

**CEDAR LANE UNITARIAN UNIVERSALIST  
CHURCH**

**PROPOSED MISSION STATEMENT**

and

**TOWARD BREAKTHROUGH:  
STRATEGIC PLAN 2011-2016**

**Breakthrough Task Force Final Report**

**SUBMITTED FOR CONSIDERATION AT THE  
APRIL 10, 2011 ANNUAL MEETING**

**MARCH 24, 2011**

**PROPOSED MISSION STATEMENT FOR  
CEDAR LANE UNITARIAN UNIVERSALIST  
CHURCH:**

**Our Mission:  
to explore the eternal,  
to nurture community,  
to build a more just world.**

**CEDAR LANE UNITARIAN UNIVERSALIST CHURCH  
STRATEGIC PLAN 2011-2016  
Breakthrough Task Force Final Report  
March 24, 2011**

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## OVERVIEW

Over the course of the Breakthrough Task Force's work, Cedar Laners, in many and diverse Appreciative Inquiry<sup>1</sup> opportunities, have reconfirmed our collective pride in and commitment to our church. We have named our highest values and keenest desires as we strive for energizing spirituality and our identity as a religious community.

Several areas of church life have long shown remarkable quality and vitality. Music, Adult Programs, Social Justice and Religious Education, for example, offer strengths to build on and suggest ways to bolster other activities where there has been slippage, such as recruiting young families, raising attendance at worship services, and solidifying our church's financial health. We enjoy an extraordinarily gifted and perceptive congregation. We must find more ways to share and use the full potential of our members' talents and personal resources.

In recent history we have been a cautious congregation: restrained in our theological pronouncements; progressive, but not extreme, on social issues; willing to consider new undertakings, but wary of indebtedness.

So, can our great strengths be enhanced, our areas of decline reversed, and a general upward trajectory achieved during a period when our church is facing transitions in leadership and our nation's economy is experiencing a serious downturn? From what we have learned from you and concluded together: Yes, we can!

Now is the time to take actions to grow our spiritual community in ways drawing principally on human energy and resolve, while planning strategically and practically to be ready when the financial climate brightens to move forward on needed new projects. We can, we must, blend enthusiasm and risk-taking courage with prudence and forethought.

Based on our application of Appreciative Inquiry, the task force has developed five-year goals in eleven areas. All our goals seek to grow the underlying enthusiasm expressed by members, make a positive impact within our church family and the community writ large, earn visibility and respect for who we are and what we do, and invite kindred spirits to join us. In particular, we advocate that Cedar Lane:

- Establish an Achievement Task Force to oversee the implementation of this Strategic Plan, a critical step toward which will be to administer Breakthrough Day 2011.
- Expand the pool of members and leaders actively involved in church activities, particularly in the areas of membership, religious education, social justice, and pastoral care.
- Obtain foundation and other nontraditional funding for social justice activities and leadership.
- Implement a financial strategy that deploys Cedar Lane's financial strength to serve priority needs while firmly applying fiscal discipline.
- Complete a *pro bono* prefeasibility study of the expansion and improvement of the present lounge space, drawing on expertise and skills within our congregation.
- Effectively carry through the forthcoming transitions in Cedar Lane's ministerial leadership.

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<sup>1</sup> See Introduction: 3. OUR PROCESS for definition and explanation of Appreciative Inquiry.

## INTRODUCTION

### **1. THE BOARD CHARGE**

The key portion of our charge from Cedar Lane's Board of Trustees (April 15, 2008) reads:

*The Board of Trustees charges the Breakthrough Task Force to engage the congregation in developing an inspiring vision for Cedar Lane's future. This future should foster spiritual vitality and be based upon our shared values. The vision should explicitly describe how we, as a congregation, will further cultivate and enhance these values and a healthy spiritual life. This vision is to be developed using the following two guidelines:*

*Our values and spiritual life should nurture and enhance our church community, each of us within the congregation, and the larger community of which we are a part.*

*Out of this vision will come a number of overarching goals, and under each of these goals specific proposals that directly support that goal . . .*

*We seek to identify and nurture shared UU values within Cedar Lane that support and nourish individual spiritual growth as well as social and intellectual connection. We seek to practice and promote these values in our community and beyond—for good, for influence, and for further UU growth. We believe the world benefits from Unitarian Universalist values; as Cedar Lane grows and prospers so will society.*

*We are looking to develop, from congregational input using an Appreciative Inquiry approach, broad, overarching goals. These goals will emerge from obtaining a sense of the best of who we are and what we have and how we can use the things we value to strengthen them and us. We see this coming out of small-group discussions, perhaps within already existing church groups, led at least in part by representatives of those groups serving on the Breakthrough Task Force or a subcommittee thereof. A series of open meetings for interested members is also anticipated.*

*We would ask these small groups questions like:  
What do you like/value most about Cedar Lane?  
What do you like so much that you don't want to lose it through change?  
How can we take what you value most and make it better?*

*Such questions should focus in turn on people, program, and facilities.*

*We hope the task force will successfully solicit the big-picture thinking that will lead our members to make the decisions and take the risks that will make important results happen. We want broad congregational input without doing a survey that will merely supply statistics. We want the process to be a spiritual one for all involved. We want everyone to be heard and feel heard in such a way as to enable her/him to contribute to and commit to the decisions of the group and then the congregation.*

## **2. MEMBERSHIP OF THE BREAKTHROUGH TASK FORCE**

The Board Charge says that:

“ . . . Cedar Lane’s major committees/communities should be represented on the committee [Breakthrough Task Force], not necessarily a currently serving member of that group but perhaps a retiring or strong former member who understands and shares the group’s culture and values.”

Members of the Breakthrough Task Force are:

- Bonnie Beavers
- Dian Belanger
- Stephen Colgan
- Duncan Ferguson
- Linda Gianessi
- Kate Harrison
- Mary Karimi
- Harvey Lerner, Co-Chair
- Lyn Peters
- Perry Seiffert
- Dawn Steinfeld, Co-Chair
- Jay Schneider
- John Wing.

The Task Force appreciates valuable assistance received from Sarah Steck, a member of our congregation who is expert in Appreciative Inquiry.

Each member of the Breakthrough Task Force has had assigned responsibilities for carrying out Appreciative Inquiry sessions and for preparing draft materials concerned with designated areas of church life:

- Worship
- Social Justice
- Religious Education
- Physical Space
- Pastoral Care
- Music

- Ministries
- Membership
- Lifelong Teaching and Learning
- Leadership and Governance
- Financial Resources

### 3. OUR PROCESS

#### Appreciative Inquiry

*Appreciative Inquiry is the cooperative co-evolutionary search for the best in people, their organizations, and world around them. It involves the discovery of what gives “life” to a living system when it is most effective, alive, and constructively capable in economic, ecological, and human terms.*<sup>2</sup>

The Board of Trustees Charge to the Breakthrough Task Force (see Section 1 above) prescribes the use of Appreciative Inquiry as a means of involving the congregation in the process of creating an inspiring future for Cedar Lane.

