

# **Interim Report of the Strategic Planning Committee**

**The Unitarian Universalist Church in Eugene**

**May 22, 2005**



***We, the Unitarian Universalist Church in Eugene, are a  
compassionate, welcoming community that promotes  
spiritual growth, ethical living, and social justice in our  
church and in the world.***

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## **Preamble**

We are a strong and vital church that has doubled its membership and nearly tripled its funding over the last ten years. This growth is exciting and points to the importance of this church in an ever-increasing number of people's lives. Growth is not without consequences, however. The Strategic Planning Committee was established as a committee of the congregation in December of 2004 to investigate the current status of the programs and facilities of the church, to explore the potential of various options as we move toward the future, and to generate a five-year plan for achieving our goals. This is an interim report that presents general information and specific findings related to the congregation's desires for the church and various possibilities for accommodating continued growth. This report is informational only. No recommendations or conclusions are drawn here and there is no need for congregational action at this point. Here, we seek to inform the congregation of the work that we have been conducting on their behalf and share the information that we have gathered so that we may continue an informed discussion of our possible future paths.

## **Executive Summary**

*The Strategic Planning Committee assumed the following principles in their work:*

1. No one seeking a place to participate in a community that shares their UU values should be denied that opportunity.
2. Recommendations by the SPC about the future of this church should be grounded in the desires and dreams of the members of this congregation, both for what they each want from this church for themselves and for the role of this church in the Eugene/Springfield community.
3. Recommendations about staffing and facilities should be guided by programming recommendations, which in turn are based on the desires expressed by current members.

*The following are conclusions that have evolved for the SPC during its work to date:*

1. Based on information from UUA sources we have learned that our current size of approximately 325 members plus 90 friends is an unstable one. Churches of this size either plan for growth and expand, or shrink because potential members leave, frustrated by inadequate resources and unmet needs.
2. Based on the data gathered from multiple sources it is projected that this church will grow to approximately 600 adult members and 300 children during the next ten years, as soon as there are adequate programs and facilities to accommodate them.
3. Participation by congregation members in the Dream Catcher Gatherings indicated that the many programming desires expressed could only be supported by a larger facility with more staff. Many expressed a hope for a sense of connection facilitated by small groups within a large church community, but no one expressed a desire to be a small church with limited programming.
4. Splitting the church or seeding a new congregation is not a viable option at this time.
5. The architectural design of the sanctuary and view of the trees and sky contribute to the spiritual experience for many. The quality of the music also contributes to this. Our current aesthetic dimensions to worship point out this very important guiding value as we grow as a church.

## **Dream Catchers**

### *What We Learned from Congregational Input*

Our primary method of gathering congregational input came from what we later learned is called “The Theory of Appreciative Enquiry”, a methodology which encompasses a language of hope and requires an understanding of the variety of community relationships. It is not about ignoring or denying problems, but about reframing the questions about the problems in a way that will allow the problem to be solved in a positive way.

The Theory of Appreciative Enquiry contains the following “4 D’s”:

- Discovery, or appreciating what is,
- Dreaming, or imagining what might be,
- Designing, or finding out ways that might make the dream possible, and
- Destiny, or creating what will be

The first three steps in this sequence describe what your Strategic Planning Committee has been engaged in on your behalf. The first two “D’s”, Discovery and Dreaming, were what the Dream Catcher Gatherings were all about. We asked what we did well, what we want more of, who we want to be as a church community.

This seemed an important first step to us. We wanted to be informed by *you*. We wanted to hear *your* collective dreams. First the dream, then the plan.

### *But first the dream:*

We held ten Dream Catcher Gatherings in which 105 people participated.

At the end of February and in early March, many of you attended the Dream Catcher Gatherings, which were held both in the church and in the homes of congregants. Through the way you answered our questions, we felt that there is general consensus on the direction the congregation envisions our church community moving toward accomplishing our mission, and also what parts of our church community you valued. We also felt we had a good cross-section of the congregation represented.

Additionally, we provided written Questionnaires with the “Dream Catcher” questions for input from those who could not attend the gatherings. A few of you who were unable to attend the Dream Catcher Gatherings availed yourself of the opportunity to give written feedback to the questions. Your responses were added to those from the Gatherings.

