



Feasibility Study/Readiness Assessment

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October 12, 2025
Rev. Randy Partain, Senior Minister
Board of Trustees
Focus Group Team

Dear Leaders of the Unitarian Universalist Congregation of Cleveland,

James D. Klotz & Associates, Inc. is pleased to submit to you the following results of the Readiness Assessment conducted September 15 to October 9, 2025. The Study consisted of ten focus group meetings. These discussions focused on deferred maintenance, renovations and upgrades to the campus.

Letters were sent to members requesting their attendance and input at focus group meetings. Church members also contacted families to invite them to be heard. Staff and volunteer members graciously offered their time and talents to serve in various capacities, assisting in the Readiness Assessment. We appreciate Rev Randy Partain, David Kantor, Kevin Ortner, Molly Watkins, Laura Imbornoni, Laura Lau, Amy Glesius, Laurie Albright, Alison Bashian, Justin Hunsaker, Rita Jackson, Jenni Papp, Michael Kuehm and others. Many individuals provided insights and posed important questions during the meetings. Thanks to all the members and friends who thoughtfully participated in Focus Group Meetings and contributed with incisive dialogue and reflective responses within the questionnaires.

The purpose and intent of the assessment was to determine the readiness of the congregation to support addressing the proposed repairs, enhancements, renovations and ensuing capital campaign. Those who have leadership roles in the church and the proposed campaign placed key importance in generating broad-based consensus for the conceptual plans and obtaining the views of the members of UUCC, with respect to those plans. Secondary objectives included identifying other members who would be willing to accept volunteer roles and those who the members believe would be capable leaders for the campaign.

We are pleased to assist in your mission of providing for the financial and community needs of the Unitarian Universalist Congregation of Cleveland. We sincerely hope that this study will enable you to thoughtfully choose the best course of action to serve the community and continued growth in Cleveland and beyond.

This report represents our professional findings and recommendations.

Sincerely yours,

Glenn Wagner
Senior Campaign Director
James D. Klotz & Associates, Inc.



Mission

Community

within and without

Spirituality

searching and growing

Justice

in action

Vision

To be a large, vibrant spiritual community, known for our warm welcome and fierce, compassionate commitment to justice.

UUCC Congregational Covenant

We Cultivate trust with one another by celebrating differences, honoring boundaries, and offering compassion and care.

We Listen to each other deeply with curiosity and wonder.

We Speak for ourselves, without need to defend ourselves or persuade each other.

We Create safe and brave space for healthy conflict, creativity, and fun.

We Reconcile through forgiving and making amends when we hurt one another.

ACKNOWLEDGEMENT

Excellent preliminary work was instrumental in helping the readiness assessment study process move forward efficiently and effectively. Several members of the church gave freely of their time and energy in laying the groundwork and sharing information resulting in a very productive study. The board, focus group team and individual members provided excellent background details on the current needs and opportunities that exist as well as first-hand knowledge of interesting and pertinent UUCC historical information.

Acknowledgement is due to members of UUCC who attended and participated in one or more of the Focus Group meetings at the core of this Readiness Assessment process. Without their interest and input, especially those who thoughtfully completed the questionnaire, this exercise would have been without substance or merit.



Executive Summary

The purpose and objective of the Readiness Assessment/Feasibility Study conducted by James D. Klotte & Associates for the Unitarian Universalist Congregation of Cleveland was to inform as many members of the church community as possible of the various needs and opportunities that leadership had identified. It was also to evaluate the UUCC community's response to, or agreement with, the proposed enhancements and initiatives, and gauge the level of financial support for undertaking a \$10 million capital campaign to support the "Aspirational Needs" version of the proposed facility plans.

Ten informative, interactive focus group meetings were convened over a 4-week period. In order to allow for maximum attendance focus groups were scheduled at convenient times following the Sunday service, Tuesday and Thursday evenings and a final one on zoom. During each meeting, the identified needs and opportunities were shared, questions were addressed, and a post-meeting survey questionnaire was provided for each attendee.

The focus group meetings were well-attended, indicating a great deal of interest in the future direction of UUCC and a strong desire to be involved and heard. A total of 151 members participated by attending one (or more) of the 10 focus group meetings. A total of 135 questionnaires were completed.

