summer our one service averages 88. Our RE attendance over both services is about 85, based on about 80 registered students and an average of about 5 unregistered attendees.

The main building is used for multiple programs during the week, both our own and on a rental basis. We rent out our sanctuary to another religious group for all except a maximum of four Saturdays. In recent years we are finding ourselves using our maximum of four Saturdays for our own programs. The "Annex" is used primarily for a homeless shelter (under direction of "Out of the Woods", an affiliated group) but also for classroom and meeting space.

We also have an extensive and active small group ministry, support facilities to provide homeless shelter services to our community, and offer a number of other events and programs reflective of our interests and perceived mission within our community.

Our expense budget is approximately \$246,000 of which 54% is for staff, 25% is for debt service, 8% is direct support of our programs, 8% is for dues and overhead. Facility upkeep is about 5% but is offset by rental income of about 5%. Approximately 1% of our budget is for charitable causes. Primary budget support comes from our 170 pledging units which includes members and friends. We recently received a Chalice Lighter's grant to refurbish and improve our building use and received a private donation for improving our landscaping.

For assets we have a ten year old main building used for church programs and outside groups. We have contiguous property, a site for our annex - an older house - which is used for a homeless shelter, classes and meetings. Land and buildings have a book value of \$600,000 (market value has not been determined) and we have a debt of \$305,000 associated with this property. The bulk of this debt will come due in 2007 by which time we will need to have accumulated the necessary funds to make this payment, have refinanced, or have taken other action in accord with our mission and vision.

We have an active volunteer base providing leadership and resources for programs and support within our congregation. As volunteers, our congregational leadership and direction is set by our Leadership Team consisting of the Board of Trustees, Committee on Ministry, Chairpersons of Committees, and OUUC Staff.

IV. LEADERSHIP TEAM MANDATE

In five to ten years...

We, the Olympia Unitarian Universalist Congregation, see ourselves as growing - growing in numbers, diversity, and significance in our community.

We see programs and services in a larger space - religious education space, worship space, and socializing space.

We see increased staff support - director of religious education, music director, administrator, as well as additional staff - associate minister, community life minister, and youth support staff.

We see ourselves continuing current support for community services and an increased level of congregational and personal resources, both time and money, in fulfilling our role to create a better world.

It is our priority to be proud of our adequate compensation systems for our staff. It is our priority to get on top of our funding - pay for current space then focus on future space. It is our priority to be a significant force in this community - to really make a difference.

Today, our vision still reflects the vision from the September 2000 Congregational Survey:

"The challenges and opportunities presented by growth are the focus of most respondents. One of the highest priorities is to provide larger and more accommodating spaces for all OUUC programs and activities.

Financial stability and security is a related and frequently cited goal. This includes support for a full-time Director of Religious Education as well as just compensation for all staff.

Many desire a growth in membership and greater racial and ethnic diversity. The number of youth is growing in the congregation and many seek more programs for youth in all aspects of congregational life.

A less tangible but deeply felt goal is for the OUUC to be more involved in actions to improve

the lives of those in our larger community. Underlying all our goals is a widely shared desire for a more open, embracing, healing, and sharing community. There is also considerable interest in developing a more vital program of adult religious education."

Clearly, **recurring themes are a mandate** to our Leadership Team to set annual goals as steps toward our **five to ten year vision of our preferred future!**

V. HOW WILL THIS PLAN BE USED?

The Long Range Plan answers the question "Where Do We Want To Go?" How we get there will be developed month by month and year by year through our assessment process.

This Long Range Plan provides the basis for the annual assessment which is being developed by the Board and the Committee on Ministry. This Long Range Plan will be used for about three to five years, after which time, we will again initiate a Mission, Vision, and Strategic Plan process.

Specific time-line for Planning:

- April 2003** - Long Range Plan approved by Congregation
- May 2003** - Leadership Team sets annual congregational goals in accord with our Long Range Plan
- June 2003** - Committees and Professionals develop annual action plans in an effort to accomplish the goals
- April 2004** - Annual Reports, Mission/Vision follow-up and Congregational approvals
- May 2004** - Assessment Workshop and new annual goals.