There was a surprising consistency in your responses to our questions, and your feedback was very positive, heartfelt, and deep. For this, we thank each of you.

You told us that:

- you value our church for the sense of community you find
- it is important to you to have a professional minister, a professional DRE, professional office administration, a professionally-staffed music program, and that it is important that we have *enough* of these professional staff people to carry out programs and Sunday Services, and support functions so that they succeed
- you want more, not fewer, programs of all types

- you want an adequate, comfortable, and safe environment for our children’s religious education
- you want more, not less, worship; the “more” was not multiples of the same service, but alternative services, and more worship & spiritual growth opportunities
- it is important to you that we all be together
- you value and appreciate our acceptance of many lifestyles
- you want us to do more outreach into the larger community
- you want to do more social justice projects either at our own church or in conjunction with other churches or organizations whose values we share
- you value our children’s RE program; indeed many of you first came to our church community for that very reason
- you want more opportunity to express compassion and to be welcoming as a church community
- you want more adult religious education and other adult programs
- you value intergenerational activities
- you value the environment – everything from the aesthetics of our present church site to the need to have a “green” building
- you appreciate our music program and want more
- you want to be a church community that practices Fair Compensation of our staff and is ethical in the way we treat others and the earth
- you want more opportunity to socialize with each other and to engage in activities that help us have deeper, more intimate relationships with each other

From the input we received we feel there is quite a consensus for a common dream of our church community. It obviously has as many nuances as there are people in our congregation.

Basically, in summary, there is either a majority view or consensus that:

- a sense of community is an essential element of who we are and who we want to be
- we are and want to be a program church
- we view growth as a positive thing and we want to share our UU principles with as many people as will accept them
- we want professional and adequate staff to be a successful program church
- we want to have adequate space to carry out our dreams.

## **Staffing for Our Programs**

We are moving into solid Program Church status with 300 to 700 members. As a “group centered organization” this church will expand to have a much larger staff. The “clergy role shifts to team leadership and administration: Recruiting, planning, training, evaluating, and coordinating.” As membership and activity level grow, there must be consistent structure keeping track of logistical matters within church walls and beyond. Combined efforts of multiple staff members, lay and professional, will provide necessary program support. Despite our tendency to focus on facilities, one of the reasons why the transition between pastoral and program church is difficult is due to a needed transition in staffing. We are currently overtaxing our current staffing levels for the size of our church. For instance, PNWD guidelines suggest that

a congregation with a religious education program our size have a 50-100% time RE assistant in addition to a full time RE director. According to these guidelines, a church that is staffing for active growth should have roughly one program staff member per 100 active members (which includes both adults and children). By this criterion we are currently about 50% understaffed. Therefore, as much as we might be constrained for space, we are also constrained in staffing. Our long term planning therefore needs to address a rational plan for adding staff to support our growth. Without additional staff we will be constrained by the fact that we simply cannot support any additional programs, generate greater variety in our service offerings, continue to expand the RE program, or adequately support the needs of the current members. Pushed to the limit of adequate staffing, we are very vulnerable to changes in existing staff and degradation in the quality of our offerings. In the Dream Catcher Gatherings, no one recommended cutting existing programs to free up time for other programs. Rather, there was very strong support for everything that we do now and a desire to continue to expand upon these efforts (e.g., more small group ministry activities, more diverse service offerings including more contemplative services at alternative times, much more adult RE).

East Shore Unitarian Church in Bellevue, Washington has been noted as model for appropriate staffing at our target membership level. Below is a list of their official staff, as well as some notes on their level of compensation:

Senior Minister - Full time, paid, exempt from overtime pay  
Director of Religious Education - Full time, paid, exempt  
Church Administrator - Full Time, paid, exempt  
Membership Director - 75% (30 hrs/wk), paid, exempt  
Bookkeeper - 80% (32 hrs/wk), paid, non-exempt (eligible for overtime)  
Office Manager - Full time, paid, non-exempt  
Endorsed Community Minister - Unpaid (except for occasional Sunday services)  
Music Director - 50% (20 hrs/wk, works off-site except Sundays), exempt  
Youth Coordinator - 20%, paid, exempt  
Caretaker (1) - full time (M-F, 2 - 10 PM), paid, non-exempt  
Caretaker (2) - 50% (S-S noon - 10 PM), paid, non-exempt  
Youth Programs RE Assistant - Hourly (approx. 10 hrs/wk), paid  
Global Gallery Coordinator (children's programs on Sundays with out RE) - Contract, paid