In response to the post-meeting questionnaire and online surveys which asked attendees if they would consider lending their financial support:

- 58 (56%) replied "Yes"
- 35 (32%) indicated "Need more information"
- 7 (6%) replied "No"
- 7 (6%) Did not reply

In addition, 47 individuals indicated that they are willing to lend their support as a capital campaign volunteer and an additional 63 indicated they would help but would welcome more information about what is entailed in being a volunteer.

37 people were recommended to serve in leadership roles. Their names can be found in APPENDIX C.

Several individuals, working independently and anonymously, provided invaluable insight into what level of financial support they felt individuals/households might be able to inspirationally give to a strategic campaign seeking to raise \$6 M.

The result of their careful evaluation supports moving forward with a strategic campaign.

Conclusions:

- The focus group meetings were well-attended by a number comparable to the average number of worship service attendees (151 vs 120, 126%).
- There is strong support for moving forward with a capital campaign now that a clear majority of those attending the meetings have said they would consider lending their financial support to the strategic campaign. A total of 58 indicated yes on the questionnaire with an additional 35 saying they need additional information.
- There appears to be a good number of members willing to lend their help as campaign volunteers.
- The current leadership team is supported.
- The donor evaluation process would indicate that the capacity and generosity needed to achieve a \$6M goal is a stretch but exists.

Recommendations:

- Begin the capital campaign immediately.
- Read all comments, questions, answers and responses in order to be well-informed on all campaign elements.
- Approve the recommended campaign leadership.
- Strengthen all aspects of capital campaign communications surrounding the ask, with particular emphasis on the aspirational needs and what is included in the \$6 M plan that includes the values articulated by the congregation.
- Personally reflect on your role as both a leader for and donor to the capital campaign.

Plan of Campaign

The decision was made to engage James D. Klotz & Associates to conduct a Readiness Assessment beginning September 15, 2025.

Pre-Campaign 9/15/25 with Focus Groups through 10/10/25.

- Feasibility Study Report distributed to church leaders 10/15/25
- Glenn Wagner to meet with Randy Partain weekly.

Phase I

45 Visits Advance Gifts Silent Phase (Complete 12/05/25)

- Glenn Wagner meets with Randy Partain weekly
- Chair/Co-chairs recruited
- Prepare materials (view book, pledge cards, training materials, etc.)
- Recruit volunteer leadership
- Recruit and Train visitors
- Conduct Donor Visits
- Chair/co-chair team meets to discuss steering committee sub-chairs.
- The Donor Evaluation Process is in full swing, meetings with individuals to make determinations. Glenn meets individually with sub-chairs to confirm their roles.
- Brochure/Viewbook finalized by strategic Campaign Steering Chair/co-chairs and printed by kick-off.
- Celebration & Kick-off Event after half of the need is expected to be pledged including leaders (Steering Committee, Board)
- Enlist & train Chairpersons & Team Members for Phase 2, the Public Pattern Gifts Phase.
- Recruiting & training to prepare for Phase II.

Phase II – 200 Visits Public/Pattern Gifts Teams (from kickoff event into January 2026)

- The Campaign Committee continues to meet weekly throughout the campaign.
- The Pattern Gifts Committee begins visits after Celebration & Kick-off Event.
- Personal Stories/Testimonials begin and continue throughout the entire campaign.
- Recruit Co-Chairs, Team Captains, and visitors for the Pattern Gifts Committee.
- Conduct Additional Volunteer Visitor Training and Pledge Card Selection.

Readiness Assessment Purposes and Method

The purposes of the Readiness Assessment/Feasibility Study

- To present to members of the Unitarian Universalist Congregation of Cleveland the background and preliminary work performed by the church leadership in addressing their responsibility to look forward and assess the current, immediate needs as well as envisioned future opportunities of the congregation.
- To gain the perspective of the members to the needs and opportunities identified.
- To obtain and document additional input, comments, and insight from the members for consideration in moving forward together.
- To gauge the level of support that exists among the members for the proposed plans and their readiness to contribute the time, talent, and financial resources essential to the successful conduct of a strategic campaign for funding the identified needs and opportunities.

