

**Next Steps Weekend Report  
for the Boise Unitarian Universalist Fellowship**

## **I. Summary**

The Boise Unitarian Universalist Fellowship engaged Kay Crider, a Stewardship Consultant, to conduct an on-site visit to provide an independent, professional opinion on recommended next steps with the goal toward a new strategic plan and a possible future capital campaign in support of a building expansion project. The findings are summarized in the following outline and detailed further in the remainder of the report.

### **A. Big Picture Vision Ideas Generated During the Weekend**

- Respected, powerful source for social justice statements
- Effective agent for personal & social transformation
- Unique voice in wider world
- Interfaith alliance = more impactful & effective
- Strong, focused advocacy/change work
- Connect Douglas/Chelan property to BUUF mission
- Unbounded generosity / culture of abundance
- Fellowship as hub for empowerment
- Build multi-generational connections - more “We”
- Family ministry / spiritual fulfillment for families
- Building resilience & balance in this new era
- Investment vs. debt, common ground/culture change
- Safe Space—physical, psychological, spiritual, intellectual
- Outreach / Marketing / Evangelism to wider community
- A plan for greater inclusion of / activities for young adults

### **B. Specific Vision Ideas Generated During the Weekend**

- Robust Adult Exploration Program
  - i. Alternate physical locations for activities (east & west)
  - ii. Topics: Diversity, learning; Result: energy, connection
- Boise “Ware Lectures” / Ted talks related to mission
- Furniture “bank” for newly housed to fill a niche & to partner with another church who provides housing
- Utilize Douglas/Chelan property for your mission: house youth programs; fellowship gathering space; storage and/or parking
- Building Steward &/or Business Administrator to free up volunteers for programs
- *Share the Care* to meet all care needs of fellowship
- Civic engagement program for children & youth
  - i. Use O.W.L. as model

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- Safe, comfortable space for social hour between and after services
- Different formats for 2 Sunday services
- Variety of choices/activities for Sundays
  - i. Service or discussion or outdoor activity or ...
  - ii. Stay the morning concept
  - iii. Expand Technology - variety, outreach, accessibility
- Broadcast Sunday music on BSU station
- Sponsor a yearly youth con

**C. General Parameters for a Future BUUF Building Project/Capital Campaign**

- In general, from a successful Capital Campaign you may raise 3-5x your annual giving = \$1,000,000 - \$1,600,000
- A Financial Feasibility Study is done after the congregation reaches a supermajority consensus on a particular building project – giving will be much lower without wide congregational support for a specific building project
- Need at least one gift that is 10-15% of the total; 2 or 3 at this level is what it takes to reach the high end of your range – e.g. at least one \$225,000 gift for a \$1,500,000 campaign
- Gifts usually come from assets or savings and paid over a three-year period in order to allow the total gifts to be larger
- Usually wait three years or more between capital campaigns
- A face-to-face stewardship model for a capital campaign of this size is essential

**D. Commendations**

- Very organized and sophisticated stewardship team
- No deficit or reserve spending in last few years
- Program funding and fair share compensation is a priority
- Very engaged members willing to give input and service
- Settled minister that you love and trust
- History of long-term ministry
- Continued membership growth
- Beautiful campus with acreage and growth options

**E. Observations**

- Lots of individual ideas on what you'd like to do; you must agree on just a few to implement successfully if you want broad participation
- Can be challenging to get volunteers for RE and childcare
- Some anxiety over paying off mortgage
- Website could use more pictures – visuals are compelling for many folks

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**F. Recommendations**

- Give yourselves permission to innovate and inspire each other in this new age
- Covenant together to reach a shared vision & goals for program, staff & membership going forward
- Your shared vision and goals will inform best uses for property and potential building expansion
  - Map our your 5-year (or longer) plan for programs, facilities & finances
- Recognize that it will take some compromise → make room for change & treat each other gently
- Determine if your congregation has any newly formed planned gifts or can generate any planned gift intentions that qualify for the UUA's Wake Now Our Vision campaign

**G. Ambitious Timetable**

**Fall 2017**

- Oct. 22, 2017 Strategic Planning Input by all @ 1PM!
- Creation of timetable & task list for team to further engage the fellowship and distill input
- Strategic Planning Task Force gathers more detail about items/areas for which there is the most support; individual & small meetings

**Winter 2017-18**

- Another fellowship-wide meeting to report on distillation of input from members & friends
- 1 or 2 few key goals identified for AGD team for 2018-19 program year
- Prepare five-year ambitious but realistic financial plan to align with program goals
- Add photos to website pages 😊

**Spring 2018**

- Congregation votes on Plan

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**II. Basic Data on the Congregation**

Name and Mailing Address of Congregation	Boise Unitarian Universalist Fellowship 6200 N Garrett Street, Garden City, Idaho 83714
Website Address	www.boiseuu.org
Minister	Rev. Sara LaWall
Lay Leader Point of Contact	Lori Watsen, Strategic Planning Task Force
Number of Members	280
Annual Financial Commitments for 2017-18	\$318,000
Average Household Financial Commitment	\$1,465
Current Operating Budget	\$353,000
Endowment	~\$33,000
Most Recent Approach to Annual Budget Drive	Stewardship Sunday, mailing and phone contact
Recent Capital Campaign	\$190,000 in 2015 to pay off mortgage; anticipated finish in December 2018

**III. Objectives and Scope of the Next Steps Weekend**

The purpose of the Next Steps Weekend is to provide your congregation with an objective eye to identify strengths, opportunities, and any areas needing improvement in light of the congregation’s stated goal of a new vision and strategic direction and a potential building expansion project and/or different uses of portions of the property as it relates to your mission, vision and programs.