We are currently understaffed, considering membership and program level. UUCE now has the following paid staff:

Minister – Full time, exempt  
DRE – Full time, exempt  
Music Director – 50% (20 hrs/week), exempt  
Office Admin – 75% (30 hrs week), exempt  
Child Care – Hourly (average 10 hrs/wk, may be contracted out for mid-week childcare)  
Custodian – 50% (20 hrs week), exempt

According to UUA information and Strategic Planning Committee findings, midsize churches like ours are unstable and tend to have difficulty maintaining their current membership for long. According to Rev. Stefan Jonasson, the UUA's coordinator of services for large congregations, while the number of small churches continues to decline each year in most religious denominations, midsize churches, which many experts believe will dramatically decline in

number during the coming generation, feel the greatest strain. “American culture seems to favor both large institutions (which offer quality, relevance, and choices) and smaller ones (which offer intimacy and familiarity),” he said. “It is midsize institutions that have a harder time defining their place” (quoted from UU World, May/June 2005). We have enough members to desire strong programs and activities. We do not have enough funding or staff to provide all of the desired programs.

## **Building Status and Options**

### *Introduction and Overview*

One of our important guidelines is that any discussion about facilities should be driven by what we want to be as a church – what programs do we value and how can we best support them. Because the building is such a tangible representation of the church it is easy to become very focused on the facilities side of things when examining our planning for the future. This is only a part of the overall strategic planning process, which must also incorporate programs, staffing, and finances. The facilities question is obviously nonetheless very important, and fully addressing facilities related issues demands a great deal of information gathering. The original Growth Options committee identified four possible future growth options: 1) do nothing, 2) seed a second church, 3) grow in place, and 4) move to a new location. We outline a number of issues related to each of these options. There is still a great deal of information yet to be gathered (especially as relates to the fourth option), but in the end, we have been able to refine these options a bit further.

### *Status of the Current Facility*

Our building is around 6400 square feet, and our property is a little more than two (2.05) acres. UUA Consultant Wayne Clark recently characterized our building as “tired”. For a number of years, we’ve given our church building much heavier use than it was designed for, maintenance has often been deferred in favor of other budget priorities, and much of the maintenance done over the years has been by non-professionals with limited skills and resources. It has been noted that, though well loved, our building has come to have the feel of grad school housing, and has no elegance left. So, we set out to learn whether or not our building has enough structural life remaining for it to be added onto or remodeled, *and* what potential it has for expansion. We sought an independent third party to evaluate the present condition of our building’s basic features – heating, plumbing, electrical, roof, and wood members – and what the costs will be to maintain and repair them now that our building is more than forty years old. In April 2005, we contracted with Michael Scarola, an owner of Rainbow Valley Design and Construction, to inspect our building from roof to foundation and to review the report produced for the church by Engineer Jok Ang and Architect Gary Moye in 1998.

Michael found that the electrical and heating system are operating fine; however, as they age, they become more expensive to maintain. He suggested we budget perhaps \$2,000/year for electrical and \$2,000/year for heating to maintain and repair them. The plumbing system, too, appears sound, and will likely cost \$750-1000/year to maintain. The roof, now fifteen years old, is in good shape, and will likely last another ten years or so before needing replacement (at a cost of \$25,000). Our decks and railings will not need replacement for perhaps another twenty years; patchwork repairs and reinforcement will be needed in the meantime at a cost of \$2,000 to

\$4,000. Staining of interior wood (walls and ceilings) should be done regularly, and painting interior walls as needed. Exterior painting should be done in 5-10 years.

Michael strongly recommends repairing the rear wall, which has shifted over many years' time from its original footing, as well as the cracked stucco and cracked front sidewalk and concrete area outside the office. The cost of this work is estimated at \$43,000. Not repairing it will likely result in additional moisture problems, and, should we decide to sell the building, repair is expected to be required by a buyer.

Overall, then, our existing building is in better shape than might otherwise be suspected, but does need a substantial investment in ongoing maintenance.