Method

The Readiness Assessment process included a series of informative and interactive Focus Group meetings with the intent to involve as many members as possible. Members were personally invited by mailed invitations, Sunday bulletin, Sunday announcements, emails, Facebook, and personal invitations to attend one of the focus group meetings. These focus group meetings included an initial training and review session for those who would participate as hosts and presenters. In person (9) and a zoom (1) meeting were held during the period of September 15 through October 10, 2025.

Each Focus Group meeting was conducted in a uniform manner with a host welcoming those who were attending and reviewing the meeting agenda and format.

The focus group meeting was centered around PowerPoint Presentation and consisted of the following:

- A chalice lighting
- A review of the Mission and Vision
- A historical review of UUCC, beginning with gathering in homes in the 1830's to the founding in 1867, the various locations, buildings and the reunification in 2019 and the establishing of the first major renovation project since 1960.
- An overview of the current ministries which are the result of the hopes and dreams of those before us.
- The Aspirational Vision of what could be built going forward. Keeping the “what we heard” vision and needs as presented by the congregation during the facility study.
- The estimated investment to complete the Aspirational Vision of \$10 million.

The focus group meeting opened to those attending to share their comments and to ask questions. At the conclusion of the Q&A period, those attending were asked to complete a questionnaire that

would allow them to indicate their level of support for a capital campaign as well as submit additional questions or concerns that they might have about the information they had received.

A list of individuals attending one of the many focus group meetings is included in Appendix F of this report. Their individual written questionnaire responses are captured as Appendix A. The verbal comments, questions, and responses captured during the focus group Q&A sessions are included as Appendix B.

In total, 151 individuals attended the Focus Group meetings out of slightly under 290 (approximately) members. This represents a portion of church membership and 126% of average Sunday in person attendance.

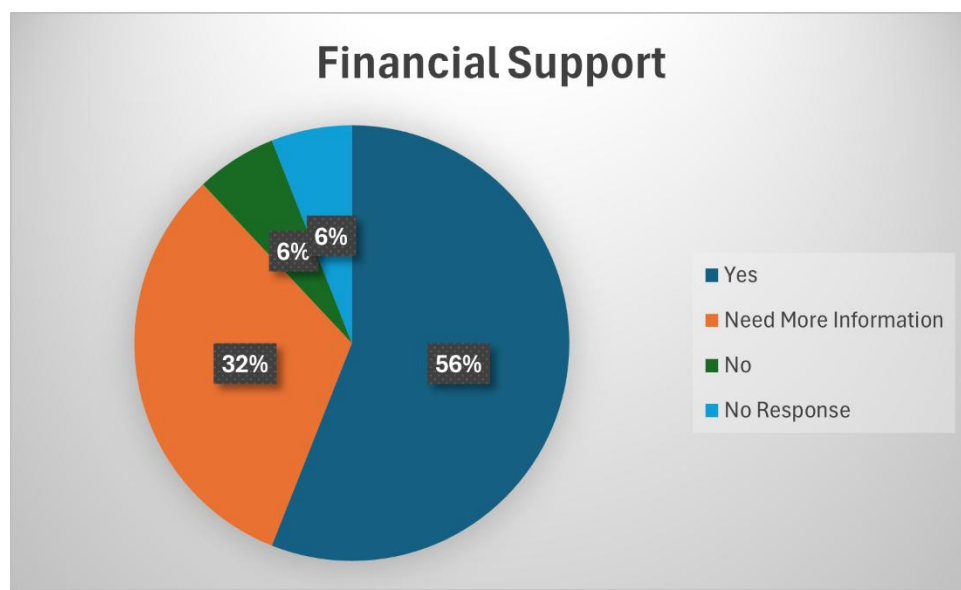
There was a total of 135 questionnaires completed. This suggests a good level of interest in the process and a desire to be involved in implementing actions that will bring lasting solutions to problems and concerns.

Utilizing this information, we have sought to evaluate the responses and identify patterns and sentiments that will influence future plans and the potential for a successful capital campaign.