The Appreciative Inquiry process involves four main steps, which have been variously described as “the four D’s” or “the four I’s”:

Phase One:	Discover (or Inquire)
Phase Two:	Dream (or Imagine)
Phase Three:	Design (or Innovate)
Phase Four:	Deliver (or Implement)

“Strategic Plan” has a special meaning in Appreciative Inquiry, one that emphasizes the importance of group buy-in. The underlying theory is that of *social constructionism*: “by getting people to unite on a central theme or idea, AI allows people who share a related objective to project or construct their own future—in this case the future of an organization.”<sup>3</sup>

The Breakthrough Task Force carried out Appreciative Inquiry sessions in several ways. A congregation-wide Breakthrough Day was held on Saturday, October 17, 2009. All members of the congregation were invited and 60 attended.

Members of numerous groups representing a broad spectrum of the Cedar Lane community participated in Appreciative Inquiry sessions:

- Alliance
- Connection Circles

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<sup>2</sup> David L. Cooperrider, Diana Whitney, and Jacqueline M. Stavros, *Appreciative Inquiry Handbook for Leaders of Change*, p. 3

<sup>3</sup> Cooperrider *et al.*, *Appreciative Inquiry Handbook for Leaders of Change*, p. 14

- Dinner Discussion Groups
- Facilities Committee
- Grounds Committee
- Kiplinger Lecture Committee
- Ministers and Staff
- Religious Education Council
- Science and Religion Discussion Group
- Social Justice Council

In addition, one-on-one Appreciative Inquiry sessions were held with individuals in order to pursue particular topics.

The foregoing meetings generally focused on the first two phases of Appreciative Inquiry (Discover/Inquire and Dream/ Imagine). For example, each person who attended the Appreciative Inquiry session following the Alliance Meeting on February 12, 2009 was asked to address the following two questions:

QUESTION 1:           What Have You Done, Participated In, or Experienced at Cedar Lane that You Particularly Value?

QUESTION 2:           What Do You Want for Cedar Lane in the Future?

The Breakthrough Task Force utilized the information thus generated to develop the second two phases, drawing on outside commentary at key junctures.

The Task Force briefed the Board of Trustees on the status of its findings and proposals as of March 2010, taking into account the Board's Growth Goals and the recommendations for achieving those goals made at the November, 2009 Committee Chairs Meeting. The Task Force submitted a Draft Working Paper to the Board on October 18, 2010, with a request for comments, and then prepared a Revised Working Paper in response to these comments, dated November 15, 2010.

A version of the Revised Working Paper with a few further revisions was distributed to heads of committees and groups on November 19, 2010. Former Board Chairs were also invited to comment. A Proposed Final Report, made available to the congregation in draft form on February 16, 2011 in electronic and hard copies, reflected a review of comments received prior to that date. Thus, every member of Cedar Lane's congregation should have had an opportunity to review and comment on the contents of the report at least once. Altogether, written comments have been received reflecting input from some fifty-five Cedar Laners.

The work of the Breakthrough Task Force has been enhanced through analysis of surveys and information-gathering activities conducted by church committees, and church staff, including data on membership, pledging, and attendance, and a survey of members' music preferences. Appendix B contains graphs on membership and attendance trends.

#### **4. IMPLEMENTATION**

This Strategic Plan is designed to serve as a resource/guide for future planning by the Board of Trustees, church groups and committees, and for the congregation as a whole for the next five years. Once approved, it can be used as a background document for our upcoming ministerial searches, for work with other churches, and for other general congregational purposes. Shorter term, more specific plans with processes, timelines and budgets can then be created congruently.

This Strategic Plan is intended as a flexible, living document. It can—and should—be modified as experience, feedback received from Breakthrough Days, and other means of assessment indicate.

The proposed Mission Statement, which appears at the start of this report, is intended to have a more permanent, less malleable character than this Strategic Plan. The Mission Statement could last for decades without significant change. Accordingly, the Breakthrough Task Force recommends that separate votes be taken on the adoption of the Mission Statement and the Strategic Plan.

Achieving our goals will require strong leadership from the Board of Trustees and newfound energy from Cedar Lane's various committees, groups and individuals. Initially, the Board should appoint an Achievement Task Force to plan and oversee the execution of the major initiatives in this Report.

This Achievement Task Force should be charged with making 2011-2012 a year of action and ensuring that the strategic planning process operates as a driver of change. The Task Force should be constituted as a Board subcommittee, supplemented as appropriate by non-Board members. It should administer Breakthrough Day 2011. It should oversee the implementation and appropriate adaptation of this Strategic Plan and make recommendations for the continuation of the process in the future.

We recommend that the second Breakthrough Day be held in the autumn of 2011 and that it focus its efforts on recruiting members for leadership and support positions on activities to advance Cedar Lane's breakthrough plan. That is, this event should combine Appreciative Inquiry and congregational assessment with commitments of time and talent. The Leadership, Membership, Pledge Drive, and Ministry committees as well as several other church organizations have vital interests in this effort, and their members should be enlisted in its support.

In some cases, implementing the recommendations of this report may involve the creation of a new church committee or task force. In others, support and involvement by the Board and Achievement Task Force may be required. The Worship goal, at the core of the recommendations, should be largely implemented by our ministers, the music staff, and the Worship and Music committees.

We have deliberately minimized the financial requirements associated with our recommendations so that limited church budgetary resources should not act as constraint on Cedar Lane's capacity to move forward. Instead, human resources, the capacity to mobilize enthusiasm, skills, and time commitments will be the deciding factors. The Achievement Task Force will be challenged to recruit additional leaders, including new and young members of the congregation. And especially important, enthusiastic, capable, committed leaders must be identified to take on and ensure the success of major new undertakings. Cedar Lane well remembers the critically important leadership of Jack Shaffer, champion of the Chalice House Project.

And, just as important, there must be widespread support from members that broadly span church groups, constituencies, and generations. Effective ordering of our undertakings requires repeated efforts to draw on the wisdom and experience of a very talented congregation. Our priorities should grow from support that is broad and deep.

The giant Antaeus in Greek mythology was indefatigably strong as long as he remained in contact with his mother earth. When he fell, he arose refreshed and energized from renewed grounding in the roots of his vitality.

May it be so with us.

## GOALS AND PROPOSALS FOR ELEVEN AREAS OF CHURCH LIFE

### 1. WORSHIP

**Five-Year Goal:** To achieve and sustain excellence in all aspects of worship—to nourish souls and minds, to bring together growing numbers of diverse people in fellowship and common purpose, and to inspire collective action toward a more just world.

**Status:** While members and friends participate in Cedar Lane offerings in varied ways for varied reasons, worship is the spiritual center of congregational life. Worship is where we seek internal renewal through inspiring intellectual, ethical, and moral uplift. Worship is where we gather in community, forming lifetime bonds of mutual caring, support, and friendship, and where we commit and share our energies toward the larger good. Worship is typically visitors' first taste of what Cedar Lane, and perhaps Unitarian Universalism, has to offer. Every Sunday (or wedding or memorial) service is someone's first. Well done, it brings newcomers back and keeps them for decades. Thus, consistent excellence in worship must ever be our primary goal if we wish to attract and retain members.

Worship encompasses, as an integrated whole:

*Words*, spoken in sermons and readings. Appreciative Inquiry confirms our high value of thoughtful, spiritual treatments of a great variety of topics that draw from numerous sources, including the traditional religious canon and contemporary points of view. We remember personal stories with universal messages, connections with UU Principles, new ways to consider important questions, and calls to specific action. We like to come away feeling a sense of comfort, inspiration, clarity, transcendence. While we may like it less, we know we also grow from challenges to our comfort zones.