### ***“Do Nothing”***

We believe that part of our mission as the UUCE is to provide a place where other UUs, including those who will discover Unitarian-Universalism in the future, will be able to gather in fellowship. We believe it is our charge to pass along the church in better shape than we found it, to people we don't know and people not yet born.

The church we have now was given to us by foresighted people who were here before us. In 1910, what was then called the Eugene Unitarian Church was organized and started with 55 members. The property where we are now located was purchased in 1961, and shortly thereafter the present building was constructed. At that time our church had about 100 adult members and friends and about 40 children in church school (official membership was 53). These 100 people bought this property and built this building, larger than they needed for themselves, to make it available to us. Today, this building sustains over 360 adults (323 members and over 40 active and pledging friends), with about 160 children and youth. Only ten years ago, our membership was about half of what it is today.

UU churches tend to start small. When the membership becomes too large for strictly personal interaction to support it, a church can either make the move to become a “program church,” or it can fall back and stay small, as a “pastoral church”. A program church has the staff and funding to offer programs that the members want, so larger numbers of members stay connected to and active in the church. Running programs takes quality staff (volunteers do not organize themselves) and adequate financing for the program expenses. (A quality music program, to name just one example, is not free.) Volunteers may support and maintain the programs in a small church, but there are not enough volunteers with enough time to keep all the programs of a program church going, at least not without some staff support at critical points.

The UUA and other consultants advise that a church in the 250-300 member range is frequently not sustainable. As people want more programs, more RE, more music, more social justice work, more community outreach, more staff and other expenses are required. If the members do not find the programs they want, they don't return. Similarly, if people cannot fit into the structure comfortably, if there is nowhere to sit, not enough room for all the children in the RE classrooms, people stop participating.

If the church does not make the transition to a program church, it falls back to the smaller size. It usually does not happen by simple attrition in a quiet way. Instead, the process can be divisive and unpleasant. The Eugene church has endured this failure to transition more than once. People who survived those times do not wish to repeat them. As Wayne Clark pointed out, “doing nothing” is not really an option, because something is going to happen. If nothing else,

continuing on our current path will require attention to the health and maintenance of our current facility, which no longer has any capacity to sustain continued growth.

The challenge before UUCE now is to face this transition straight on. What is our mission and what are our values? How does our church help us live our values in the world? How can it help us in the future? What will it take to have a church that supports the present and future UU's in central Lane County?

### ***Seeded and Satellite Congregations***

One suggestion bequeathed to us by the Growth Options Committee would involve some scheme for dividing our present roster of members and friends between two congregations, each in their own church buildings in different parts of the Eugene/Springfield area. Such a process has been called "seeding" or "spawning" a new congregation. The advantage of this approach is that we may be able to serve more people through simple geographic convenience. Separate congregations could also potentially have different "styles", allowing for greater diversity in perspectives and approaches to worship.

We sought illumination on "seeding" new churches from the UUA. George Carroll contacted Janine Larsen, District Executive of the PNWD and asked for information and names of churches in the district that had intentionally split from larger congregations. Here is what we learned.

- 1) Success in seeding congregations requires intentionality and cordial relations between the congregations concerned. New groups which start up as a result of some adversarial split in a congregation seldom succeed.
- 2) Examples of successful seeding in this district have all involved large "mother" churches whose current membership (after splitting) numbers at least twice our current membership.
- 3) Organization of these new churches was initiated to serve a population of UU's who live in urban areas distant from a large parent congregation. The examples mentioned all came from the Seattle and Portland metropolitan areas.

Our committee has explored this idea and concluded that this approach would not solve our current problems and is contrary to the wishes of our congregation. Such a move would be a wrench for a congregation that has come to value community highly. Indeed, many participants in our Dream Catcher Gatherings suggested that "staying together" and remaining a single congregation was for them an absolutely top priority. Few participants suggested that they wanted a smaller congregation, but many wished for programs and facilities that would be supported only by a larger church community than we now have. In short it would be a mistake to try it now, and the option should be dropped from further consideration.