As we go forward to goal setting and action plans:

- It is the responsibility of the Leadership Team:
 - to set goals in accord with the plan
 - to develop action plans by using the wealth of ideas in the appendices of this plan and in the Planning Reference Binder
- It is the responsibility of the COM:
 - to convene and facilitate the Leadership Team in the process of assessing our direction and progress on our plan
 - to initiate a re-visioning process at the appropriate time

V. Narrative: Our Preferred Future

In five to ten years ...

We will have begun to reap some of the rewards of our goal setting to arrive at our preferred future. A sense of energy will pervade, with a hubbub of activity. Programs and services will be so popular they sometimes have waiting lists. We will be **the** local voice for representing the broader and inclusive view on the issues within our society and in our local community. We will have separate religious education classrooms for children and adults. We will have a schedule that maximizes the use of our large space and still retains the energy and synergy of Sunday morning as the hub of OUUC activity. Our energy and space utilization will continue throughout the week in support of the many programs, community services, and activities, as well as outside groups whose aims we support. Yes we will have sufficient space, just barely, but never quite as big as we would like!

OUUC will be a thriving, energetic community of thoughtful, questioning people of diverse ages and ethnic origins, who ponder such questions as the mysteries of life and the quality of life for all people. Members will be active on many levels within the church and within the community. They will share a sense of community with other members, with all the peoples of the world, and with the earth itself. Our members will care for each other when special needs arise. We will be well known as a "welcoming congregation;" people know they will be accepted and genuinely welcomed here. Activities will abound for individual enrichment, from small group ministry to meditation services to song circles to "building your own theology" groups. There will be an abiding sense of being on a deeply satisfying journey together.

OUUC will be a congregation of diverse membership fully engaged in the wider community. In support of member and community services, OUUC will have a spacious building and grounds in a beautiful

setting to come together, to enjoy our varied and diverse sense of worship. We will have room for the Religious Education program and different adult programs to happen at the same time. We will continue to be growing in membership and pledging units. We will have a sense that we have financial stability as people enjoy the facility we have and feel a commitment to percentage pledging to continue to expand our facilities.

We will have increased our staffing to keep up with our growing congregation and we will be paying our staff fair wages and benefits.

Members will be encouraged to search for a personal "theology" that provides meaning and inspiration and a basis for action. Our worship services will be inspiring and thought provoking, effectively integrating the emotional with the intellectual. Nature will continue to provide us with peace and inspiration through the windows of our sanctuary. The wondrous music will continue to enhance the message and create the moods we share such as awe, meditation, and rejoicing.

Our diverse membership will share with each other the stimulus for growth and development of the spirit as demonstrated in individual insight and expression, and energy expended meeting the needs of the community whether it be the hungry, the homeless, environmental threats, abuse, peace marches, or other issues as they arise.

Our children will continue to be our most important "investment." The Religious Education program will be vibrant and exciting for young and old alike. There will be a significant participation from non-parental adults as well as parents. We will be recognized as providing an important resource for parents seeking a non-dogmatic spiritual direction for their children. The program will be rich in activities that introduce our children to other worship practices, the importance of service to others and causes that promote global well-being.

V. COMMON GOALS FOR ALL CRITICAL ISSUES

What we want to accomplish **in five to ten years** to achieve our mission:
(numbers in parentheses indicate how many group reports in which a goal is mentioned)

Membership

- Major increase in membership (4)

Staffing

- Full-time Director of Religious Education (4)
 - Increased time for Music Director (4)
- Additional part-time (or more) minister (3+)

Space

- Increased seating in sanctuary (5)
 - Increased “social” space (5)
- Repair/maintain existing facilities (2)
- Increase/improve Religious Education space (2)
 - Continue a homeless shelter (2)

Funding

- Increase giving by existing members (4)
- Pay off existing debt before taking on more (2)

Activities and Actions

- Increase visibility and outreach in a variety of ways (4)
- Provide activities for members that support and encourage personal and spiritual growth (4)
 - Use church facilities to increase community awareness of OUUC (3)
 - Recognize support and participation of existing members (2)

NOTE:

The numbers in parentheses indicate frequency of mention for each goal. However, since each of the critical issue groups focused on a different issue, a lower number does not necessarily indicate a lower level of support for a goal - it may only indicate relevance to each of the five critical issues - Program, Community Life, Spirituality, Sustainability, Financial Stability.