Prior to the on-site visit, Kay received and reviewed substantial material, including information on finances, membership, programs, staffing, congregation history, by-laws, annual reports, newsletters, and the congregation’s website. Kay also had email exchanges and telephone conversations in advance of the visit with Lori Watsen, Strategic Planning Task Force and Rev. Sara LaWall, Minister.

While on site, Kay met with the minister, board and church committees to gather information in person about programs and stewardship and to provide information about next steps for moving forward. See Appendix A for the Next Steps Weekend Agenda.

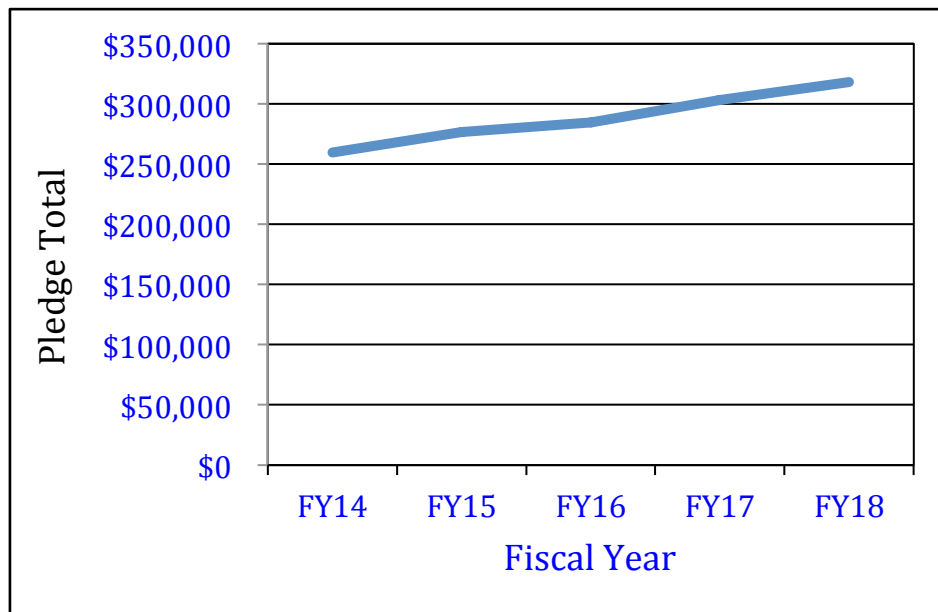
**A. Commendations**

1) You have an organized and sophisticated stewardship team.

There are several ways your stewardship team is ahead of many congregations:

- Your Annual Giving Drive (AGD) materials in recent years have focused on your programs and what you accomplish together, in both the wording and graphics. Your most recent “program pie chart” is divided into slices that represent how your monetary gifts are allocated to programs, rather than salaries and building
- You have a timetable for planning the phases of your AGD
- You are preparing a guide for future leadership so the AGD stewardship wheel does not need to be crafted from scratch every year
- You have a staffing plan, in terms of roles, for your AGD (past chair, current chair, chair elect, etc.) which can be a helpful recruitment tool and provide essential mentoring if fully implemented
- You have developed a step-up giving strategy for generating increased giving and that strategy has resonated with many members as seen by your pledge increases in recent years
- You have made it easy for congregants to give online
- Giving has been steadily increasing (I don’t see this often) in order to move toward fully funding what you want to accomplish together

**BUUF 5-year Pledge Progress**



2) No deficit or reserve spending in last few years.

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You have approached your budgeting differently in recent years and are wisely staying away from deficit or reserve spending. Your increased pledges have also helped to support this approach. You are ahead of many congregation in this area.

3) Program funding and fair share compensation are a priority.

Your staff compensation currently fits within UUA guidelines and your program funding is also good.

4) You have a settled minister that you love and trust.

Rev. Sara is in her third year of ministry. Congratulations on that successful transition! Your survey results ranked your minister as your top strength. Many congregations have developmental, consulting or interim ministers and would love to have a settled minister like Sara.