How large a dislocation might be necessary to solve our current space problems? One measure of overcrowding is the lack of seating at Sunday services. Studies by the Alban Institute suggest that a congregation will begin to feel cramped and uneasy when more than 80% of the seating at a service is taken. On Sundays our sanctuary is completely full and the overflow must be accommodated in the social hall. It seems likely that a decrease of 25% in attendance at our most popular services might be needed to reach the 80% goal mentioned above. Our roster of members and contributing friends is now on the order of 350 adults; thus 80-90 members/friends would need to leave our present congregation for a new one elsewhere in the Eugene/Springfield

area. With them would go 25% of the time/talents/treasure that currently allow us to operate as a program-oriented church. The two smaller congregations could well revert to pastoral churches struggling for financial resources and lacking the programs and staff to which we have become accustomed.

The satellite congregation is an interesting variant on this theme. In principle, satellite congregations share staff, programs, and budget with a large established church, but meet in a different facility. The UUA told us it is intrigued by this possibility, but that there are currently no examples of such an arrangement among UU churches in the United States. We were told, too, that congregational polity in such a situation might become tricky. Campus ministries might be regarded as prototypes of the satellite church, but they really have little bearing on our situation, since they serve transient populations of students attending colleges or universities. If anything, a U of O campus ministry might lead to an increase in Sunday attendance.

In addition, we note that our present congregation has doubled in the last ten years. If we were to split in half and our growth continued at the present rate, in a few years we would confront the same problems of overcrowding that we currently face. Such an increase might prove unlikely, given the problems faced by congregations with less than 200 members. However, this committee considers that stabilizing membership on the basis of weakened congregations fails to honor our commitment to welcome new UU's.

### ***Changing our Existing Site***

If we do seek to grow, what is the possibility of growing on site? Gretchen Miller and Linda Anson met with a representative of the Eugene Building Department to learn more about the limitations and possibilities of our property. We were especially concerned about parking requirements for a larger building, ways zoning might limit us, and if additions to our building would necessitate bringing all of the existing portions up to current Building Code. We were pleasantly surprised by what we learned.

*Parking.* We learned that Eugene churches need one parking space for every four seats. (Our current parking is approximately proportional to our current seating.) For example, if our new sanctuary seats 400, 100 parking spaces will be required. Our property can handle that many spaces. When we enlarge our parking, the surface must be paved or have pervious pavers (a green building practice with examples in Portland and Seattle). We also have the possibility of leasing parking space from Safeway as the City will allow the sharing of off-street parking within 1/4 mile of the church.

*Building Codes.* We learned that if we add on to our existing building, the part that was not altered would probably not need to be brought up to the current building code. Fire Safety would require existing parts to be altered only if they somehow kept the new part from being up to code (for instance, adding new exits or fire doors in hallways).

*Zoning.* In answer to how our expansion will be affected by zoning, we learned that application for a Conditional Use Permit will be required in order to remodel or build in our low-density, residential zoning. The process generally takes 3 to 4 months, and its purpose is to determine compatibility of our expansion with surrounding property uses (the neighborhood). Public notice is given to neighbors within 500 feet of the church and to the neighborhood association, and a public hearing takes place before a land use official. Traffic, noise, lighting, hours, and visibility of structure are looked at to determine if the changes will impact the neighborhood more, or

more adversely, than existing. For this review, we'll present plans showing where on the property buildings will be situated, buffer zones of trees between these buildings and neighboring homes, and how natural contours and features of our land will be affected.

(We also asked if we could put trailers on our grounds to accommodate interim growth, and were told they, too, require a Conditional Use Permit; consequently, trailers might make sense only after we already had a Conditional Use Permit for building on our site.)

If we are not granted a Conditional Use Permit through the public hearing process, we could not both grow and stay on our property. If this were the case then: 1) the church and land could be sold to another congregation, or 2) our two-acre property could be sold for development of 10 to 12 home sites; up to 8 houses are allowed per acre, but required access roads, buffers and natural land features would reduce it from the maximum.

*Design Restrictions to Expanding.* The design of our building does not lend itself easily to expansion. Because every functional area of our church – sanctuary, social hall, offices, and RE classrooms – needs to be much larger, a new addition would not solve our space problem. Remodeling, not adding onto, would be the process we would need to undertake if we choose to retain any of our existing building. Our capacity needs to be expanded so much, however, that little, if any, of our present structure could be retained. Remodeling would require all new heating and cooling, substantially upgraded and expanded electrical and plumbing systems, and substantially expanded footings and foundation.