*Music*, in formal presentation and congregational singing. We value our music as an integral and essential element of worship and delight in hearing a great variety of voices, instrumentations, and cultural, historical, and regional traditions. We are uncommonly fortunate to own a magnificent organ and two grand pianos. We enjoy having more music presence in front of our worship space, including singing new types of hymns. We have somewhat limited flexibility for music presentation because of the configuration of our physical space. Any modifications to the latter should pay particular attention to the impact on and potential for music.

*Communal Rituals* joining congregants in community and over time. We build togetherness in worship through flower communion, the fall in-gathering water ceremony, Christmas Eve candle lighting, and rites of passage for children and youth. We have initiated opportunities for personal silent candle-lighting, witnessing that we all carry joys and concerns and care about each other. For some years we collectively contributed to well-received lay services on the Sunday nearest New Year's Day called Words to Live By and once or twice shared personally treasured poetry, traditions perhaps worth revisiting.

*Physical Space*, our spiritual environment. Fifty years ago, our church was built to be “a place of beauty and dignity,” a place of “inspiration,” “repose,” and “spiritual unity.” We still love our worship setting, especially the harmony of our elegantly simple windows and the natural wonder they frame. But parts of our all-purpose space have come to work less well over time and deserve reconsideration.

*Attendance*, our being there as a reflection of spiritual nourishment received and community savored. While member loyalty is strong and we strive increasingly successfully to welcome newcomers, a general downward trend in attendance at Sunday services in recent years is a concern.

We express our worship in all that we do. We thus advance all our priorities for vitality, effectiveness, and growth—in member commitment and active involvement, social justice impact, visibility beyond our doors, and reliable resources for robust financial health.

**Proposals:**

- Offer frequent sermons that reflect and explore member needs and concerns, whether the human condition, right relationships and emotional connections, or spiritual aspects of broad societal and civic concepts. Take advantage of the UUA’s new website initiative on worship.
- Focus services periodically on timely public policy and social justice issues, with an immediate action component for members to bring about positive societal change.
- Explore intentionally our theological diversity, for congregational understanding and spiritual growth.
- Ensure sustained support of the music program to maintain and grow its exceptional quality and vigor. Continue to choose music to complement the worship theme, and develop new and varied types of music to attract younger and more diverse members.
- Invite more lay participation in services, including children, youth, and families, as appropriate.
- Update our architecturally inspiring worship space to enhance the quality of the spiritual experience and accommodate evolving practical needs. (See Physical Space.)
- Complete and perfect the audio/visual systems, and train users to ensure that all congregants can see and hear clearly.
- Expand use of the website to promote worship highlights in advance, and post sermons in their entirety as an audio link.
- Encourage greater attendance at services through all of the above means and others, including continuing experimentation and pursuit of statistical and other types of analysis to seek insights into which kinds of topics/issues/speakers attract the most participants.

## 2. SOCIAL JUSTICE

**Five-Year Goal:** To inspire and sustain focused, integrated, structured congregational action toward building a more just world.

**Status:** The ideals of social justice permeate the seven principles of Unitarian Universalism. They lead our consciences to study and action here at Cedar Lane. As we learn from our own introspection, research, debate, and consulting with experts, we commit ourselves to human and civil rights, diversity, peacemaking, environmental sustainability, and international development. We advocate more equitable public policies on issues like immigration, labor and safety standards, health care accessibility, and poverty. We develop active partnerships locally, nationally and internationally with diverse communities working towards the shared goal of alleviating acute need and confronting long-standing oppression. We clean, build, paint, march, lobby, rally, chop vegetables, and raise money for vital causes. We work on our own attitudes toward race and class, gender and sexual identity, energy and food consumption, and strangers in our midst, especially those whose beliefs differ from our own.

We do much:

- Martha's Table, Manna Food Kitchen, Montgomery County Community-based Shelter, Beacon House, Rebuilding Together, Lobby Day in Annapolis for Civil Marriage as a Civil Right, work parties helping to rebuild hurricane-ravaged New Orleans, AIM (Action in Montgomery) interfaith projects from low-income housing to full-day kindergarten
- shared plate-income support for victims of Sumatra tsunami, Haiti earthquake, Pakistan floods
- Transylvania Partner Church relationship-building and support, including student scholarships
- land mine clearing and literacy-building in Afghanistan
- Green Sanctuary certification, Green-In Environmental Fair, Go Green Rummage Sale, Social Justice Empowerment Workshop, annual charity-benefiting music concert, annual Alternate Giving opportunities, and anti-racism, pro-diversity work of the CLARITY Task Force here at Cedar Lane

We have made a worthy start in recently setting up a Social Justice Endowment Fund, but it remains far short of the \$100,000 level that must be attained before its proceeds can be used to support good causes.

Effective social justice outreach not only builds a better world, but also helps Cedar Lane gain visibility and respect for who we are and what we do while nurturing, strengthening, and broadening the circle of our own spiritual community. We should open our hearts and minds to embrace and warmly welcome people of all races, ethnicities, nationalities, and gender orientations, We must all do our part in working toward a more just society.

**Proposals:**

- Establish an organizational and financial infrastructure that will ensure long-term focus, funding, and effectiveness of our social justice work.
  - Create a task force to spearhead the completion of funding of the Social Justice Endowment so its income can be drawn upon. Reemphasizing November as Endowment Month could help spur this effort.
  - Apply 10 percent of unrestricted bequests to the Social Justice Endowment.
  - Seek outside funding, from foundations, the UUA or other sources, to provide transitional support for the hiring of a part-time social justice coordinator, who will organize and empower congregational activities on a manageable number of timely, viable, compelling issues selected in partnership with the Social Justice Council. S/he will actively seek additional funding sources and attention from the press.
  - Pursue additional approaches to achieve a social justice agenda that can be sustained.
  
- Increase congregational commitment of personal time, talent, and treasure to social justice.
  - Organize more events such as the Green-In and the Tuskegee Airmen presentation that serve important causes while also bringing in outsiders to our church.
  - Increase recognition from the pulpit of activities, ministers, and lay people involved in social justice work.
  - Work more intentionally with other UU churches through the area Unitarian Universalists for Social Justice (UUSJ) and with other faith communities through AIM and Interfaith Works on issues of common concern.
  - Make maximum use of Unitarian Universalist Service Committee (UUSC) resources and Joseph Priestley District (JPD) training opportunities to make our church community more effective and better recognized for our social justice work.
  - Encourage more collaboration among the Social Justice Council and other Cedar Lane groups such as Adult Programs, the Sunday Forum Committee, and the Alliance to enhance publicity for each other's or joint programs on social justice issues.

**3. RELIGIOUS EDUCATION**

**Five-Year Goal:** To expand Religious Education (RE) participation, retention, and offerings, giving particular attention to the earliest years, to teenagers, and to generational integration.

**Status:** Religious Education has been an important part of Cedar Lane since its beginning as the Montgomery County Unitarian Center in 1951. An extraordinary number of children educated in our church program have gone on to enter the ministry, and our

program has a well-deserved reputation as one of the finest in the denomination. Currently, church retreats and an experimental Family Triads Program are showing success. Nevertheless, attendance in the RE program has declined in recent years.