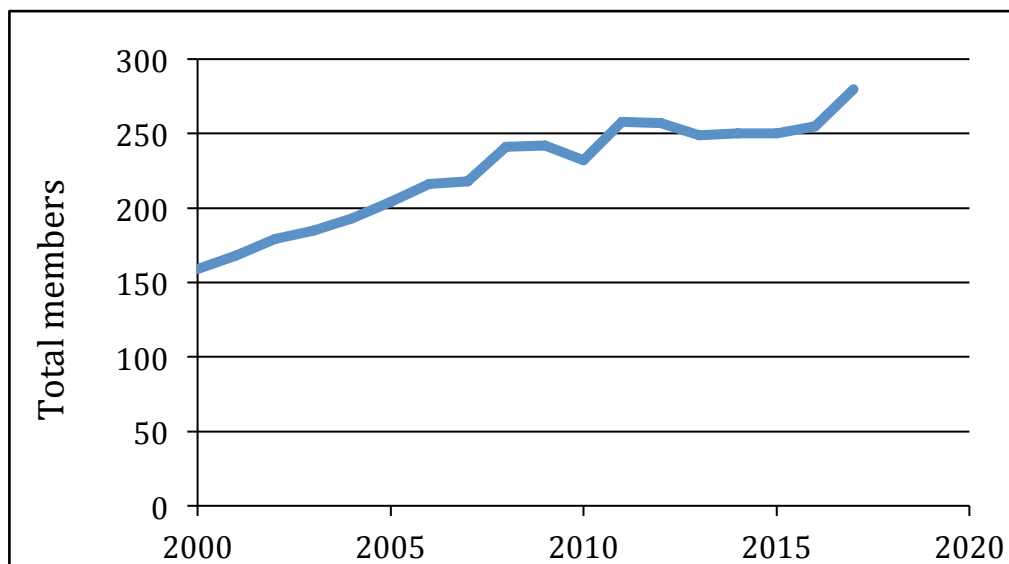
5) You have a history of long-term settled ministry.

Related to your previous strength, you had a previous minister for 25 years! That is no small accomplishment in a time where 6 years is the average at UUA congregations. Your ability to attract and keep a minister and remain in covenant with them is a great asset.

6) Your membership has grown steadily.

The chart below shows membership growth since 2000. Excellent!! Many congregations are faced with flat membership or decreasing membership.

**BUUF Membership**



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7) You have a beautiful campus with acreage & growth options

Your campus is far ahead of most congregations with space for growth on your property, lovingly cared for outdoor spaces, and relatively new buildings. You are fortunate to have the opportunity to expand and to determine how your current adjoining rental properties can be best used to serve your mission. Many congregations have a small piece of property that does not allow expansion and/or are faced with a very old structure that is in constant need of repair.

**B. Observations**

1) There are many individual ideas about what you would like your fellowship to accomplish; choosing a few goals on which to focus in the near term (1-5 years) will allow more energy and resources to flow to these goals

You have done some visioning work in the past and in recent years and months. As Unitarian Universalists, you have shared values that are often reflected in your professions as well as your volunteer work outside the church. I heard many ideas about particular passions during my time there, which is wonderful. I also heard that reaching agreement has been tried in the past, to which I say, the third time is the charm! Acknowledging that compromise, not compromise that will dilute the quality or outcome, but rather compromise that will enhance the outcome, is key to gaining broad support for a few new projects. Volunteer time has its limits, even in a congregation as engaged as BUUF, so if the highest ranked projects are not from your individual list, give them your support and witness the larger impact that broad participation can give to a project.

2) It can be challenging to get volunteers for RE and childcare.

Staffing your Sunday religious exploration classes for children and youth, as well as childcare, is a continuing challenge. Uncertainty on who will be available for childcare and lack of volunteers in RE can result in burnout of existing volunteers and a less-than-fulfilling Sunday experience for those involved. Consider regular, paid childcare on Sundays, and mixing up the type of interactions that adults can have with the kids on Sundays. See, for example, <http://www.spirit-play.com> which can sometimes result in more adult volunteers for Sunday RE. It was also suggested during my weekend there that having the children be present (and possibly participate in a multi-generational activity) in the services on one Sunday per month could be a way to enhance intergenerational connection as well as alleviate some of the volunteer burden for teachers.

3) There is some anxiety over paying off the mortgage.

There is some tension over what happens when you pay off your current mortgage in December 2018. How will you allocate the funds previously spent on mortgage payments? Will people lower their pledges if they know you have paid off our debt?

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The good news is that we don't often see giving going down at a congregation once a mortgage is paid off, unless there is something else that has gone awry. Typically we see some increase in annual giving after the end of a capital campaign, as folks realize that their payments made during the previous three years were doable and they can continue forward at the same or increased level of giving for programs. And what a wonderful position to be in – the freedom to decide how that money can better serve your mission and vision! A great many congregations would love to be in your position.

In the initial 3 months of a 6-month strategic planning process, you can articulate your new priorities for the 2018-19 program year and give the stewardship team and the congregation the information that will inspire their giving toward the goals you have decided upon together. What makes the most sense to focus on first, taking into account strategic, staffing and financial perspectives? Approaching the consensus items year by year, as you are filling out a 5-year chart (see Appendix B), can make filling in the future years on the chart easier.

- 4) Your website could use more pictures – visuals are compelling for many people.

Your website has an appealing format and concise, reader-friendly language. Supplement that by adding photos to each of your subpages so you can show the reader about your activities and opportunities with pictures. A recent statistic noted that potential visitors to churches check out the website three times before deciding to visit.