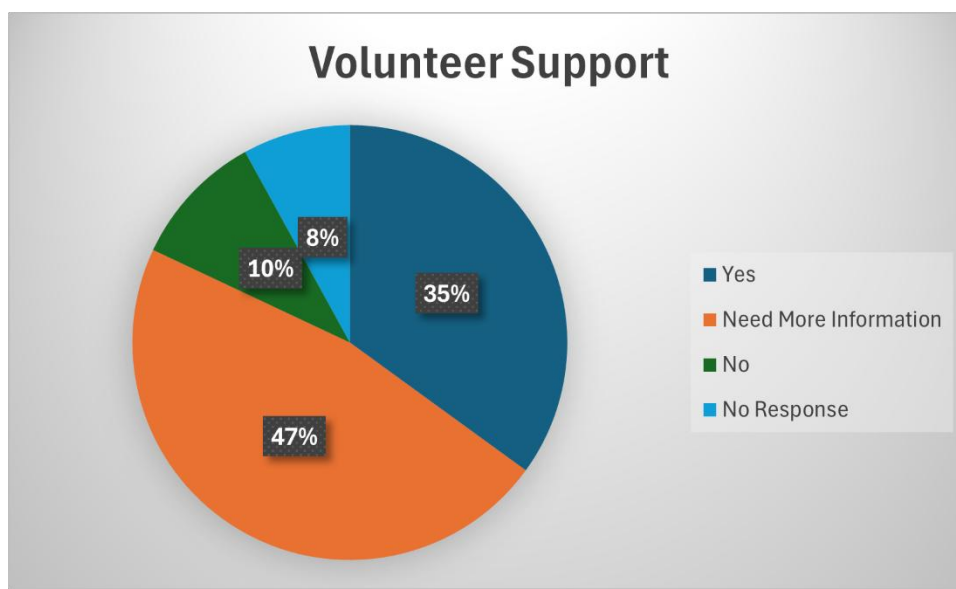
Meeting Metrics

TOTAL NUMBER OF HOUSEHOLDS	252
Average Attendance	120
Attended Focus Group	151
Completed Questionnaire	135
Percentage of Total Households	60%
Percentage of Average Attendance	126%

Will you support the strategic campaign financially?		
58	Yes	56%
35	Need more	32%
7	No	6%
7	No response	6%



Will you support the strategic campaign with volunteer time?		
47	Yes	35%
63	Need More	47%
14	No	10%
11	No Response	8%



Prerequisites For Campaign Success

James D. Klotte & Associates, Inc. has provided counsel and direction to hundreds of campaigns for a wide variety of causes. Our experience indicates that successful campaigns are most often the result of the following factors:

- 1) An Appealing Case – Congregation leadership must make a strong “case” or rationale for conducting the campaign. The case must be clearly defined and well-articulated. It must meet immediate needs and short-term demands while at the same time being visionary in its future, long-term impact. Furthermore, it must speak to the needs and opportunities perceived as being most important by the congregation’s membership.

- 2) Proper Timing – In addition to being conducted when the congregation realizes that “now is the time” to address the needs, campaigns require that many within the congregation devote a considerable amount of time and effort to the endeavor. The fewer distractions occurring during the campaign period the better the results will be. During the capital campaign, individuals must give campaign activities a relatively high priority and remain focused on the tasks they have undertaken in order that the goal may be reached within the specified period.

- 3) Influential Leadership -- There is no substitute for active, involved leadership to ensure the success of a strategic campaign. The Staff, Board of Trustees, and Capital Campaign Steering Committee must be willing to provide their influence, time, and resources to support the campaign. A true “team effort” must be evident, with team members drawing upon the support and skills of each other. Campaign leaders must be firm yet sensitive, demanding yet understanding. They must also respect the judgment of the campaign Director and be willing to accept the Director’s counsel to facilitate a successful campaign.

- 4) A Constituency with Adequate Resources -- There must be adequate financial potential within a sufficiently large constituency to meet the aggregate cost identified for the campaign. Our experience has shown that the following “Pattern of Gifts” will greatly enhance the chance for a successful strategic campaign:

Lead gifts	= 10% of Needed Funding
Top 20% of gifts	= 50% to 60% of Needed Funding
Remaining gifts	= 50% to 40% of Needed Funding

This is not an exact formula which will guarantee success. However, our experience with hundreds of successful campaigns confirms the value of seeking to establish a giving pattern similar in nature.