The design of our sanctuary – the most loved part of our church building – would be especially difficult to expand to the magnitude we need. In order for our sanctuary to adequately accommodate our *current* attendance, enlargement by 25% is needed. For our anticipated congregation size of 600 adults, our sanctuary will need to seat three times its present capacity if we continue having two services and more than that if we return to one service. The sanctuary *could* be altered to provide some additional seating by reconfiguring adjacent hallways and spaces, but this would only be an interim solution at quite a high cost.

In addition to the awkward design constraints to remodeling our church, renovation costs per square foot are substantially higher than new construction costs per square foot. Remodeling our building into the size we need would yield the smallest benefit for the dollars invested and therefore appears to be the least attractive option for accommodating our growth.

## **Conclusions and Future Process**

Having learned that splitting our congregation or spawning another congregation would likely fail (according to UUA and PNWD), five options for future growth appear clear:

1. *Remodel* our current building
2. *Renovate* our current building into RE and office space, and build a new sanctuary, social hall and kitchen facility.
3. *Build new* on our property
4. Sell our church, and *buy another existing building* (church or other)
5. Sell our church, *buy land* somewhere else, and *build* a new church

Many questions need to be answered before we can know which is the best route to take. Over the next six months, the SPC will endeavor to answer the following questions:

### *Staffing*

1. What is the best configuration of staff to accomplish our program needs (number, skills and costs) as we grow?

### *Fiscal*

1. What size program budget would we need to provide the quantity, quality and variety of programs the congregation indicates that they want?
2. What is the value of our current building and land to another congregation, a developer or the city for its land bank (from which to build affordable housing)?
3. What are the church's total assets?
4. What funding for capital development is available through the UUA, PNWD, etc.?
5. How much can the church borrow and for how long?

### *Space and location*

1. How much building space do we need and how much land for a projected congregation of 600 adults and 300 children? How many square feet and configured in what ways to fulfill the congregational vision shared with us?
2. What are the cost and availability of appropriate sized building sites that have the natural features we value?
3. What is the per-square-foot construction cost in our area for the size building we will require, given our projected growth? For a "green" building?
4. What are the costs of other church buildings or appropriate buildings for our growing congregation and what might be available to buy?
5. What are the demographics of our current congregation and in what directions is Eugene/Springfield housing growing?
6. If we should decide to expand on our current property, does it make more sense to reconfigure our current building and add a second building, or demolish our building and build all new?

### *General*

1. What other UU congregations in our district can we learn from; what other local congregations can we also learn from?

### ***Projected Time Frame for Future Action***

1. Congregational town meetings in October, January and May, 2006.
2. October—either recommendation or progress report on existing options.
3. January—final recommendation.
4. January to May, 2006—series of town meetings with info and discussion, field trips, etc.
5. If we are not ready to vote in January, then vote in May. Time frame established for moving forward based on decision of congregation.
6. Establishment of ongoing Strategic Planning Committee with relevant procedures by Board during this church year.

## Strategic Planning Committee Process Report

### A. Structure and role of the SPC

The Strategic Planning Committee was selected by the congregation at the November 14, 2004 Congregational Meeting. At that time the congregation elected the following slate of nominees: Linda Anson, Ron Burley, George Carroll, Gretchen Miller, Betty Hosokawa, Patrick Phillips (board liaison), Bonnie Phipps, Jennifer Sorenson, and John Wagner.

The Congregation approved the following charge for this committee at the same meeting:

*CHARGE.* The Strategic Planning Committee reports directly to the congregation (not through the Board) and is responsible for:

- Developing a set of five-year strategic plans built upon different visions of the future of the church.
- Carrying out this task with attention to the consequences of these visions for church finances, personnel, programs and facilities.
- Building these plans based upon close communication with the congregation.
- Operating with a goal of bringing the final plans to the congregation for approval in May 2005 (but possibly in the fall).

### B. What we have done so far:

#### 1. *Organize ourselves and our thinking*

##### a. George Carroll as facilitator

At our first meeting, George Carroll accepted the task of facilitating the meetings. We set a meeting schedule of the entire group to meet on the second and fourth Tuesdays each month. Task-oriented subcommittees met between those meetings as required.