**Proposals:**

- Provide opportunities for children enrolled in the program to demonstrate their grounding in ethical concepts and religious history.
- Include both children and their parents in addressing important issues, such as drugs, fitness, internet safety, environment, and sex education, in RE offerings.
- Improve outreach and recruitment of prospective RE participants, including to families in the Cedar Lane Nursery School and Wednesday Morning Group.
- Offer a wider range of Our Whole Lives (OWL) programs to an expanded range of ages, such as grades 4-6, young adults, and parents.
- Provide additional offerings for children and young adults in Spring B.
- Include more intergenerational environmental programs in Spring B.
- Invite shared RE experiences with other UU congregations.
- Expand opportunities for the youth to volunteer to help younger Cedar Lane children, the environment and the larger community.
- Create more intergenerational events, such as the all-church retreat and youth participation in adult social justice activities.
- Provide a prominent and frequently updated RE presence on the church website.
- Provide more information on RE activities “upstairs,” through visuals in the lounge, teacher-of-the-month recognition, announcements, and frequent updates.

**4. PHYSICAL SPACE**

**Five-Year Goal:** To maintain Cedar Lane’s buildings and grounds and to lay the groundwork for functional and aesthetic enhancements, including an expansion of the lounge and/or other projects that could be undertaken expeditiously as financial conditions permit.

**Status:** Cedar Lane has given significant attention to improvements of physical space over the years: *Futures Committee Report* (1983); *Report of the Long Range Planning Committee on Auditorium Expansion Options* (1989); *Long-Range Plan* (1996); and *Long-Range Strategic Plan* (2001). Capital fund drives have resulted in upper level renovation (1992-1993), the creation of the Memory Garden and the Chalice House conversion (1997-1998), and the downstairs renovation (2003-2004).

In 2003-2004, an architectural planning study considered options for our worship space and/or a new fellowship hall, further additional lower level renovation, and grounds improvements. A congregational vote on the options it presented was inconclusive.

A more realizable, yet attractive and workable, plan would be an expansion and reconfiguration of the lounge, a project that could be within our means as economic conditions improve. It would provide the second large gathering space that efficiently

functioning churches invariably have, to accommodate concurrent or tandem activities and offer greater opportunities for outside income (wedding/funeral receptions, community meetings, presentations and performances). The current lounge lacks aesthetic appeal, is too small for many congregational activities, and is a passageway, awkward for many uses.

With this project completed, we would have alternate in-house space for worship so that, when financially feasible, we could undertake relatively modest improvements to our all-purpose auditorium, creating a dedicated, spiritual worship space—a sanctuary. We could make aesthetic and practical use of the backstage area, better accommodate evolving technological needs, and keep our beloved windows.

**Proposals:**

- Assure that funds are available for boiler, air conditioning, roof, and other anticipated capital replacements without drawing down the principal of the Endowment or needed working capital.
- Carry out a *pro-bono* prefeasibility study of an expansion of the lounge staffed by Cedar Lane members who are architects and members who have economic/financial feasibility study experience. This prefeasibility study could then be used to establish design and cost guidelines for follow-on professional services.
- Review physical accessibility issues, including the capacity of our elevator to handle wheelchairs and handicapped access to the choir loft and the pulpit.
- Emphasize from the pulpit that care of our building and grounds is a shared responsibility of the congregation and the staff.
- Explore a range of moderate-cost capital improvements, such as further enhancements to the sound system so that everyone can hear what is spoken and sung, upgraded restrooms, better space for choir visits to the front of the auditorium and safety upgrades.

**5. PASTORAL CARE**

**Five-Year Goal:** To provide care and support to persons of all ages needing such services.

**Status:** Cedar Lane currently has an excellent Associate Minister for Pastoral Care and active Pastoral Visitors and We Care programs. However, pastoral care needs can often be greater than the capacity to provide them. It is important, therefore, to recognize that care-giving responsibilities are congregation-wide, and that Pastoral Care can be greatly strengthened by the infusion of additional active participants and the introduction of new program concepts.

**Proposals:**

- Conduct a review of pastoral care programs at other churches in our area, with a view to restructuring Cedar Lane’s program. A possibility would be to combine volunteer services with assistance from providers chosen from a pre-screened list and paid for by the recipients.

- Expand congregational awareness of and participation in pastoral visitation activities.
- Emphasize skill acquisition so that pastoral care providers are more able to fulfill pastoral care needs on their own.
- Design intergenerational activities to engage persons of diverse ages (e.g., music, art and craft classes, story-telling) that can be conducted during Spring B, Holiday Craft Day, and/or at assisted living and other senior residences.
- Explore the feasibility of car pools and other transportation options for those who need them.
- Enhance the capacity of the Cedar Lane website to serve the needs of those unable to leave their homes. (See Governance and Lifelong Teaching and Learning.)
- Organize a “sing-out” several times a year—a small group of singers who visit those who can’t get to church, so that meaningful music can be shared.
- Provide greater congregational awareness of the range of helping organizations and support groups available in the community and region.

## 6. MUSIC

**Five-Year Goal:** Sustain music at Cedar Lane as a vehicle for spiritual expression and communal enjoyment that touches hearts in our congregation and reaches beyond the church into the community.

**Status:** Information gathered by congregational survey and in meetings with persons directly involved indicates a high level of satisfaction with the music program at Cedar Lane and with the role music plays in worship and in congregational life. While most activities initiated by our new Music Director have been well received, it is important to continue to explore a range of ways that music can enrich church life, respond to the needs of the congregation, and attract new members.

### **Proposals:**

- Sustain and enrich current music program efforts, including formal concerts, cabarets, instrumental activities, and attendance of our members at Cedar Lane’s formal music events.
- Obtain periodic feedback from the congregation concerning musical preferences and the content of the music program.
- Increase the size of vocal and bell choirs, including more young adult and teen participation.
- Expand the range and types of musical offerings.
- Program at least one concert a year supporting a local charity and publicize widely to the community.
- Schedule the choir to sing at other churches and their choirs to sing at ours.
- Participate in community events that include music.
- Encourage non-choir members to participate in musical activities.
- Explore ways the worship space would enable the choir to perform on occasion in front of the congregation without using movable, temporary risers.

## 7. MINISTRIES

**Five-year goal:** To assess, honor, and augment ministries carried out by Cedar Lane's ministers, professional staff, church committees, and individual members.

**Status:** Ministry is a sacred process by which clergy and laity share inspiration, care for others in times of joy and sorrow, nurture hopes and dreams, and share our deeper selves in fellowship and conversation. Ministers lead us by their skillful planning of Sunday worship services and the connections that they forge with congregants. Lay leaders also minister to members of and visitors to the church. Social justice activists serve those in the community. Sunday Worship, Social Justice, Pastoral Care, We Care, Connection Circles, Religious Education, Music and Adult Education, and other church organizations are all ministries. Each of us can minister. The Unitarian Universalist Association, the Joseph Priestley District, and other Unitarian Universalist entities provide resources and vehicles for social action.

The Committee on Ministry can take two forms.<sup>4</sup> It can be a Ministerial Relations Committee focusing on support of and advocacy for called ministers. More recently, some UU churches have designated broader purposes for this committee, extending its scope to how lay leaders serve the congregation, how members take care of each other, how the church supports outside causes—as well as how the called ministers serve the congregation. This second committee form takes on a more active, comprehensive, evaluative character, seeking “to understand, assess, support, and advocate for robust ministry throughout the context of congregational life.”<sup>5</sup>

Cedar Lane's Ministerial-Congregational Committee recently changed its name to Committee on Ministry. However it currently remains essentially a ministerial relations committee, acting as a support group for the called ministers and a channel of communication between them and the congregation.