Addressing the Prerequisites for Success:

Has an Appealing Case been made?

The UUCC Strategic campaign leadership team has articulated an aspirational and appealing case for building and grounds repairs, upgrades and renovations. The refining of the \$10 million Aspiration Vision to the \$6 million vision should gain wide support. Questions concerning the final process to determine the elements should be addressed.

Is this the Proper Time to consider a Strategic campaign?

There is dedicated support among those attending the focus group meetings for embarking upon a capital campaign now. Most realized that things have been postponed and now is the time to aggressively pursue the campaign and establish the future of UUCC.

The church will need to raise an estimated \$6 Million to address the identified, somewhat immediate, critical building and infrastructure needs as there are insufficient annual funds, unrestricted funds or liquid assets to devote to this effort. Consensus is that it is also time to upgrade and refresh the building to be more accessible and functional in today's world keeping in line with the vision of UUCC. This comprehensive capital campaign not only envisions meeting the immediate needs but also enhances the church's vision, mission, and outreach into the community.

A key indicator of whether the congregation feels that now is the appropriate time to conduct a strategic campaign can be found in the answers to the in-meeting focus group presentation questions:

1) Would you consider supporting a capital campaign financially? 56% yes, 32% Need More Information 6% no, 6% NA. It is our experience that the "Need more information" is provided in the personal campaign visit and usually translates to a "yes" to financial support.

Whether or not UUCC has the ability to meet the funding of the identified needs and opportunities is a question facing all of us. Given our experience and the congregation's present level of stewardship and apparent commitment, meeting the desired goal will be very challenging. Nonetheless, meeting the goal while a stretch, is possible. Those individuals and families with above average ability to give will be instrumental in setting the stage for reaching and perhaps surpassing any challenging campaign goal. The initial donor review of those in the Advance Phase indicates there is a willingness to consider financial support of the campaign. The success of an appeal will require inspirational financial support from many members of the congregation.

2) Do you have any additional comments regarding the proposal? While some respondents showed concern about the cost, many respondents were enthusiastic about beginning the campaign (See APPENDIX E)

Is there Substantial and Influential Leadership?

Many of UUCC members worked diligently to facilitate, contribute to, and participate in the many focus group meetings. This congregation is blessed with a great group of talented and dedicated individuals who are highly involved in the life of the church and have been serving in leadership roles.

The confidence and trust that UUCC members place in their leaders who participated in the focus group meetings as hosts, recorders, and presenters is evident.

Are there Adequate Resources?

A successful capital campaign requires that members of the congregation be willing and able to step forward and commit to very critical, and often limited, resources:

1. Time (volunteering to serve and visit), and
2. Treasure (financial support).

The most fundamental principle of a capital campaign directed by James D. Klotz & Associates is the **every-member visit**. Each member of the congregation will be treated equally. They will be provided an opportunity to hear of the needs and opportunities engaging in dialog for the clarification of questions, and thoughtfully consider their gift for the success of the campaign. No one will be left out.

While the level of gifts will vary, a guiding principle is that members participate at an equally sacrificial level, equal sacrifice, not equal gifts. Should a capital campaign be undertaken, many volunteers will be needed to visit fellow members friends of their choice.

In response to the question “Would you consider supporting a capital campaign with volunteer time?” the following answers were provided:

47 Yes, 63 – Need more information.

This is a total of 110 individuals who have indicated their commitment to, or possible interest in, volunteering the time and effort required to the enormous task of personally visiting every household within the congregation. Ideally enough volunteer visitors would be engaged such that each volunteer would, on average, visit 10 households or less of their choice during a capital campaign.

As noted previously, there is a strong willingness to provide financial support to a capital campaign as well as a desire to receive more information about what is financially required... the ultimate estimated cost of those needs and opportunities that would be included in the capital campaign.