VI. Details of the Congregation's Vision - Matrix

Here we view OUUC's vision through five critical issues - all developed through a **consensus** process at an all-church event in October 2002.

1. CRITICAL ISSUE - PROGRAM: The work, study, and worship of the congregation

What we want to accomplish in the area of **Program** to achieve our mission:

Membership	Staffing	Space	Funding	Activities
Develop a plan for bringing in new members	Expanded	<ul style="list-style-type: none"> Expand - Priorities: <ol style="list-style-type: none"> Substantial increase in RE class space Increase social space, e.g. enclosed patio space Enlarge sanctuary Bring annex up to building code Meet sanctuary space needs on interim basis by extending RE class schedule 	<ol style="list-style-type: none"> Strategic plan (2-3 years) for paying off debt ASAP. Increase funding by developing <ul style="list-style-type: none"> Strategic plan to increase giving by current congregation Capital campaign for building expansion; dovetail with debt reduction plan Plan for bringing in new members Charge committee with developing 2-5 year plan to increase giving from current membership through annual goals and education re: connection between program and funding. 	

2. CRITICAL ISSUE - COMMUNITY LIFE: Visibility, Social Action

What we want to accomplish in the area of **Community Life** to achieve our mission:

Membership	Staffing	Space	Funding	Activities and Actions
More involved in community service	<ul style="list-style-type: none"> Full-time DRE to include high/middle school teaching DRE trained in UU curriculum Pay a full-time Community Life Minister 	<ul style="list-style-type: none"> Need space – for groups to sign up volunteers Visibility Close in the patio? 	<ul style="list-style-type: none"> Dues, Associated Ministries Dedicate greater percentage of our resources, both finance and time, to community service. Recognize community service financially for 2 years -- pay a community minister. 	<ul style="list-style-type: none"> Interconnected visibility – Join existing groups, not start new ones Clarify OUUC's role re: charity, e.g. homeless shelter, Bread & Roses Engage congregation more in community service & publicize Give recognition to members engaged in community service Focus on other nations and cultures Make church a hub for community service activities Evergreen connection Integrate RE & social service – teach Adult, high school, middle school RE

3. CRITICAL ISSUE - SPIRITUAL LIFE: Worship and Ministries. Care Committee. Rites of Passage

What we want to accomplish in the area of **Spirituality** to achieve our mission:

Membership	Staffing	Space	Funding	Activities and Actions
350	<ul style="list-style-type: none"> • Full time DRE • 1.5 ministers • Full time administrator + • ½ time asst. administrator • ½ time music director 	<ul style="list-style-type: none"> • Seating capacity of 250 • Fellowship hall • Adequate parking 	<ul style="list-style-type: none"> • \$500,000 budget • Pay off building first, then develop capital fund. 	<ul style="list-style-type: none"> • Building Your Own Theology very important • Music, outreach, variety, diversity important. • Experimental forms of services. • Central place/service

4. CRITICAL ISSUE - SUSTAINABILITY: Serving our Membership. Outreach. Environmental Values

What we want to accomplish in the area of **Sustainability** to achieve our mission:

Membership	Staffing	Space	Funding	Activities and Actions
<ul style="list-style-type: none"> • Double Existing Number • Diverse as local community 	<ul style="list-style-type: none"> • Full time minister • Assistant minister (intern) • Full time DRE • Paid youth advisors • Full time administrator • Up to full time music director • More custodial work (security & maintenance) • Bookkeeper • Volunteer coordinator 	<ul style="list-style-type: none"> • Larger, extended sanctuary • RE Wing / Social Hall • Homeless shelter • Retirement home • Sitting room-Library • Atrium/Deck/Latte stand • Retreat Center with space for peace rallies, gym, wedding receptions • Buying farm across cul-de-sac? 	<ul style="list-style-type: none"> • Explicit goals determined annually in terms of church & personal income (5% of adjusted GI). • Income from auction, rentals. 	<ul style="list-style-type: none"> • Membership attracted by booths at festivals, newspaper articles, campus ministry, publicizing adult RE activities, radio/video of minister’s sermons • Membership sustained by welcoming, mentoring, small group ministry, following up “lost souls,” burn-out prevention, life span programming, training/developing members.

