

CVUUF

GROWTH TASK FORCE

PRELIMINARY PLAN

DECEMBER 16, 2008

Director Input:

If CVUUF were to nearly double its membership in 30 months:

What would be the major milestones?

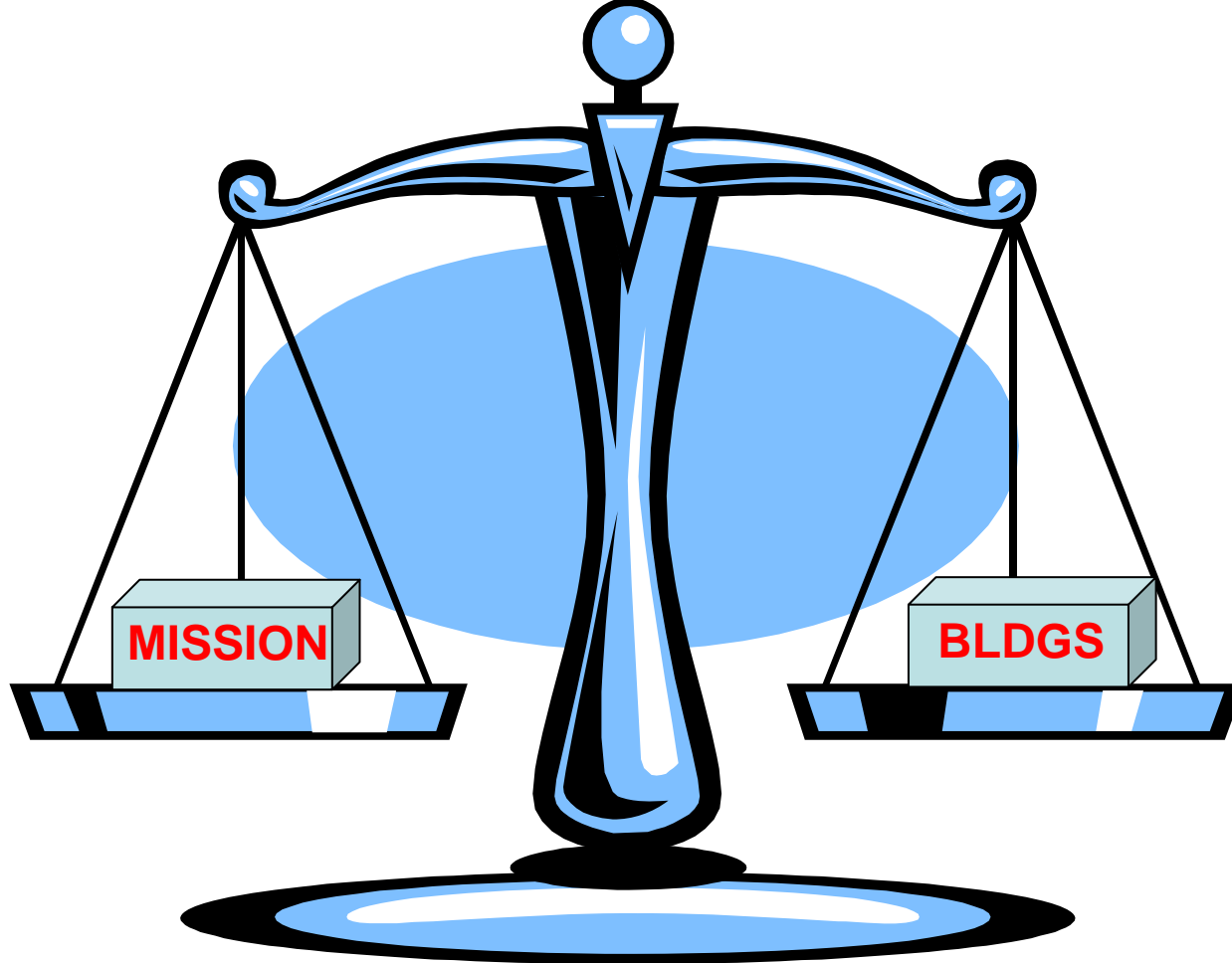
What would be the near-term objectives?