### C. Recommendations

- 1) Give yourselves permission to innovate and inspire each other in this new age

What does participating in church look like as you head into the future as Unitarian Universalists? How can you connect with each other in new ways and welcome others to join us as you work to lift hearts, broaden minds and enact justice? How can you have the most impact with Rev. Sara as your vibrant settled minister?

Social justice ranked highest on your named priorities for moving forward, based on the September 2017 survey of 111 BUUF members. Is there a new social justice project on which you can focus in the 2018-19 program year (and beyond, if successful) that will help foster connection & community and engage a wide variety and number of congregants? There were several ideas generated during the weekend sessions, and you likely have other ideas generated from your August 12, 2017 workshop, as well as your World Cafés and congregational conversations. Gather all those ideas together, categorize them and that will help determine the scope and focus of your Oct. 22 meeting. Do you feel you need more ideas in order to craft a broad, succinct vision statement at your next meeting that reflects the input to date or would you prefer to use the time to inspire more ideas to help shape a vision statement and/or to supplement the specific program/project ideas that you already have?



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Depending on your preference, style and goals, following are some tools to consider:

<http://www.uua.org/leadership/handbook/vission-mission-covenant>

(a downloadable pdf with a wide variety of activities to craft your future together)

<http://www.innovationgames.com/>

This book, originally directed at the business world, was recently used by one of our UU congregations in Colorado to frame a successful visioning session that generated their strategic direction that was then converted into graphic form <http://www.bvuuf.org/wp-content/uploads/2015/06/strat-dir.jpg> A related, concise implementation plan followed. Contact information for the member of their strategic planning team that utilized this method has already been sent to your strategic planning team.

*Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations*, by Alice Mann & Gil Rendle, is a text I previously recommended and you already have a copy. It is written within a Christian framework but has many good nuggets that can be adapted to our UU process.

One of your strategic planning team members has experience with fun, engaging models for brainstorming that you may find fits your congregation well – your SP team is aware of that expertise and can decide how you want to utilize it.

Be ambitious but realistic. If your plans are too far separated from reality in terms of volunteer and staff time and financial resources, then those plans will remain unrealized. Similarly, if there are too many competing ideas, then it will be difficult to implement any of them with a large portion of the congregation providing support. You need to choose just a few and if the project will require substantial effort to ramp up and begin implementation, then make that the singular new thing you will launch in that program year. For example, if you want to have a larger impact as a congregation in the social justice area, you will need to pick a project on which to focus for the next few years.

You don't need a 50-page, dust-gathering document that is difficult to use, but rather a short, living, breathing document – 5 to 10 pages – to articulate your vision and your goals. Make sure that each goal relates back to your powerful six words – Lifting Hearts, Broadening Minds, Enacting Justice.

2) Covenant together as a congregation to reach a shared vision & goals for your programs, staffing and membership → all will inform your building plan.

During my Sunday presentation I joked that you could all “channel your inner Mary,” referring to the loving communication style of one of your members. Many people are passionate about what they are sure is the next top priority for the congregation, but your vision must be shared by a supermajority of the congregation if you are to maximize your spiritual, intellectual, financial and volunteer resources and your impact. When you determine your programmatic priorities for the next five years, then determine how any building project will help you achieve those priorities.

Following are some general guidelines, should you decide together to embark on a building expansion/renovation project. Readiness Indicators for a capital campaign are:

- 1) a compelling vision and plan for your programs and building that has been approved by a super-majority (85%+) of the congregation;
- 2) an engaged fellowship with low conflict;
- 3) healthy financial stewardship of programs where you are a fair compensation employer, congregants have good giving habits, and they are able to talk about financial commitments.

One of the questions to the congregation in the online survey connected to my visit was “If a Capital Campaign is held to further the mission and goals of this congregation and to fund renovations and/or new additions to our fellowship’s home, and pledges can be paid over 3 years, would you consider contributing to a future Capital Campaign?” 111 congregants filled out a survey. 54% indicated support for a 3-year capital campaign, 14% said they would not support such a campaign at this time, 19% said they might support a campaign if the vision and/or time was right, 9% said they were unable to /or unsure about supporting a capital campaign at this time, 2% said not until the current capital campaign ended, and 2% skipped the question.

In light of historical and current UU capital campaigns, you may be able to raise 3 to 5 times your annual giving for a capital campaign when you meet criteria 1-3 above. For BUUF, your current annual giving is approximately \$318,000, which translates to a campaign range of ~\$1,000,000 to ~\$1,600,000. You will need at least one gift that equals 10-15% of the campaign total to reach the bottom end of that range and two or three of that size if you hope to reach or exceed the top end of the range. For example, if your goal is to raise \$1,500,000 you would need at least one gift of \$225,000 and some other large gifts as well. A financial feasibility study will serve to narrow the range of a potential capital fund, and assist in setting a realistic campaign goal to which you can then further tailor your building project.

Gifts usually come from assets or savings rather than the income you use to support your programs on an annual basis, however, some people will be giving their capital gifts out of income. Many people will pay their capital pledges over a three-year period although

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around half of the pledge total often comes in in the first year of the campaign. These general guidelines apply when you obtain congregational consensus, your congregation is financially healthy, has minimal conflict, you plan your building campaign well and you use a visiting steward model.