The Board of Trustees conducts an evaluation of our professional ministers every year. The Board's evaluation efforts have focused primarily on current performance. Such evaluations can miss important larger issues of career planning and timing, which are of strategic importance both to ministers and to our church's future. Career planning conversations require special arrangements and preparations.

Many organizations find it helpful to conduct an exit interview with employees who are leaving. The person leaving feels a greater degree of freedom to speak candidly about changes or improvements. In churches, experience suggests that the process should include an interview with the minister, a separate interview with the minister's spouse, and a joint interview with the minister and spouse together.<sup>6</sup>

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<sup>4</sup> UUA, *Committee on Ministry Not Just for Ministers* (2004), <http://www.uua.org/leaders/leaderslibrary/leaderslibrary/interconnections/44219.shtml>

<sup>5</sup> Ann Odin Heller, *Churchworks* (Skinner House Books, 1999), p. 124.

<sup>6</sup> "Why Have A Pastoral Relations Committee?" in Lyle Schaller, *Survival Tactics in the Parish*, p. 190.

Excellence in ministry—conceived of in its broadest sense—merits recognition as well as gratitude. There are numerous ways in which recognition can be registered, ranging from non-pecuniary awards to commendations from the pulpit. Making sure that suitable church-wide recognition of excellence in ministry is the responsibility of a permanent committee.

**Proposals:**

- Encourage the Committee on Ministry, working with our new ministers, to reexamine its scope and role.
- Maintain and strengthen the annual process for evaluating our called ministers.
- Conduct exit interviews with departing ministers.
- Provide a Board of Trustees career development review for each called minister every five years. This review should address career plans, opportunities for professional growth, and sabbatical plans. It should combine insights provided by the Committee on Ministry and the Personnel Committee. This review is intended to improve communication between the ministers and the church community, reduce uncertainty as to career direction, and reflect the unique professional relation of called clergy to Cedar Lane.
- Treat the creation of intergenerational linkages as an important Cedar Lane mission by identifying thoughtful and deliberate ways for members to bridge the generational divide, such as expanding worship, social and serving opportunities, such as creating intergenerational connection circles, storytelling, and letter-writing activities, among many others.

## **8. MEMBERSHIP**

**Five-Year Goal:** To grow—

- in spiritual depth, community, and commitment
- in attracting, integrating, involving, and retaining members
- in creating and nurturing a diverse/multicultural community
- in developing our leadership potential to take us to a new level of excellence

**Status:** Our members are our most important resource. Their talents, knowledge, experience, and range of interests are exceptional. They provide the energy and commitment that drive our programs, which offer a wide range of spiritual and intellectual nourishment. Their efforts, as well as those of our ministers and staff, are vital to attracting and welcoming new members and reengaging members who have drifted to the periphery of church life. Their generosity funds our budgets and responds to special needs and opportunities year after year.

We enjoy the benefits of being a large church—consistently one of the ten largest in the Unitarian Universalist Association. Cedar Lane’s membership has been remarkably stable over fifty years. (See Appendix B, Membership and Attendance Trends.) However, we are concerned that attendance at Sunday services and registration for our Religious Education program have decreased markedly.

We have in place several instruments to promote membership vigor. Since 2003, Cedar Lane has employed a part-time Membership Coordinator, who performs a critical role both in recruiting new members and integrating them into the church community. Among successful recent initiatives have been the creation of “Cedar Lane in Six Minutes” following Sunday services and a series of lunches and discussion groups thereafter.

Though we all have a vital welcoming role to play, the Member Services Committee has traditionally taken the lead in attending to visitors who come to services, encouraging newcomers to return, and integrating new joiners into church life. The Public Awareness Committee supports the Member Services Committee by attracting newcomers through its work with the Chesapeake UU Growth Committee, which promotes Unitarian Universalism in our region. Recently, these committees have met, worked, budgeted, and acted together, achieving an informal integration.

The Breakthrough Task Force welcomes and endorses the Cedar Lane Board of Trustees’ recently established goal of membership growth. To achieve it, we must ever seek to enrich the quality of the membership experience for all while addressing specific needs such as creating an ambiance attractive to young families, young adults, and persons from diverse cultures. Developing lay leadership will ensure effective future governance and the vibrant church life that we value so highly.

Summoning from ourselves more energy, imagination, and a willingness to change certain routines and even jargon can set us on a new path. We can then generate the resources essential to support our ministers, staff, and programs at levels commensurate with their importance to our religious community, and the vigorous cycle renews itself.

**Proposals:**

- Inculcate a church-wide understanding that growing our membership, integrating new members, and deepening our sense of community are responsibilities of every Cedar Lane member, under the leadership of our ministers, Board of Trustees, Membership Coordinator, and other staff.
- Work with interested committees and persons in our congregation to develop an action program to achieve greater racial, social, and spiritual diversity in our membership.
- Arrange a meeting of each new member, couple, or family with a minister and a member of the Member Services Committee to discuss what they find meaningful, what brings them here, and how we might minister to them, as well as the opportunities and responsibilities of membership.
- Pair newcomers with longtime members so they can get to know each other, and so we can know that each newcomer starts in our community with at least one supportive friend.
- Encourage member participation by publishing committee openings in the Cedar Lane News. Specifically invite newcomers.
- Encourage committees to recruit one-third of their members from persons who have joined Cedar Lane in recent years and/or are currently under-engaged in church activities. Seek names from the Membership Coordinator.

- Provide training opportunities for new leaders through JPD workshops and the like. Create an expectation that such opportunities be taken advantage of.
- Form a web committee to redesign Cedar Lane's web site, with graphic design and navigational structure to appeal to a range of audiences: members, staff, church seekers, and visitors.
- Provide podcasting and a Facebook presence attractive to young adults.
- Treat the position of Membership Coordinator as a high priority for retention, even in times of limited finances.
- Focus the functions of the Member Services Committee on facilitating the integration of new and longer-term members into church life.
- Create a new Outreach Committee that would incorporate and broaden the activities of the present Public Awareness Committee to work with the Membership Coordinator on attracting new members. Concentrate on recruiting younger members to serve on this committee.
- Reach out to young families, empty nesters, and communities of color in nearby zip codes through mailings, presence at community events, and other targeted efforts.
- Publish annual data on church membership and demographics.

## **9. LIFELONG TEACHING AND LEARNING**

**Five-Year Goal:** To provide a rich environment of intellectual and spiritual development that has a profound impact on the personal growth of participants and supports their capacity to provide service to others.

**Status:** Cedar Lane currently provides many ways for members and others to experience intellectual and spiritual growth, and to build connections and community within and outside of the church. These include Adult Programs, Sunday Forums, Kiplinger ethics lectures, Alliance programs, Connection Circles meetings, and the resources provided in the Cedar Lane library, among others. These offerings are among Cedar Lane's greatest strengths.

### **Proposals:**

- Make full use of the quality of our adult offerings to support current members and attract and support new members.
- Encourage Cedar Lane members to participate as teachers and learners in a communal process of personal growth and the sharing of personal skills and perspectives.
- Widen the range of subjects covered, particularly in science, social science, the arts, and social justice.
- Establish lay leadership training as a component of Adult Programs.
- Train adults and teenagers to tape and edit our classes, lectures, forums, and sermons.
- Provide the best of our programs on the church website.