Identify resource challenges

Identify timeline challenges

Top Level Summary

- **Directors have provided well-reasoned objectives and milestones**
- **Additional milestones have been added to harmonize with Director milestones and address prospective growth-related stresses.**
- **Anticipated Growth-Related issues:**
 - **Volunteer Stress**
 - **Paid Staff Considerations & Reconsiderations**
 - **Advertising & Gift Costs**
 - **A/V Media Budgeting**
- **More on Promulgating Growth/Welcoming Perspective**
- **More on Demographics and Data-gathering**



Our mission is to build and support a community committed to sharing Unitarian Universalist values and to making our world a better place.

Finance

- B1 • April Budget Cycle Incorporating 2 yr Growth Plan**

- B2 • Planning Pledge Drive Supportive of Growth Plan**
- B3 • Coordinating with Fellowship: Enhancing Stewardship Beyond Fundraising (After Congregation Makes its Covenant)**

- B4 • Capital Campaign Planning/Options, if any**
- B5 • April Budget Cycle Incorporating 1 yr Growth Plan**

- B6 • Planning/Updating Building Acquisition Budgets/Options, Mortgage options, if any**

- B7 • Coordinate with Building Ops for Extra Space.**

Resource Challenges:

- Volunteer Staff - Bookkeeping**

Building Operations

- C1 • Enhanced Scheduling/Calendaring**

- C2 • Audiovisual/Media Enhancements**

- C3 • Increasing Volunteer Staffing to Support
Increased Services and Special UU Events**

- C4 • Audiovisual/Media Enhancements, 2nd Round**

- C5 • Study Offsite Offices, Additional Space**

Resource Challenges:

- Volunteer Staff & Coordination**
- Media (Licensing Content, Projectors, Computers)
Budgeting**
- Using the Buildings to Inform Visitors of UU-ism**

Religious Education

- D1 • Two Full Youth RE Programs**
 - D2 • Youth Minister Search**
 - D3 • Add Youth Minister**
 - D4 • Begin MRE Search/Study**
-

Resource Challenges:

- Volunteer Staff & Coordination**
- Budgeting for Youth Minister**
- Budgeting for MRE**

Fellowship

- E1 • Hospitality Following Second Service**
 - E2 • Increased Welcoming Staff and Staffing**
 - E3 • Increasing Angels for Friends**
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- E4 • Special UU Event Welcoming Programmatic**
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- E5 • Expanding Number of Neighborhood Networks**
-
- E6 • Hospitality Following Third Service Weekend Service**
-
- E7 • Expanding Number of Neighborhood Networks**
-

Resource Challenges:

- Volunteer Staff & Coordination**
- Communication Budget for Engaging and Recovering Members**
- Visitor/Friend/Member Kits & Gifting Budget**

Ministry

F1 • Intern Minister 2009 - 2010

F2 • Lay Minister Worship Planning Group

F3 • Full-time Paid Music Director

F4 • Full Music “Event” at least Sundays per month

**F5 • Part-time Minister Search
(perhaps sharing with RE as MRE or Youth Minister)**

F6 • Intern Minister 2010 - 2011

F7 • Third Weekend Service

F8 • Recurring Mid-week Service

Resource Challenges:

- Volunteer Staff & Coordination
- Intern Minister Budgeting
- Part-time Minister/MRE Budgeting