Campaigns traditionally follow a formula that is skewed toward obtaining advanced, higher-dollar gifts from those who have with the ability to do so. UUCC is not an exception to this pattern. It must be noted that this does not, in the least, detract from the shared importance of the greater majority who will provide less than “lead” gifts.

An important advantage of the “Advance Gifts Phase” of a campaign is that it will help the UUCC leadership team in evaluating a realistic, overall fund-raising goal. In other words, the goal can be evaluated considering the results of early solicitation and giving.

Findings, Recommendations and Next Steps

The 151 members that attended a focus group meeting represent approximately half of the overall membership of the church and is over the average Sunday attendance of 120. This number of participants is indicative of a solid interest in the plans currently under consideration for addressing the needs and opportunities that have been identified by church leadership.

Findings

- There is solid support for financial commitment to the overall campaign.
- Volunteer leadership is supported and the research and commitment of all the committees was recognized and recommended.
- The \$10 million estimated cost of the Aspirational Vision was overwhelming. A smaller more defined scope is desired.
- There is overwhelming support to improve accessibility.
- Respondents discussed other potential funding opportunities that should be researched.
- Footprint, emissions and “green” are important to many respondents.
- A/C was a major topic but there was no consensus as to the “extent” of installing AC such as only Sanctuary and Fellowship Hall as opposed to the entire building. Suggestions were made about window units in RE wing at this time. Geo-thermal was suggested and should be investigated along with the possibility of grants to augment the funding.

Recommendations

- Read the entire Readiness Assessment, including all questions and comments.
- Embark upon the capital campaign immediately.
 - Begin the Advance Gifts phase as quickly as possible. Goal of this phase is to raise approximately 45% to 55% of campaign need.
 - Kick-off event December 6 – Announcement results of Advance Phase
 - Public Phase begins December 7.
- Approve recommended leaders.
- Using the recommendations provided by focus groups, recruit additional leaders and fundraising visitors.
- Strengthen the campaign “ask” by highlighting in the campaign Viewbook key concerns that were raised in the Focus Group Discussions and in the questionnaire.
- Post the Readiness Assessment and other documents in a “Capital Campaign” area on the website

Next Steps

It is important that the membership of UUCC feels that this important listening exercise is not abandoned or placed on hold. This has been a thorough process and should be seen as the catalyst for moving forward.

A thorough review of the following elements of this Readiness Assessment-Feasibility Study Report should help facilitate any further discussion.

Immediate movement into the Advanced Phase of the capital campaign will maintain enthusiasm and engagement. This excitement should also produce interest in seeing the survey results.

Advance (Silent) Phase of the strategic campaign.

- Prepare strategic campaign materials (View book, pledge cards, Brochure, etc.).
- Begin recruiting/enlisting of All Campaign Subcommittee chairpersons.
- Identify prospective lead donors and seek above-average gifts on a limited, highly selective basis.
- Begin volunteer visitor training – Advance Phase.
- Begin planning for church-wide strategic campaign Kick-Off Event.

Campaign Organization

Lead Minister

The Lead Minister's role is one of initiation, inspiration and support of the campaign and the Campaign Steering Committee.

Responsibilities:

- Attend Campaign Steering Committee Meetings as much as possible. The Lead Minister's engagement up to the kickoff event is crucial. During the second phase, their being on sabbatical should not interfere with the process or success.
- Make your pledge first.
- Assist in recruiting campaign leadership.
- Stimulate the members in sermons and announcements to understand and support the campaign.
- Participate in solicitation visits on an "as needed" basis, especially in the Advance Gift Phase.

Campaign Steering Committee

The Campaign Steering Committee is KEY to a successful campaign. Its members are people of influence within the church whose involvement in the campaign inspires confidence that the effort will succeed. The Campaign Steering Committee sets policy and guides the course of the campaign. It consists of approximately 10-15 members, including Campaign Chair/co-chairs, Chairs of the subordinate campaign committees and guides the course of action during the campaign.

Responsibilities:

- Work closely with the Campaign Chairperson and the Campaign Director in developing and implementing the basic steps in the "Plan of Campaign".
- Continue to help identify and enlist key leaders and serve in leadership positions as needed.
- Establish a pattern of prompt, thoughtful and proportionate giving, thus encouraging others to do likewise.
- Determine that you will give the campaign high priority during the 12-week process and that you will perform your duties with diligence and enthusiasm.
- Attend all meetings to demonstrate your strong backing and support. Your guidance and involvement are necessary for success.
- Members of this committee are encouraged to assist in soliciting the top prospects.