## 10. LEADERSHIP AND GOVERNANCE

**Five-Year Goal:** To create a more effective governance framework that expands member participation in church life; enhances communication among members, lay leadership and clergy; and improves leadership participation and continuity.

**Status:** Cedar Lane has an active and organizationally sophisticated congregation. Lay leadership represents between 15 and 20 percent of members at any one time. As is true of most volunteer organizations, the leadership pool tends to consist mainly of persons who move from one committee or task force to another. Congregational surveys to assess the needs and interests of members have been held periodically, but not on a regular schedule and sometimes with insufficient follow-through.

### Proposals:

- Expand Cedar Lane's leadership pool, e.g. through publication of committee openings and active efforts to recruit one-third of committee members from persons who have joined Cedar Lane in recent years, presently inactive members, and individuals outside the circle of those currently heavily engaged in Cedar Lane activities.
- Encourage interested members outside Cedar Lane's present circle of leaders to pursue leadership training opportunities. (See Lifelong Teaching and Learning.)
- Improve continuity in Board leadership by appointing the immediate past chair of the Board to a one-year advisory position. The Board should be encouraged to look at other ways to improve continuity.
- Use the Cedar Lane web site to communicate Board and committee priorities and actions in a way that is easy for members to access. Provide a secure member sign-in on the website so that important information such as board minutes and congregational meeting information can be posted.
- Explore ways to involve the entire congregation in decision-making, such as electronic voting and live streaming of the annual meeting.
- Conduct a biennial congregational assessment modeled on Breakthrough Day and on the Congregational Self-Assessment and Retreat described on the Unitarian Universalist (UU) Ministers Association *Assessment Tools* website. A single-day retreat based on Appreciative Inquiry principles should measure the general health of the congregation, identify common goals and objectives, and serve as a means of recruiting leaders.
- Additional surveys of the congregation may be necessary. For example, a congregational survey is part of the process of calling a new minister.

## 11. FINANCIAL RESOURCES

**Five-Year Goal:** To fund Cedar Lane's important needs and opportunities during a critical time of transition, while firmly applying the financial discipline needed to bring the Operating Budget back into balance.

**Status:** Cedar Lane's financial position gives us much to be proud of:

- We have no debt.
- We have a large endowment.
- We have, until recently, enjoyed a considerable period of financial stability.
- The committees with primary responsibility for church finances have had thoughtful and responsible members and leaders.

Nevertheless, the financial situation of our church has not been positive in recent years. We have incurred deficits of \$44,000, \$30,000, and \$23,000 in the past three years. The ability of our members to fund financial commitments has been reduced by job losses and stock market uncertainties. The reduction in donations has resulted in deficits, despite freezing salaries and controlling other expenses. Our operating deficit for the current year is budgeted at \$47,500. It is critical that we not allow deficits to become systemic.

Cedar Lane has incurred, and recovered from, annual deficits in the past, most recently in the mid-1990s during a period when a ministerial transition coincided with extended physical reconstruction of our church. We should plan to welcome new ministers into a church in sound financial condition.

We can be particularly proud of the growth of Cedar Lane's General Endowment Fund. Five percent of the value of this fund is distributed yearly according to a formula that does not permit a reduction in its principal. The distribution in July 2010 was \$94,262. The church policy has been to use the annual endowment distribution for only capital expenditures and special projects. Unfortunately, in the current fiscal year, \$47,500 of our operating budget is expected to be financed using money from the Endowment Fund distribution.

Since our church has a fundamentally sound financial situation, it would be unwise to curtail activities that currently are receiving enthusiastic support from our existing members or those activities that serve to draw new members into our community. Rather than undertaking major cost cutting during a time of leadership transition at Cedar Lane, our focus should be on increasing our operating revenues, improving operational efficiency, and on being in a position to provide compensation that will attract ministerial talent of the highest quality to our church. While maintaining a focus on our long-term priorities, we must clearly communicate to our congregation our current need for a change in our financial circumstances, with the Board showing the way.

Our congregation expects—and our staff expects to deliver—high levels of service. However, while our members are good at coming through when they know the

community urgently needs resources, Cedar Lane does not yet possess a widely shared, long-term culture of stewardship.

There are several possibilities for improving the revenues. The first—and most fundamental—is to provide needed financial underpinning to support our current church staff size by recruiting new members. The second is to raise pledge drive commitments from our current members and friends through improved solicitation techniques. The third is to substantially grow revenue from special events such as the Go Green Rummage Sale, as they have at some other churches that have run such events year after year. The fourth is to increase the energy and involvement of members, enhancing their sense of identification with the work of our church and providing stronger motivation to support this work. This report and the strategic planning program it envisions are integral to this fourth strategy.

**Proposals:**

- Promptly communicate to the congregation the Board’s determination to overcome the pattern of systemic deficits that has emerged in recent years.
- Conform staff and other expenditures to a five-year rolling budget based on realistic income estimates that take into account economic forecasts and the results of recent pledge drives.
- Reinstate the Board of Trustees subcommittee (ordinarily including the Chair, Chair-Elect, Secretary, and Treasurer) to set priorities for the preparation of the Operating Budget by the Finance Committee.
- Create a time-limited task force to work with the Church Administrator and the Ministers to develop further cost-cutting measures that could be implemented should the pattern of deficits continue.
- Request the Finance and Facilities committees to update guidance on Capital Reserve requirements, with recommended set-asides for true capital expenditures.
- In years of operating fund surplus, build a Rainy Day Fund to be invested by the Endowment Fund Committee, but kept separate from the existing endowment funds.
- Follow a practice of applying 20 percent of unrestricted bequests to the Rainy Day fund and the Social Justice Endowment (10 percent to each).

## APPENDIX A

### OTHER SUGGESTIONS RECEIVED

Many suggestions were received during the course of Appreciative Inquiry sessions, Breakthrough Day, and Working Paper reviews. Many of these suggestions have not been included in the *current version* of the main report for one or more of several reasons:

- Concerns about reader overload
- Believed covered by other suggestions included in the main report
- Requires further thought or feasibility analysis
- Lack of Breakthrough Task Force support for the suggestion
- Suggestion received at later stages of the Task Force process

We do not wish to lose any suggestions that have been made at any time during our process. It is conceivable that some of the suggestions we have not included will gather sufficient support to merit their inclusion in subsequent revisions by others.

In any event, we wish to record any ideas that have not been fully addressed in the main text of this report. It is possible that we have failed to include, through misinterpretation or oversight, some suggestion that you have made in the past. If so, please do not hesitate to make your suggestion again as Cedar Lane's strategic planning process is carried forward in the future.

- Add a member of the Membership Services Committee to work on the RE table downstairs to provide hands-on support to RE with a direct upstairs link.
- Add a member of the Membership Services Committee to the RE Council to assist in developing new welcoming and hospitality initiatives.
- Add some color to the auditorium to give it a warmer aspect.
- Assess methods for collecting data on interests of newcomers and make such data available to committee chairs looking for people.
- Assure that 4 percent of the 5 percent annual distribution allocation from the Endowment Fund is set aside for true capital projects.
- Arrange voice lessons for potential choir members.
- Begin a process for considering changing the name of Cedar Lane Unitarian Universalist Church.
- Bring RE kids in for the first part every service rather than once a month in order to address generational segregation and so kids get connected to what goes on in "adult" worship.
- Build a retirement facility on Cedar Lane grounds for our elderly members.
- Build multicultural competency and ministries of different cultures.
- Bundle individual donations by Cedar Laners to charities like Manna to achieve greater visibility for Cedar Lane.
- Conduct periodic music surveys.
- Consider alternative "down front" locations for the choir and musicians.