5. CRITICAL ISSUE - FINANCIAL STABILITY: Fund-raising. Endowments

What we want to accomplish in the area of **Financial Stability** to achieve our mission:

Membership	Staffing	Space	Funding	Activities and Actions
350 pledging units	Additional staff: <ul style="list-style-type: none"> • Part-time bookkeeper • Minister Associated is on the payroll • Full-time DRE • Part-time ministerial intern. 	2007: <ul style="list-style-type: none"> • Still at 2200 East End St., but land purchased for new building for current congregation and expansion room for a congregation of 500 families, complete with commercial kitchen, space for sit-down dinner congregational dinner. • Building is rented frequently for both income and community visibility. • Support homeless shelter and transitional housing in conjunction with other community organizations. Facility is in good repair. 	Principles in place: <ul style="list-style-type: none"> • Transparency: Members can access, know and understand church finances • Solvency: Current expenses and debt service covered by current income • Sustainability: Fund depreciation • Fair compensation: Salaries and benefits consistent with UUA guidelines • Equity or fair share: Members contribute an increasing % of gross annual income • Responsibility: Investment consistent with UU Principles. 	<ul style="list-style-type: none"> • Classes/workshops offered to an engaged congregation on person budgeting, life planning, & money’s relation to spiritual life. • Provide tangible recognition of contributors. • Building rented frequently for income & community visibility. • State-of-the-art technology for record keeping.

Appendix A: Results of Prior Planning

Results from prior congregational brainstorming and planning

(Includes selected items from congregational survey, vision Sept 2000, 1998 strategic plan, ad hoc space committee, RE Dreams 98, and Interim Minister observations)

Desired Year 2006 Vision

- Larger facility -- 48
- Intimacy/belonging/affinity groups - 22
- Financially sound - 21
- Social advocacy/community presence - 13
- Increase in staffing - 16
- Music/choir/youth choir - 12
- Intellectually challenging - 9
- Retirement home - 6

Space (generally envision larger space or move to larger building)

- Existing Space - how use the space we now have efficiently
- possibly experiment with service times, RE times and programs
- establish space committee to set policy and develop options
- alternative floor plans for sanctuary posted in Worship Arts closet
- assign primary responsibility for each space area
- Temporary New Space
- Permanent New Space
- Obtain City requirements and regulations for our property
- Obtain current building assessment of value

Programs & Services and space needs

- RE - programs, different classes, worship

area, outdoor area

- Special Needs access to RE programs
- Retain/Attract Visitors/New Member Mentoring
 - Social Justice Programs
 - Earth-based spirituality programs
- Coffee Hour
- Junior Choir
- Music
- Choir
- Adult RE - Lifespan RE
- One Service
- Support Groups
- Affinity Groups
- Library
- Lunch after Service
- Increase in attendance
- Increase in staff
- Institutional Kitchen - dinners/lunches
- Foyer/Reception Area
- Lounge/Meeting Area
- Church Band
- Earth-based Spirituality weekly service
- YA groups/programs
- TESC programs
- Summer Day Camp
- Space Committee (to manage space)
- Annual Program Evaluation (COM)
- Office/Janitor/RE Storage cabinets
- Rooms dark enough to show slides or film

Community Services and/or New Space

- Replace/rebuild Annex
- Bring in portables
- Build enclosure behind foyer
- Pool
- Gym

- Retirement Home
- Rink
- Arts Center
- Conference Center
- Presence/visibility in community
- Campus (1997 Plan)
- Transitional Housing (1997 Plan)
- Community Resource
- Social Justice - display tables, current project resource info
- Social Advocacy - shelter, dinner, office
- Build on eastern end of parking lot
- Find existing space elsewhere

Grounds

- Trees
- Greenhouse
- Garden
- Trail
- Parking
- Alternative Transportation support (bus, bike)

Finances

- Debt Free
- Endowments
- Compensation - increases, including Social Advocacy

Staff

- Full time DRE - Lifespan DRE
- Associate Minister/Co-ministers
- Groundskeeper
- Joyful Volunteers
- Volunteer Coordinator

Appendix B: Short Term Recommendations of the Ad Hoc Space Committee - 1998

Policy/Leadership

- Develop a shared attitude about our space by educating the membership.
- Develop shared ground rules about how space decisions are made.
- Identify individuals who are responsible for spaces (i.e. Kitchen).
- Charter a group to be responsible for space issues and integrated uses.
- Develop daily use policies.
- Begin new visioning process with the congregation.