Note that it is important to have utilized a visiting steward model for your annual budget drive within the few years prior to launching a capital campaign so that congregants are familiar with that process.

In addition, it is recommended that there be a minimum 3-year gap between an initial and successive capital campaign.

Most substantial building projects also involve a reasonable sized loan. The UUA encourages congregations to seek local financing for their building projects, when a loan is needed. The UUA also has a building loan program with several requirements that must be met in order to be considered for a UUA loan, one of which is that you must obtain campaign pledges at least 3 times your annual giving. The UUA also limits the amount of any loan by the amount of your annual debt service which cannot exceed 25% of your annual budget. See <http://www.uua.org/finance/grants/buildings/loans> for more information. A more realistic percentage is 15% of your annual budget or lower.

3) Map out your 5-year financial plan.

A five-year financial plan is an essential piece of planning that will help you see how your inspiring but realistic program goals fit over a 5 year period. Once you have decided on your program goals, then determine how any building project or property use will help you meet those program goals. A realistic financial plan is key to a full understanding on how to move forward realistically and successfully. See Appendix B for a sample spreadsheet for strategic/financial forecasting.

It is a positive sign that the majority of respondents indicated 5% annual growth in the survey, since 5% is an ambitious but realistic number. A higher growth rate is unusual. Please keep this in mind when forecasting growth on your strategic financial/resource planning worksheet.

4) Recognize that it will take some compromise – make room for change and treat each other gently.

Aside from channeling your inner Mary as you reach consensus on a shared vision and goals (see section C. 2. above ☺), remember that change, even good, exciting change, involves some amount of loss for many people. And everyone has a different speed at which they can adapt to that loss. Similarly, people vary in their need to process and give feedback about any significant change, so listen with open hearts and minds, and listen more than once if needed, to ensure that everyone knows they have been heard.

5) A few additional points to cover some other areas of conversation during the weekend

a. Broad congregational support for a large impact social justice project

A key component to establishing a robust social justice program in which a large part of the congregation is involved, is having a minister as an integral part of that particular project. You are fortunate to have a settled minister with lots of energy (no pressure Sara!) AND a passion for social justice. Capitalize on that asset! People are most inspiring and effective professionally when they are given the opportunity to run with a program. Congregations I have visited where the social justice program was robust and involved many members, friends and outside community members, were congregations where the minister took the lead.

b. Planned Giving

You have talented and enthusiastic people working on a new Legacy Giving brochure and associated planned giving program. I know some of you are aware of the UUA's new Wake Now Our Vision campaign that provides congregations who meet the UUA's criteria with a 10% match, up to \$10,000. See <http://wakenowourvision.org/> As part of the campaign, the UUA is also developing workshops, monthly webinars, brochures and other resources to help build strong planned giving programs. Note that any type of planned gift to a congregation qualifies and not just gifts to an endowment.

As you embark upon creating new materials to inspire givers, keep in mind that unrestricted funds are better for the congregation than designated funds. The priorities of the congregation may change between the time the gift is planned and many years later when the gift vests. Providing a list of inspiring uses for planned gifts is great, however, putting specific limits on how planned gifts can be used can result in those funds not being used at all and/or creation of conflict if a designated fund no longer fits within the mission of the congregation at the time the gift is realized.

## V. Timeline for Implementing Recommendations

A broad timeline appears in the summary section at the beginning of this report. A suggested detailed meeting and task schedule will be provided to the Strategic Planning Task Force under separate cover for their consideration.

## VI. Written Survey Information

One hundred and eleven congregants filled out an electronic survey. The responses are summarized in Appendix C. Please review the congregation's input from the surveys, reflect

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upon the answers, and utilize the information on the top priorities to further define your vision and goals for moving forward.

## **VII. Closing**

Once you have had an opportunity to review the report, please let me know if you have any questions or discussion points and I will be glad to have a follow-up conference. Your congregation has many things going well and it was a pleasure to meet with your highly engaged leaders, members and staff. Thank you for the opportunity to work with you on Next Steps — I look forward to helping you move forward to achieve your hopes and dreams as a congregation.

In spirit,



Kay Crider  
Stewardship for Us

c: Lori Watsen, Chair of Strategic Planning Task Force  
Rev. Sara LaWall, Minister

APPENDIX A

**Next Steps Weekend Agenda  
for the Boise Unitarian Universalist Fellowship**

<b>Friday, September 15, 2017 – BUUF North Wing</b>	
5:00 PM	Individual meeting with Rev. Sara, Minister
6:00 PM	Potluck dinner and meeting with Board of Trustees , Minister & Strategic Planning Task Force
<b>Saturday, September 16, 2017 -- BUUF North Wing</b>	
8:30 AM	Tour of building & grounds with 1 or more members of Our Home Committee
9:00 AM	Meeting with Building & Grounds, Bridge Event Center, Maintenance, Safety
10:00 AM	Meeting with Finance, Stewardship and Capital Campaign Teams (most recent)
11:00 AM	Lunch break
<b>Saturday, September 16, 2017 – Bown Crossing Library</b>	
12:15 PM	Meeting with Religious Exploration / Education teams – Children and Adult
1:00 PM	Meeting with Fellowship committees (membership, care, group activities)
2:00 PM	Meeting with Social Justice Council
3:00 PM	Meeting with Worship committees (Sunday services, music, hospitality, food)
4:00 PM	Open Forum: All welcome to attend
<b>Sunday, September 17, 2017</b>	
9:15/11:15 AM	Sunday Services
12:30 PM	Lunch (provided by BUUF board)
1:00 PM	Presentation of Information & Recommendations to Congregation with Q&A
2:00 PM	Wrap-up Meeting with Board & Minister