Outreach

- G1 • Publicity/Marketing Chaired**
 - G2 • Paid Media Effectiveness Testing**
 - G3 • Paid Advertising for at least one Interweave Event**
 - G4 • Media/Marketing Plan: 2009-2010**
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- G5 • Community Forum coordination with Welcoming**
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- G6 • Faith In Action after-services**
 - G7 • Media/Marketing Plan: 2010-2011**
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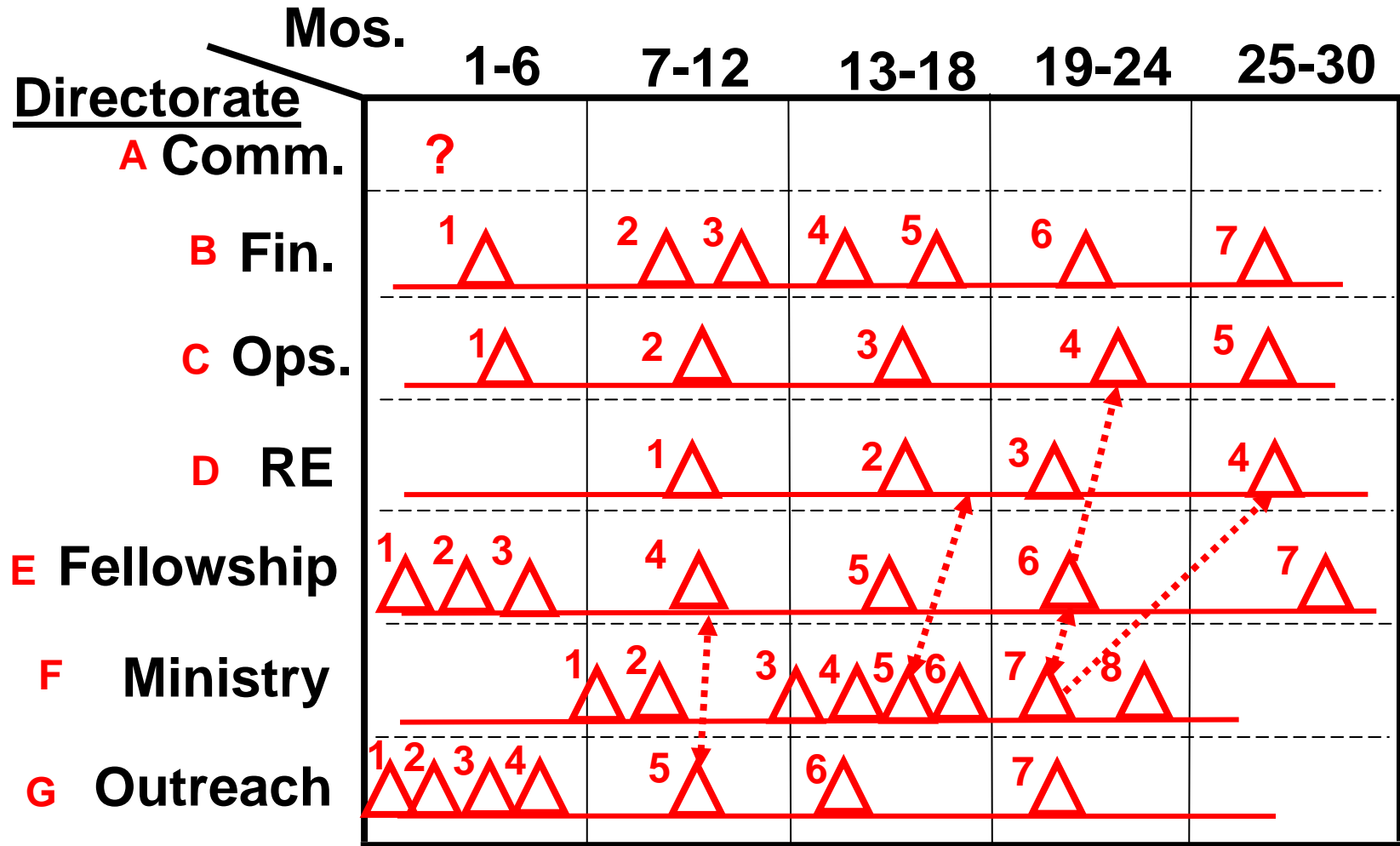
Timeline Challenges:

- Increasing Awareness in Proportion to both Fellowship's ability to handle visitors & goals of increased pledge base.**

Resource Challenges:

- Faith In action “uniforms”**
- Paid Advertising**

 Milestone

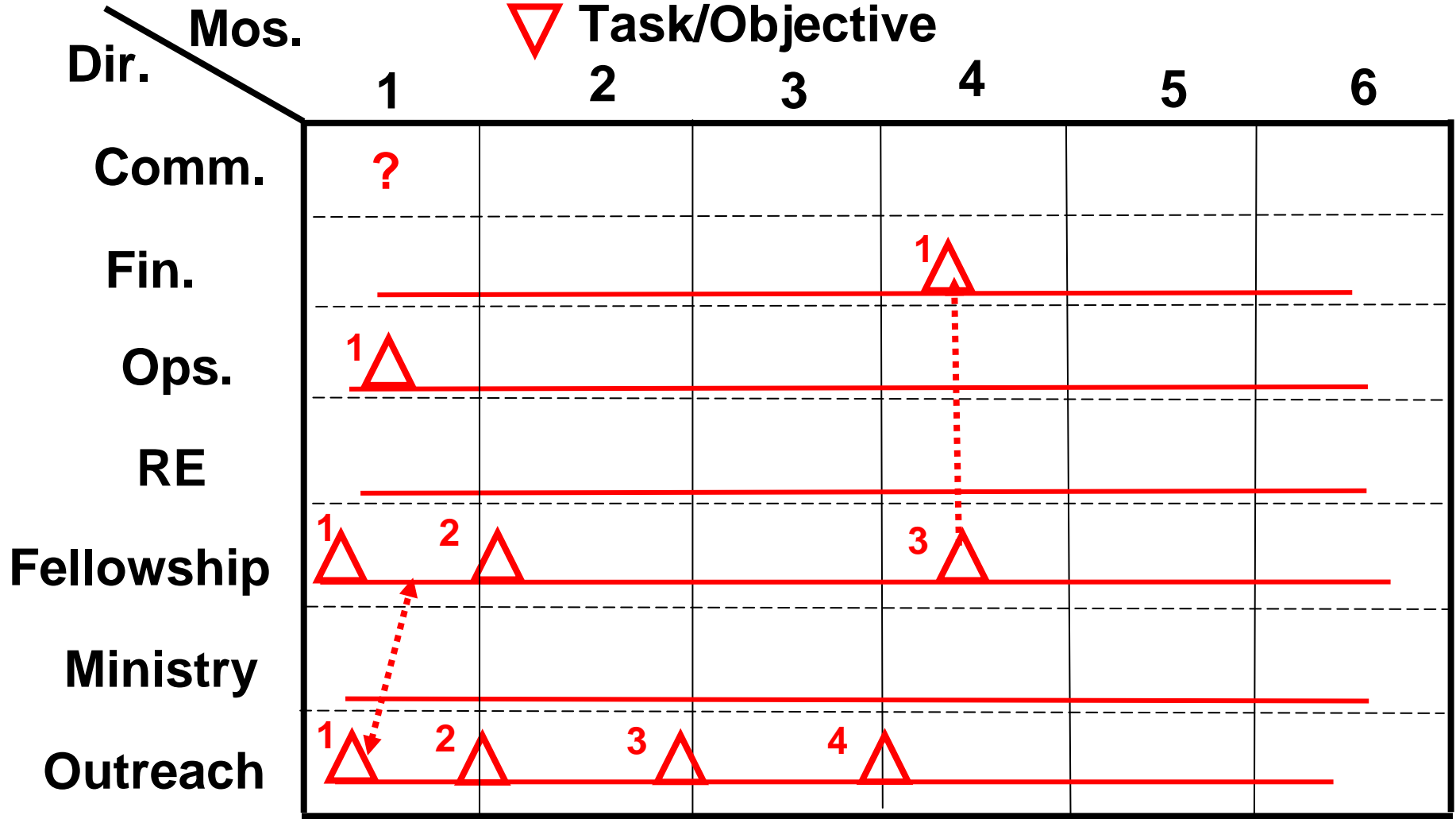


Jan – June 2009



Milestone

Task/Objective



INCOMPLETE

ABOUT DEMOGRAPHICS AND WHERE WE ARE

**A BRIEF DEMO OF
A TOOL FROM
DIRECTMAIL.COM**

ABOUT DEMOGRAPHICS AND WHERE WE ARE

3327 Old Conejo Road, Newbury Park

**A BRIEF DEMO OF
A TOOL (GeoSelector) FROM
DIRECTMAIL.COM***

www.directmail.com

***so long as the wireless works**

PAID ADVERTISING & GIFTS

Present Budget: A Bit More than Negligible?

**A BRIEF REVIEW OF A SUMMARY OF
SWAGS AT SOME COSTS FOR**

LIMITED ADVERTISING &

EXAMPLES OF GIFTS

(Pull up Word/PDF Document: GrowthBudgeting_120908)

UU Awareness in the Community

Most cite friends, family and/or the internet.

Advertising?

What is a reasonable budget?

Parity Approach: What do similar sized churches spend?

Percentage Approach: Set aside a percentage (and perhaps parity based on pledge base).

Task Approach: Define specific objectives, fund the tasks expected to achieve the objectives.

About Church Advertising

The Y-B-H Handbook of Church Planting (Yes, But How?)

By Roger McNamara, Roger, N McNamara, Ken Davis (referencing Steve Dunkin's *Church Advertising*)

- **Sustaining Churches: Advertising is 5 – 10% of total annual expenditures**
- **New Churches may set aside 25 – 30% of their expected annual expenditures for advertising. This high percentage may be driven both by small initial annual budgets coupled with no community awareness.**