- Consider involvement in Joseph Priestley District (JPD) activities, such as its “healthy congregations” and the “threshold congregation” (growth) program of the Central East Regional Group of UUA districts.
- Improve our coat rack situation.
- Control parking space to prevent NIH/Navy overflow parking.
- Create a new sanctuary and make additional space for community activities.
- Create multi-generational service projects.
- Develop a congregational questionnaire to best communicate our theological profile during ministerial searches.
- Develop a plan to address our parking situation.
- Encourage the Committee on Ministry to evaluate the entire body of the church’s pastoral, prophetic and educational work and provide feedback to the Board of Trustees.
- Establish a monthly Social Justice Sunday with reports on local charities and plate sharing.
- Establish reporting relationships such that each of the called ministers reports to the Senior Minister.
- Expand the functions of the Membership Services Committee to embrace coordination of greeters, ushers, coffee servers, and others who have critical roles in Sunday welcoming and hospitality, as well as in-reach, outreach activities.
- Explore who we are as a congregation and what we are called to do in the world.
- Find ways to share information on members’ employment, hobbies, and interests.
- Focus members’ attention on “classism” as well as racism.
- Focus programs on retention of empty nest parents whose children graduate from Religious Education.
- Give anti-racism and anti-oppression training to the Board of Trustees and other church leaders.
- Hold dances for everybody.
- Hold some services in Spanish.
- Improve our website as a primary recruitment and communication tool.
- Install an electronic sign on Cedar Lane property.
- Install one or two large special-purpose notice boards with large print for church events.
- Interview members who leave Cedar Lane.
- Launch a “Cedar Lane New Member Year” in which attracting, welcoming, and encouraging new members becomes a special concern for all church members and organizations.
- Look for additional ways to encourage more social opportunities at the church, particularly for young and mid-adults, for example line or other dancing, movies, potluck dinners, and speakers.
- Make achievable reductions in the 2010-2011 Operating Budget.
- Make the first service different from the second.
- Place Spanish subtitles on the screen during church services.
- Plan to end the recommended policy of applying 10 percent of unrestricted gifts to the Social Justice Endowment when the amount of the fund reaches \$100,000.

- Provide a large sign for the Environmental Task Force to use at its table in the lounge.
- Provide buses or other transportation to church activities for those who are confined to their homes.
- Provide, at each annual meeting, a report detailing numbers of members gained and lost during current and recent years, together with available data on other churches in our area and in our denomination.
- Provide for congregational vote on ministers after ten years of service.
- Provide hookups for computers and screens in every room in the church.
- Reestablish monthly “Music Sundays.”
- Reestablish triennial congregational assessment of ministers and staff, or some variation thereof.
- Re institute a more rigorous minister evaluation system.
- Retain the next Senior Minister on an open-ended basis.
- Refocus some of our customary church language on young adult usage, e.g., calling some of our committees “teams.”
- Request members to bring their own coffee cups from home.
- Revise governance arrangements to provide that Secretary or Treasurer can accede to Board Chair position if selected.
- Schedule a UU Heritage trip to New England.
- Schedule evening services as opportunities to experiment with new worship formats and for our ministerial intern to gain preaching experience.
- Schedule more community service days to help others in need locally.
- Schedule more day trips as part of Adult Programs.
- Seek to recover the political diversity of the past, when our congregation had a more balanced distribution of conservatives and liberals, and a wider range of attitudes toward public policy.
- Target ethnic media.
- Upgrade the title of the Director of Music.
- Use newsletter, website, and even Order of Service to highlight specific openings.
- Undertake an analysis of the reasons for declining attendance.
- Utilize anticipated transitions in ministerial leadership to bring Cedar Lane’s Operating Budget into balance.
- When funds permit, consider reinstating a weekly ad in *The Washington Post* or at least at selected times during the year.
- Widen the number of space options considered in the prefeasibility recommended in the text.
- Write job descriptions and establish expectations for lay leadership positions.

## APPENDIX B

### MEMBERSHIP AND ATTENDANCE TRENDS

This Appendix contains four Exhibits.

- Exhibit One: *CLUUC Membership Size*
- Exhibit Two: *Stability of Membership Size*
- Exhibit Three: *Religious Education for Children and Youth*
- Exhibit Four: *Sunday Worship and Attendance*

While the data on which these exhibits are based have some limitations, the overall trends shown are judged meaningful.

On **Exhibit One**, CLUUC Membership Size, the **blue solid line** shows the number of members each year since 1952. The **orange dashed trendline**—one of several that could be drawn from the data—illustrates general directions. This graph is based on information contained in our church database. Variations in membership among individual years are not always reliable because differing criteria of “membership” may have been applied over time and because the membership rolls have been reviewed and revised only intermittently.

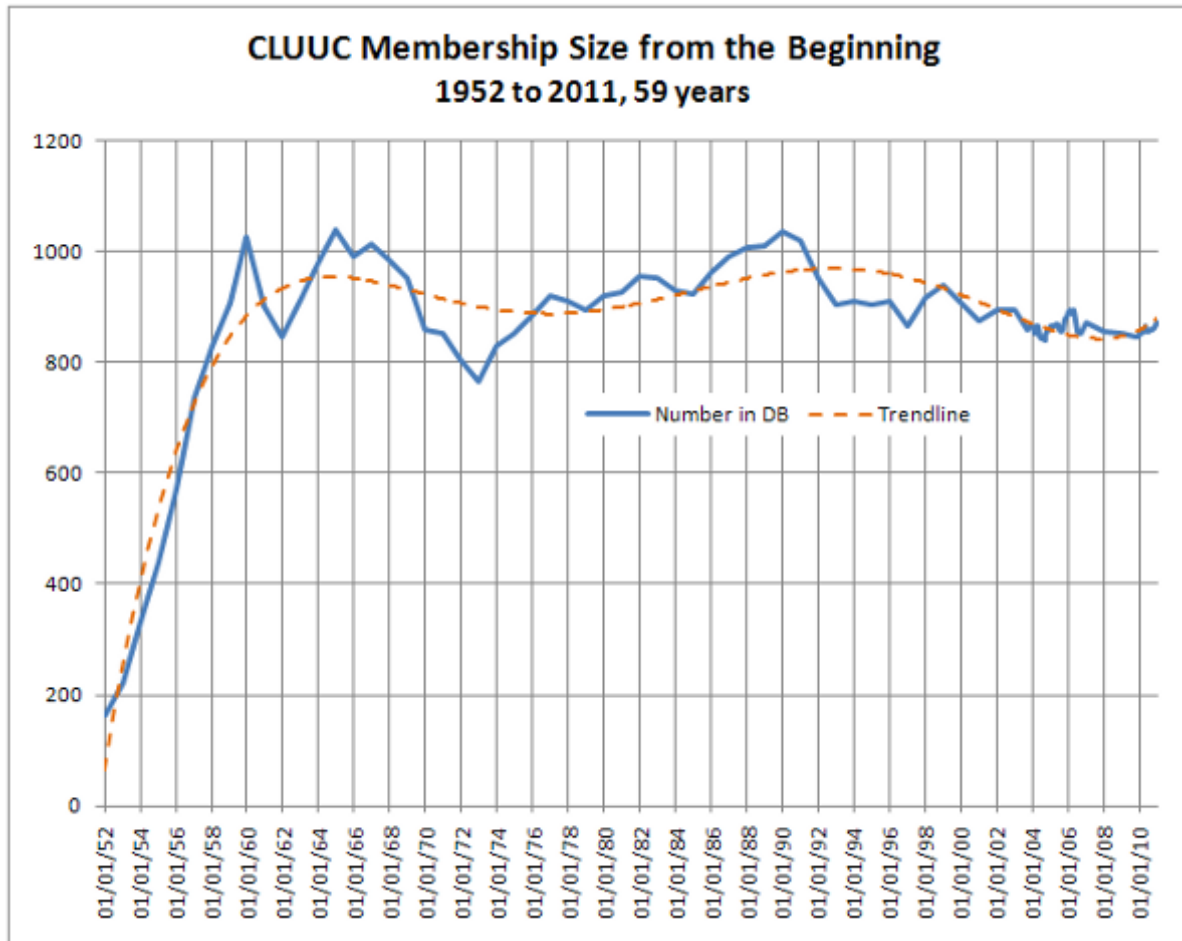
**Exhibit Two**, Stability of Membership Size, examines membership numbers over time for the six UU churches which were the largest in the denomination in terms of the combined number of **adults and children** in 1962. Of these six large churches, Cedar Lane’s membership has been the most stable in the ensuing 46 years. The data are from the UUA and are based on reporting by individual churches.