- Please arrange for childcare as needed.
- For Sunday’s presentation, please provide a projector and screen for the presentation.
- Consider providing a snack or having a potluck for the Sunday meeting with the congregation; sometimes there is better attendance for the presentation if food is available. The more attendees, the better the understanding of recommended processes.

APPENDIX B

[CONGREGATION NAME]  
[date of document]

**SUMMARY LEVEL TEMPLATE FOR STRATEGIC FINANCIAL/RESOURCE PLANNING\***

	YEAR-2	YEAR-1	CURRENT	YEAR+1	YEAR+2	YEAR+3	YEAR+4	YEAR+5
Number of members								
Number of donor households								
Average annual financial commitment (pledge)								
Total annual financial commitments								
Total capital campaign commitments								
Other revenue (itemize major sources and amounts)								
<b>Total Revenue</b>								
Staffing – number and details								
Payroll expense								
Debt service								
Contribution to reserves								
Outreach (social justice, denominational connection, etc.)								
Other expenses (itemize facility maintenance costs or capital project and one or two other cost elements)								
<b>Total Operating Expenses</b>								
<b>NET INCOME/LOSS</b>								
Average Sunday attendance (by service if multiple)								
RE enrollment								
Average re attendance (by meeting time if multiple)								
# Classrooms needed								
Long-term funds balances (itemize endowments, trusts, etc.)								
Any other key parameters								

\* Note: rows may be tailored to your needs, and plans may extend beyond 5 years. Details may be itemized on subsidiary sheets/schedules.

APPENDIX C

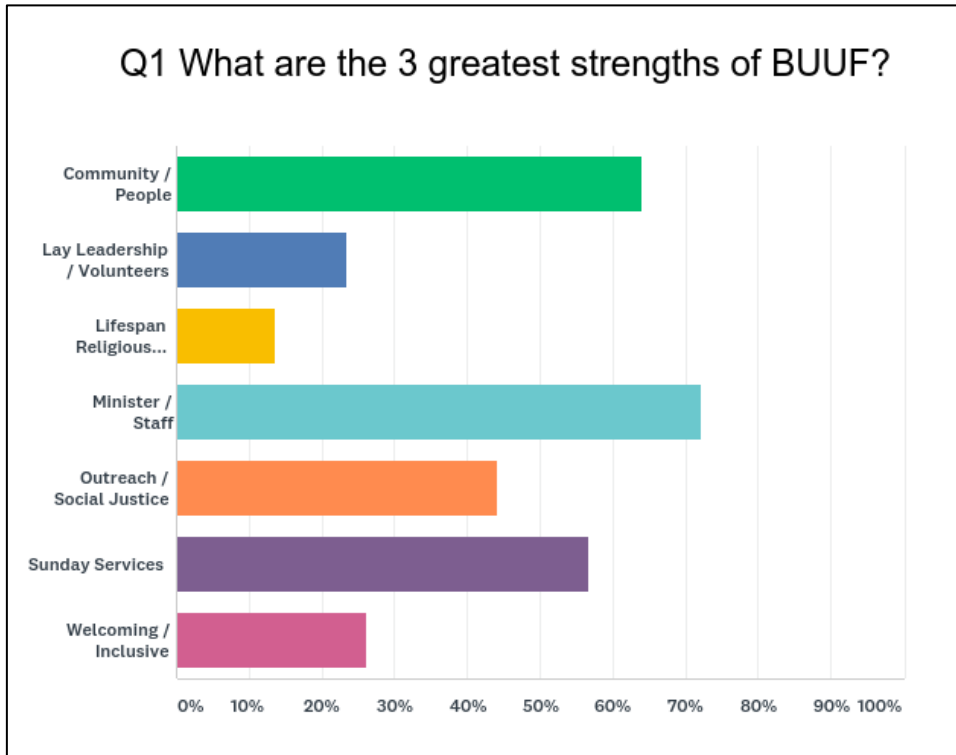
**Results of Surveys**

One-hundred and eleven surveys were completed by members and friends of the Boise Unitarian Universalist Fellowship prior to, during or immediately after the Next Steps Weekend. The answer choice order was randomized for each individual survey. Following are the results that include additional 8 additional surveys that were completed after my Sunday presentation, and therefore, the statistics reported here differ slightly from the statistics in that PowerPoint document.