About a Paid Advertising Budgeting

	Budgeted	Min	Recommended
Jan – June 2009	\$0K	\$1K	\$3K
By April 2009: July – Dec 2009 Jan – June 2010			
By April 2010: July – Dec 2010 Jan – June 2011			

Example from San Francisco Multi-Congregation Effort

Cost of Media (approximate)

Media	Delivery	Approximate Costs
Radio	390 spots	\$40,000
Print – special niche papers	National Magazines Bay Area Reporter	\$14,000 3,500
Outdoor	100 BART transit signs	\$25,500
Direct mail	250,000 households- twice	\$98,000
Inserts in Sunday papers (4- page/4 color)	515,000 circulation	\$40,000
Internet Advertising	6.5 million impressions	\$12,000
TV	17 commercials	\$25,000
GUUerilla Marketing Group	Niche marketing during campaign	\$10,000
Creative – Production + media buy		\$18,000
Miscellaneous – kick-off party, supplies, banners, website, etc.		\$4,000
EXPENDITURES		\$290,000

Exemplary Visitor Card from UU Church of Berkeley

Welcome! How did you hear about us?

Date: _____

Please take a few moments to tell us, and turn in the completed form so we'll be sure to have a name tag ready for your next visit. Thanks!

Name(s): _____ Phone: _____
(First) (Last)

(First) (Last) Email: _____

Children (& ages): _____

Address: _____
Street Apt.# City State Zip

How did you find out about us? ☐ Internet ☐ Newspaper ☐ Yellow Pages ☐ Radio ☐ Family ☐ Friend
☐ Event (please specify) _____ ☐ UU Affiliation (please specify) _____
☐ Other (please specify) _____
☐ Please check here if you do **not** wish to receive announcements from us.