Square Footage Options

- Expand south from the sanctuary.
- Expand north from the RE wing.
- Build enclosure behind the foyer.
- Rebuild the annex.
- Raze the annex for parking.
- Raze the annex for a new building.
- Build a new building on the eastern end of the parking lot.
- Bring in portables.

Space Management

- Post lists of appropriate contents inside the door of each closet.
- Mark large portable items with their home location.
-

- In the kitchen, mark cupboards and drawers, identifying contents.
- Develop a floor space diagram for each room, showing how rooms should be left. Post it next to the light switch.
- Develop several alternative floor plans for the sanctuary. Post these plans inside the Worship Arts closet.
- Identify storage for sanctuary platforms when not in use.

Storage

- Office Shelves
- Mitchell Closet Shelves
- Nursery Cabinets
- Anthony Cabinets
- Bergh Cabinets
- Utility Closet Lock

Amenities

- Foyer Mail Slot
- Foyer Hot Files
- Announcement Case
- Office Door
- Rear Foyer Waste Can
- Music Closet Waste Basket

Other

- Hvac In Nursery
- Covers For Kitchen Recycle

Appendix C: Individual Recommendations - Congregational Planning Event - October 2002

Category	MEMBERS	STAFF	SPACE	FINANCE	ACTIVITIES
General	<ul style="list-style-type: none"> • 400 members • Build larger group; grow to 250-300 pledging units (2) • 300-400 pledging units • 500 members (2), 25% people of color • Larger membership is needed to accomplish goals • Areas for focus: more diversity, TESC, (2) young adults (2), • Attendance book 	<ul style="list-style-type: none"> • Benefits package update for all staff (within 1 year) (2) • Compensation re-evaluation updates – according to UUA guidelines within 2-3 years (2) • Re-evaluation of staffing needs in terms of volunteer coordination, finance campaign management (needs will change as we grow), etc. (at 5 and 10 years). (3) • Almost everyone volunteers in some way. (2) • Ancillary services from childcare to room set up and cleaning need to be coordinated and funded. • All staff have spacious work space • All staff have significant opportunities for personal and professional growth. • Optimistic and energetic 	<ul style="list-style-type: none"> • Build 2nd floor over RE wing, for classrooms (4) • Bigger social hall (2) • Add 30 feet to the south (2), go down the slope to the East with daylight rooms under the main floor. • Space for continued growth as it ebbs and flows • social hall at patio. • Building is rented frequently for both income and community visibility. • Large enough for several groups to meet simultaneously • Bright, calm • Building use during the week • Expand building a little, including parking lot • Bigger kitchen and dining area • Congregation is welcomed by garden flowers by the door and the smell of coffee • Atrium added in 2005. Benches on decks that reach into the trees. • gym • Sanctuary for 300 people • Building stays well maintained • High loft at north end of sanctuary • Annex improved for classroom use 	<ul style="list-style-type: none"> • Congregation has easy access to budget information (2) • Congregation will have fun with fundraising (2) • million dollar budget (2) • Ongoing education on % giving; • orient canvass toward % giving, not dollar amount • Building is rented frequently for income • Ancillary services from childcare to room set up and cleaning need to be coordinated and funded. • Increase funding through membership growth • Average pledge of \$1600, 329 pledgers, 	<ul style="list-style-type: none"> • Two services with frequent choral events, intergenerational services, pulpit visits from other faiths (2) • Be more than a secondary religion. (2) • Find ways to practice our principles in daily life. • Non-task oriented gatherings (2) • Vibrant, diverse individuals and families of intelligent questioning people (2) • Newcomers feel welcome by the atmosphere of acceptance whether ready to become active or quietly present. (2) • Special services with other religious traditions, e.g. Buddhist • Host concerts, lectures • Arts Program: music, drawing, sculpture • Flexibility is important to sustainability. • Continual recording of our history. • Activities presented in a variety of formats, easily accessible. • Opportunities for individual growth, without pressuring into membership