##### b. Lost John Wagner & Ron Burley

John Wagner realized his involvement with the Finance Committee and the stewardship effort were more time-consuming than he had anticipated. On January 25, John resigned from the Strategic Planning Committee to apply his energy to church finances. On April 4, Ron Burley resigned from the committee.

#### 2. *Poll the congregation's dreams relative to our mission statement*

##### a. Established SPC email for input (spc@lists.uueugene.org)

This input avenue has been underutilized by the congregation. However, any input we have received via this email has been gratefully accepted.

##### b. Met with UUA consultant Larry Wheeler

On December 16, 2004 the Strategic Planning Committee had a dinner meeting with Larry Wheeler, our UUA Stewardship consultant who works with Wayne Clark, UUA Director of Congregational Fundraising Services. Larry reminded us of Wayne's findings, and gave us some ideas for how to approach our task.

##### c. Held 10 Dreamcatcher gatherings in which 105 people participated.

At the end of February and in early March, many of you attended the Dreamcatcher Gatherings which were held both in the church and in the homes of congregants. Through the way you answered our questions, we felt

we got a good idea that there is general consensus on the direction the congregation envisions our church community moving toward accomplishing our mission, and also what parts of our church community you valued. We felt we had a good cross-section of the congregation represented.

- d. Made written Questionnaires with the “Dream Catcher” questions for input from those who could not attend the gatherings.

A few of you who were unable to attend the Dream Catcher Gatherings availed yourself of the opportunity to give written feedback to the questions from the Dreamcatcher Gatherings. Your responses were added to those from the Gatherings.

3. *Presenting what we learned about the congregation's dreams*

- a. Newsletter items

We have tried to keep you up to date on our activities through our Newsletter articles

- b. Design of a logo

We decided that we needed a logo to identify materials coming from us, so that those of you who wished could pick those articles, announcements, reports out easily. Peg Gearhart designed the logo for us and it truly captured the essence of what we were attempting.

- c. Each Sunday, we displayed answers to one of the Dream Catcher questions.

We have highlighted your answers to a different question from the Dreamcatcher Gatherings each week for 10 weeks on a display in the Social Hall. Many of you have come by to see and discuss the results, and to pick up your copy of the compilation of answers organized as to their relationship to our mission. We have also provided spreadsheets with a tabulation of the data we collected in the Dream Catcher Gatherings.

- d. Maintained a bulletin board in the Coat Room with data about the Strategic Planning Committee

- e. Our bulletin board contains each of the displays about the Dream Catcher questions from prior weeks.

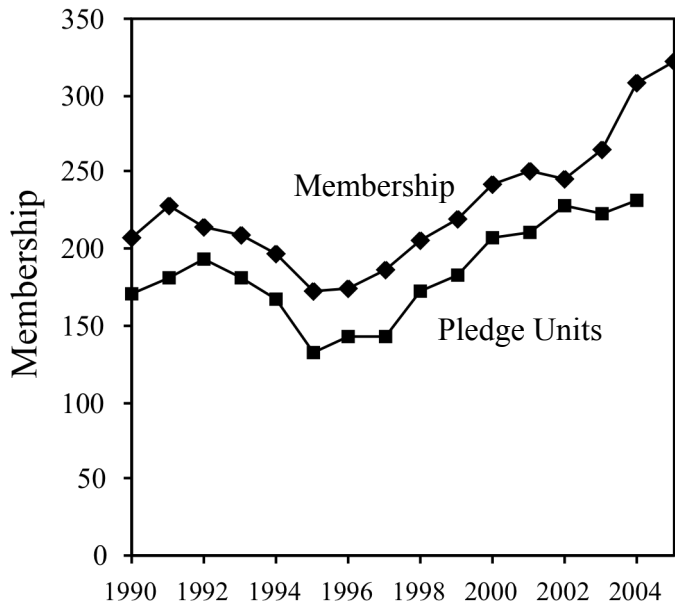
- f. May 22 Congregational Town Meeting

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Report respectfully submitted, May 22, 2005 to the Congregation by the Strategic Planning Committee:

Linda Anson  
George Carroll  
Betty Hosokawa  
Gretchen Miller  
Patrick Phillips  
Bonnie Phipps  
Jennifer Sorenson

### Growth in Membership



### Growth in Giving