Campaign Chair (s)

The Chairpersons will lead Unitarian Universalist Congregation of Cleveland in a successful Campaign.

Responsibilities:

- Preside at Campaign Steering Committee meetings.
- Help identify, enlist, and stimulate other outstanding leaders to serve this cause. Keep in constant touch with campaign leaders.
- Be confident that they are fulfilling their accepted responsibilities.
- Be in regular contact with the Campaign Director, devoting time and effort as needed to conclude the campaign successfully and on schedule.
- Attend all campaign meetings as outlined in the “Calendar of Events”.
- Assist in solicitation in all phases of campaign.
- Work with the Lead Minister to provide lay speakers who will speak (not more than two minutes) during worship services.

Memorials Committee (Optional- this should only be pursued if it is in keeping with the history of UUCC and there are those who can successfully administer it’s implementation and follow through)

The Memorials Committee will identify naming opportunities and, with the assistance of the Campaign Chairpersons, identify the gift level to be associated with each of these naming opportunities. It will also identify a means for recognizing memorial gifts and ensure that each memorial gift is recognized in the way that was intended by the donor. Responsibilities include a Memorials Book with appropriate and complete entries, writing “thank-you” letters for each memorial gift and developing memorial gifts recognition in cooperation with the Publicity Committee.

Communications Committee

The Communications Chairperson will need to involve several people with them in carrying out the duties of this committee. The committee members will work with the Campaign Chairpersons, Lead Minister, and Campaign Director in preparing articles for the newsletter, bulletin inserts, and other promotional and recognition materials. The Chairperson and/or other members will work closely with the Campaign Director in developing an attractive brochure to be given to each church member. They will also be responsible for preparing a progress display to keep members up to date on campaign progress. They will also be involved with the Kick-off Event Committee and Campaign Steering Committee preparing materials for the event.

Responsibilities:

- Work with the Campaign Chairpersons, and Campaign Director in the preparation of:
 - View books
 - Brochures
 - News for the church eletters.
 - Produce and keep a current campaign progress display.

- Serve as a clearing house for all public announcements as to plans and progress reports concerning the campaign.
- Prepare news releases as needed.
- Visit all of the church internal organizations to communicate the aims, purposes, and goals of the campaign.

Treasurer - Finance Committee

The Finance Committee will develop policies and procedures to handle all pledges and payments received, deposit receipts, and payment of campaign expenses when they are due. The committee will provide one or more members to attend the Steering Committee Meetings to audit the reports and the pledge cards. All pledge cards must be signed. The arithmetic related to the payments and pledge schedule is to be correct and audited. The committee will provide accurate reports on all pledges, payments, and expenses during the campaign and at the conclusion of the campaign. It will be responsible for tracking pledge payments and providing statements.

Responsibilities and guidelines:

- Certify the Campaign Director's record for transmittal, deposit money as it is received, and keep an accurate record of the total received and disbursed.
- Audit records and pledge cards at the end of the campaign and prepare a proper summary as defined by the Campaign Director and the Campaign Steering Committee.
- Provide guidance and assistance with respect to all financial transactions in all phases of the campaign to the end that it may be concluded successfully and on schedule.
- Keep all campaign data, collection procedures, and accounts separate from other expenses and income records.
- Treat all gifts, payments, and records confidentially.
- Make frequent positive announcements in church publications and in Sunday services to keep members and friends of the church informed and encouraged.
- Write positive, upbeat thank-you letters to all donors immediately upon notification of the pledge and on an annual basis. Make members feel good about their participation. Avoid any negative or pressure-type letters. Establish a process for the timely production and distribution of statements and follow-up letters.

Advance Gifts Committee

The Advance Gifts Chairperson, along with several selected members, plus members of the Campaign Steering Committee, will be responsible for contacting a relatively small number of individuals who could provide contributions of approximately 45-55% of the campaign goal. Committee members should be people of influence and affluence who will feel comfortable asking others of influence and affluence to make those leading gifts that will ensure the success of the campaign.