Category	MEMBERS	STAFF	SPACE	FINANCE	ACTIVITIES
		<ul style="list-style-type: none"> • Professional staff include full time administrator (3), assistant minister (2), volunteer coordinator (4) • Children’s choir, paid choir soloists, cook • Accountant, Board support, committee liaisons • Bookkeeper: part-time going to full time with adequate space & equipment 		<ul style="list-style-type: none"> • Each family contribute 5% unless below poverty level. • Leap of faith attitude, not “it can’t be done” • growing number contributing 5%, increasing % of UUA average 	<ul style="list-style-type: none"> • Council on Committees leads effort to coordinate committee activities, schedules and needs • Connect people with common interests • A church community that enhances each person’s connectedness with all others • New and old members on all committees (2) • Events: Auction, dinner, books for literacy, OUUC retreat, women’s retreat, men’s retreat, annual picnic/mushroom hunt, strawberry festival • Choir trips to London, etc
Religious Education	<ul style="list-style-type: none"> • Maintain membership though small group ministry. (3) • Growth in RE 	<ul style="list-style-type: none"> • Full-time DRE (6) (in 1 yr) • Assistant DRE (3) (2) • More volunteer RE staff (3) • Creation of small part-time paid Young Adult Outreach Coordinator (position (within 2-3 years) (2) • Full time DFRE for youth and adults 	<ul style="list-style-type: none"> • Space for kids, welcoming and adequate • Dedicated rooms for 5 age groups plus youth, young adult/ adult RE (2) • Larger RE office (4) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Mentor program (5) • Programming for all stages of life (3) • Children’s & adult RE address & reflect our sustainable world mission (2) • End of life issues (2) • Full RE program at 2 Sunday services • Minister and associated minister participate in all levels of RE and facilitate & provide adult RE curriculum • Full year activities for youth. • Summer day camp • Publicize Adult RE offerings • Yule Play in the WA

Category	MEMBERS	STAFF	SPACE	FINANCE	ACTIVITIES
Environmental Values	<ul style="list-style-type: none"> • Half of members are active in community affairs 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Space need decisions reflect our environmental impact in land use and short and long term resource use. • Our church adjoins forested land, bringing peace and inspiration to all. • Bright, calm, close to trees and wildlife through the windows • Our parking area is focused on the needs of the less able-bodied. Remote location parking with frequent shuttles serve large functions. Alternate transportation modes are encouraged. • Recycling & use of recycled products • -water and energy conservation • -chemical free landscaping • -non-toxic cleaning 	<ul style="list-style-type: none"> • Support renewable energy resources through investments with our energy provider 	<p style="text-align: center;">Center</p> <ul style="list-style-type: none"> • OUUC models its environmental values in the community • OUUC has vans for RE field trips • OUUC shares its vision of global sustainability through forums and activism, working with others locally and regionally.

Category	MEMBERS	STAFF	SPACE	FINANCE	ACTIVITIES
Social Issues	<ul style="list-style-type: none"> • Half of members are active in community affairs 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • More space • Need space – for groups to sign up volunteers • Partner with other community groups to operate a fully licensed state of the art shelter including counseling, placement, education 	<ul style="list-style-type: none"> • Dues, Association of Ministries • The congregation financially supports its global service projects.. • 40% of giving to external causes 	<ul style="list-style-type: none"> • OUUC has vans for those unable to provide own transportation to church and to provide weekday care. (2) • Ministering to elders who are unable to attend services • Social action service projects for adults publicized • Annually, OUUC will send a delegation abroad to help others in need and to model UU principles. (2) • Anti-Death Penalty Group • Grants & scholarships (2) • Celebrate activism • Serving at Bread and Roses
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Category	MEMBERS	STAFF	SPACE	FINANCE	ACTIVITIES
Communication	<ul style="list-style-type: none"> • Newcomers find us through our web page, posters at colleges, newspaper articles & ads, other local publications, & group rental and community use of building (2) • Ongoing program of explaining who we are and what UU's have in common with seekers. • Allow others to find us through the community outreach we do • ask new members for feedback after a few months or 1 year (2) • follow-up with people who quit (2) • Use focus groups to find out what works (2) • Longtime absentees should be contacted 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Articles in Unitariana • briefings after services • annual meeting • Canvass 	<ul style="list-style-type: none"> • Be a recognized center for the free and safe expression of ideas on social, political, environmental, justice and sustainability issues. • Council on Committees publishes committee news monthly • Add web address to street sign • Radio programming of sermons • booths at fairs • newspaper articles • Word of mouth • Publicize Adult RE offerings