**Exhibit Three**, Religious Education, shows attendance by students, teachers, and visitors to the program. These data are collected on a weekly basis and represent the counting of children, teachers, and visitors actually in attendance at the church (as distinguished from those registered) on two-service Sundays. For example, each small blue diamond represents the total number of students attending on a particular two-service Sunday. On some two-service Sundays, some of the RE classes are engaged in activities outside the church (e.g. Boston trip, ski trip, or visits to other congregations), in which case they are not counted.

**Exhibit Four**, Sunday Worship and Attendance, draws on two sources. In each case, the data originally came from church records. Data for 1962-1999 were compiled in a May 2005 report by the Demographic Subcommittee of the Pledge Drive Committee. Source 2 is the current Cedar Lane database. In each case, only two-service Sundays were counted. Variations from year-to-year may be affected to some extent by weather and other extraneous factors.

**Comparative Data** showing trends in total UUA adult membership, membership by region and district, and Religious Education enrollment can be found at [http://www.uua.org/documents/boardtrustees/governancewg/monitoringreports/1003\\_1-1\\_pres\\_report.pdf](http://www.uua.org/documents/boardtrustees/governancewg/monitoringreports/1003_1-1_pres_report.pdf)

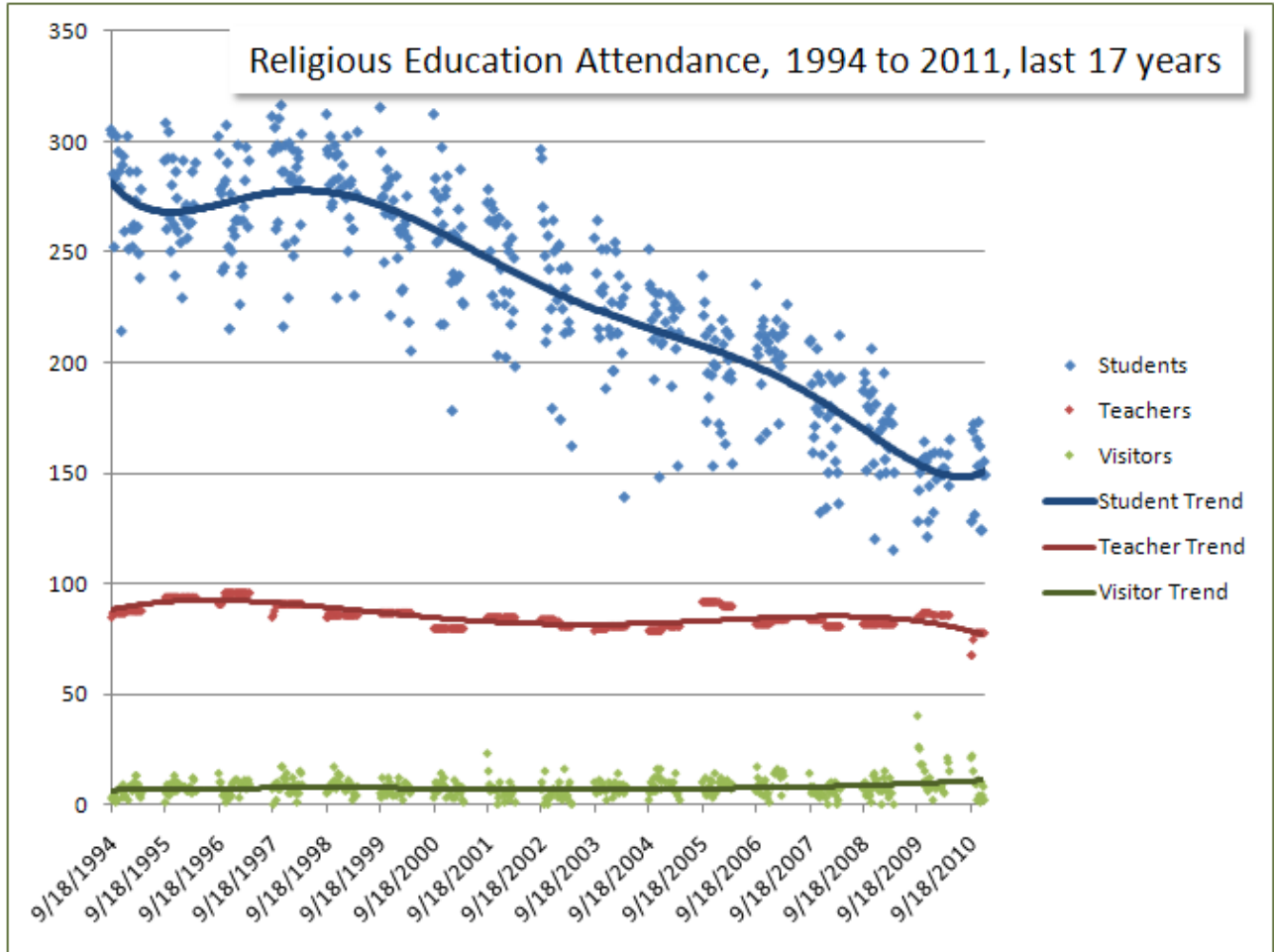
**Exhibit One: Membership Size from the Beginning**



**Exhibit Two: Stability of Membership Size**

Church	total number of adults and children		
	Largest UU Churches	Those Same Churches	
	as of 1962	in 1997	in 2008
Peoples Church, Chicago	2167	75	17
Community Church, NYC	1847	408	331
Worcester, Massachusetts	1818	656	609
<b><i>CLUUC, Bethesda, MD</i></b>	<b>1765</b>	<b>1245</b>	<b>1166</b>
All Souls, DC	1718	467	861
Shaker Heights, Ohio	1614	1137	604

### Exhibit Three: Religious Education for Children and Youth



### Exhibit Four: Sunday Worship Service Attendance

Average Total Attendance on 2-Service Sundays  
1962 through 2010