**1. What are the three greatest strengths of BUUF?**

The most frequent responses were:

- ❖ 72% said minister / staff
- ❖ 64% said community / people
- ❖ 57% said Sunday services
- ❖ 44% said outreach / social justice





## 2. Are there any issues of challenges BUUF needs to address in the next 5 years?

The most frequent responses were:

- ❖ Growth of membership – 41%
- ❖ Facilities – 39%
- ❖ Additional staffing – 37%
- ❖ Lay leadership / volunteer growth – 34%
- ❖ Growth of programs – 26%
- ❖ Program funding – 26%
- ❖ No current challenges – 3.6%

The following responses were provided in the comment field:

- Encourage participation in social justice statements to our politicians.
- Grow the diversity of the membership
- Increasing diversity of members
- Care, as we grow, that we don't become "impersonal", losing the warmth of BUUF.
- How to integrate newcomers, esp. families w/young children, into community.
- Family ministry - making BUUF work for and be meaningful for families with young children seen
- More reflection on self/fellowship in larger social context.
- Welcoming
- Groups/meetings could be scheduled earlier for those with children. Singles group is needed. Choir could be less about perfecting music and more about including more people by having less strict requirements. Refreshments could be offered at more meetings. Social justice is fine, but community building within the congregation is lacking and needs to be more of a focus. More family events. Children should actually be encouraged to speak, perform in services. Children could have a choir or be included in the choir.
- Diversity
- Membership participation in social justice programs

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- The facilities maintenance needs a focus and probably paid emphasis before any expansion is considered. We have to take care of what we have.
- Would be neat: a once-a-year Sunday service dedicated to staff and program leader introductions
- Social justice
- Staff and communications are frequently incorrect. Room for improvement in communications, scheduling, etc.
- Focusing on building up the community instead of so much focus on outreach
- Become a Leader in Social Justice Initiatives rather than simply joining others
- Outreach to young adults, young people.
- More usable space. And what to do with Chelan property?
- Right now we have adequate space. If we grow as I think we will over the next 3.5 years, then we will need to look at adding facilities.
- Avoiding becoming formulaic
- All of the above. As usual.
- Inclusiveness and welcoming - cliques, tight knit groups
- Infrastructure to maintain building & grounds
- Adult RE
- Inclusiveness in services
- I believe that "church" is going to look very different in 20 years. Boise UU should be at the front of the movement to adapt our methods to attract younger members.
- Not welcoming. I have been to services where no one talked to me.
- Increase in the number of members under 35
- With the mortgage to pay off in late 2018, we need a strategic direction that we can rally behind in order to run an effective AGD and figure out how to utilize the freed up mortgage money. Also we need a better lay leadership transition process.

- Retaining newcomers
- Ongoing Adult Religious Exploration

### 3. What are the top priorities for BUUF to further our mission going forward?

The most common responses were:

- ❖ Outreach / Social Justice – 46%
- ❖ Expand volunteer base – 40%
- ❖ 3-way tie for third!
  - Facilities – 32%
  - Expand professional staff – 31%
  - Lifespan Religious Exploration – 31%

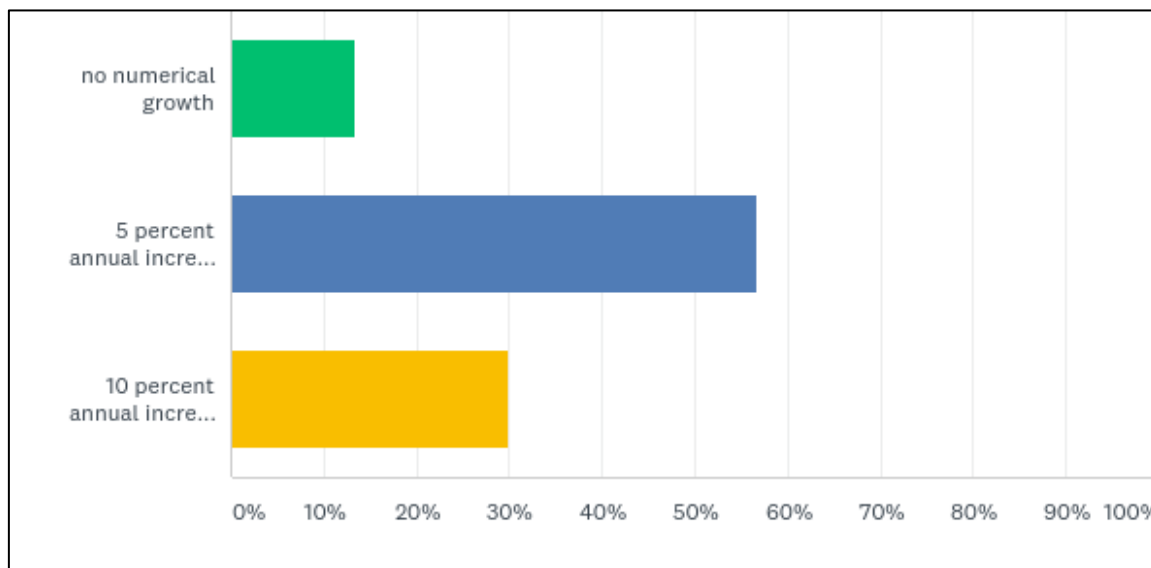
The following comments were made in connection with this question:

- Want to see involvement and integration of our millennial into our church. This would involve reaching out to this demographic, setting up new programs, and pointedly inviting them to participate in various decision making committees.
- The "Welcoming community" is valuable!
- Reflection may lead to more welcoming, may increase diversity of congregants
- Diversity, we are mostly white, educated, and female
- Community building within the congregation. Social Justice could be more efficient if the number of Plate Partners were not divided by 12 months, but perhaps one plate partner every two months or quarter. Also, Plate Partners should be voted on more frequently instead of once a year so that urgent causes could be better attended.
- Welcoming newcomers to expand membership
- Be able to draw in shy or reserved individuals
- Minority membership is minuscule
- Highlighting our members' talents at services. A call for poets, musicians, storytellers, artists from among the congregation. I feel like we see the same-old folks over and over and over. Even if a member isn't conventionally "great" at a thing, I would love to hear their "voice".

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- Diversity - People of color, families with young children, youth
- There are not many young people or people of color.
- Small group connections
- Invite and be comfortable for people of color
- Be inclusive of beliefs beyond Judaism and Christianity ... Pagan, free thinkers, even non-theists.
- Reaching out, welcoming new people, no cliques
  - 1) Reach a broader audience 2) Plan for more diverse service options.
- Be more welcoming
- Resisting Program "Creep"
- LGBT and people of color are lacking
- Figure out a spending plan for freed up mortgage money that all can agree on.
- We have a lot of new members, and we need to figure out how to integrate them into the community.
- Congregant support, integration, and connections
- Promoting diversity: have more publicity about who and what BUUF is, thereby people who want a church without dogma will know we are here for them
- Members who are diverse in race, beliefs, and socio-economic levels.

**4. Over the next five years, I would like to see our membership experience the following annual growth rate:**



**5. If a Capital Campaign is held to further the mission and goals of this congregation and to fund renovations and/or new additions to our fellowship’s home, and pledges can be paid over 3 years, would you consider contributing to a future Capital Campaign?**

Yes — 54%                      No – 14%                      Unable/Unsure due to personal finances – 9%  
 Maybe – 19%                      Not until current mortgage paid off – 2%                      Skipped – 2%

The following comments were provided in addition to the responses above:

- Programs are more important than real estate.
- We can't expand our membership until we expand our facilities
- Not sure. It would depend on what amount is requested/suggested.
- I would consider participating in a Capital Campaign IF the impetus arose from a congregational strategic planning process. This type of campus expansion requires community-wide support! I would also be open to consideration of other ways to expand within the Treasure Valley; a satellite campus, support of another UU church somewhere else in ID or other possible ideas.

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- Conditionally. We need to live up to our Green Sanctuary status, which we haven't with past projects.
- Facilities are more than sufficient.
- When the time is right.
- Limited funds
- Disabled and already strapped
- I already pledge over one year. I am not sure I see the benefit of a 3 yr duration
- Don't know - it relates to fixed income finances.
- Maybe, depends on where the greatest focus lies
- Answers to question has little validity until Congregation sees results of Feasibility Study
- With fundraisers, like the auctions, etc. Have lower prices stuff. Seems like items are all over 100 or even 500 dollars. You shut out inclusive fundraising for whale donors. To exclusion of small donors. Give everyone a chance to give. Small donation opportunities can be needed and encouraged.
- Maybe
- Maybe. Depends on my situation between now and then.
- We typically donate to campaigns and would probably continue this.
- Yes, my contributions are small but every bit helps!
- Mixed feelings. I would like to see how our membership changes over the next year or so.
- Maybe!
- Maybe, if confidence in responsible use of funds and I agreed with mission
- As soon as I have extra money, yes

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- We just had a capital campaign and are still in the cycle of paying that off. I am a regular and significant donor and do not intend to have two capital campaign pledges at the same time!
- Unknown
- Yes if there's a clearly expressed vision of a future growth plan which demonstrates the changing nature of "church." I'm not sure if a bigger building does that. Maybe but I think there may be better options.
- Financially unable to
- I am low income. I can contribute time.
- I would not be able to give money, but I would contribute other skills to fundraisers.
- If I am able. I live on a very small fixed income.
- No, we have run capital campaign after capital campaign. We have the mortgage money freed up in 2018, we need to figure out how to use that.
- Not sure but I am not interested in building a sanctuary.
- We are still in a campaign to pay off the mortgage.
- Maybe
- Will think about it
- Depends on the details of why and how the money will be used.

**6. How aware of and connected to do you feel the Fellowship is to our Region and to the Unitarian Universalist Association?**

- ❖ 36% felt connected to both the Pacific Western Region and to the UUA
- ❖ 30% felt that neither the Region nor the UUA was especially relevant to the Fellowship
- ❖ 17% felt connected to the Region but not so much the UUA
- ❖ 17% felt connection to the UUA but not so much the Region

Note that any highly negative survey comments were not ignored but rather conveyed to the appropriate person for follow-up.