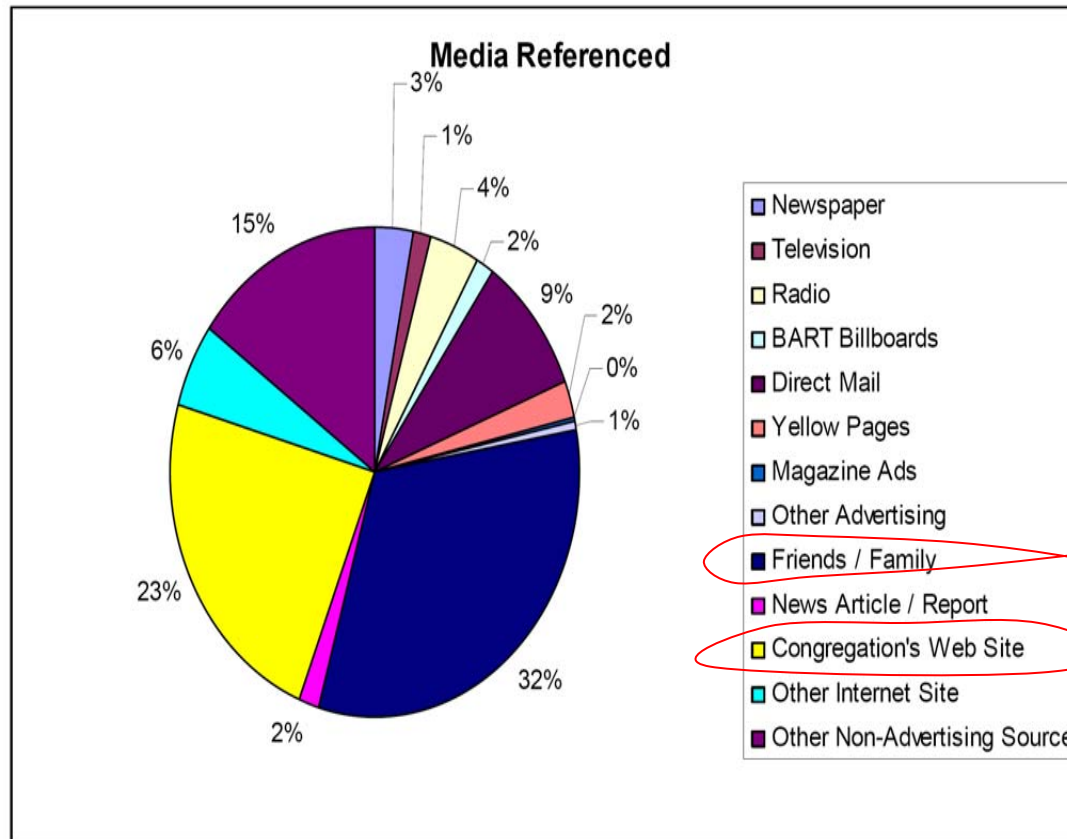
How may we help you at this time? _____

* We respect your privacy. We will not sell your information or spam you.

Database ____

ADVERTISING EFFECTIVENESS

The congregations asked visitors “how did you hear about us?” They collected over 700 responses from the start of the campaign through January. The highest responses were - Family/friends (32%), the congregation's website (23%), other non-advertising source (15%) direct mail (9%) and other website (6%). These results are not surprising – rarely do respondents mention advertising. Yet, both the increase in website visits and visitor attendance would indicate that the advertising had impact.

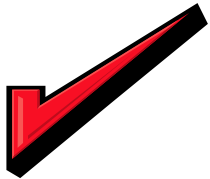


Pre-Kickoff Milestones



**Outline of Growth Plan Proposal Effort:
Present to Board October 21**

~~**Preliminary Growth Plan Proposal :
Present to Board November 18**~~



**Growth Planning Meeting of Council:
Wed., December 3, 2008**



**Growth Plan Proposal :
Present to Board December 16**

**→ (Report to Follow, Six-Month Task /
Objectives)**

**Receive Growth Plan Directive from Board:
January 20, 2009**