Responsibilities:

- Make personal generous pledges to the campaign goal.

- Personally visit those selected regarding participation in the campaign. These pledges should be secured early in the campaign, in order to set a high pattern of giving and assure the success of the campaign.
- Move forward with enthusiasm and with the knowledge that the success of the campaign is in its hands.
- Leadership Solicitation- All members of the Campaign Steering Committee and the Board of Trustees are to be personally visited by a fellow member and asked to make their pledge to the campaign.

Total Number of Visits (10%-15%) = 50

Kick-off Event Committee

The Chairperson will enlist a committee to help with the following responsibilities. The core committee typically consists of three or four individuals and will typically be augmented with many others to assist with arrangements and the event itself.

Specific responsibilities include:

- Select the menu and make all arrangements for the Kick-off Event.
- Enlist a small committee to hand-address the invitations, stuff, seal, and stamp.
- Form a telephone committee to call each church family and member, encouraging attendance.
- Secure members of the Campaign Steering Committee and other officers of the church to serve as hosts.
- Arrange for flowers and/or other table decorations.
- Check on speaker system and visual aid equipment.
- If transportation is needed for the elderly, see that it is provided. Provide activities for children and babysitters.
- Prepare, fold, stuff, apply postage and mail Kick-off Dinner/Event invitations to each member of the church.
- This committee will work closely with the Campaign Chairpersons and the Campaign Director, helping to coordinate the Campaign Kick-off Event.
- The Campaign Steering Committee will plan the program for the events.

Pattern Gifts Committee

The Chairperson will enlist other top leaders capable of soliciting gifts from prospects in an appropriate level category of giving in order to meet the needs of the strategic campaign.

As in the Advance Gifts Phase, quality giving must be emphasized.

Responsibilities:

- Pattern Chairpersons will be recruited, and each Chairperson will enlist on average 5 Team Members.
- Team Members will, in turn, recruit visitors. Each visitor, consequently, will have been visited. They will also have made their pledge.

- Sufficient Team Members will be identified so that all Pattern Gifts Phase visits can be conducted, requiring an average of 5-10 visits per visitor. A worker is more effective when he/she has made a commitment to the Campaign.

The Pattern Gifts Chairpersons will solicit pledges from the Team Members. Attendance at all meetings of this committee is of utmost importance to the success of the Campaign. This committee is urged to complete solicitation quickly and effectively, setting the pace for the Victory Teams Gifts Phase.

TOTAL VISITS = 200

Recruitment Points

- Visitation period spans the period of the campaign phase.
- Visitors are asked to pick 5-10 prospects each from the list provided. These 5-10 visits will be made during the period of the campaign phase
- Visits are to be in person and preferably at the prospect's home. The visits can take place elsewhere at a convenient location and time, such as over a cup of coffee before or after church, at lunch, or in the visitor's own home.
- Reporting Meetings will be conducted weekly. It is extremely important that the Visitors attend these meetings whether they have pledges to turn in or not. Report Meetings are brief, usually 30 minutes or less. They are, however, vital to the success of the campaign. They keep the visits "on the front burner" and are the key source of the campaign status and provide clues regarding any additional training that may be needed. Well-attended Reporting Meetings demonstrate a commitment to the campaign and help to build esprit de corps among the Visitors.
- Visitors can continue to receive updates and support from the campaign leaders and their fellow visitors.
- Training sessions will be conducted throughout the campaign

Sequence of events for Recruiting Visitors

- The Chairperson and Campaign Director participates in a recruiting and visiting workshop.
- The Chairperson recruits Team Captains.
- Team Captains recruit Visitors. The total number of Team Captains and Visitors depends upon the number of Members to be visited in the campaign phase. Each Team Captain may well be able to oversee 5 to 10 Visitors, but the Campaign Chair may want to limit the number to some extent.
- The Visitors should be limited to 5-10 visits. The Team Captains will be visiting, soliciting, and recruiting each potential Visitor.
- Considering the fact that some prospective Visitors may decline, the total number of visits made by the Team Captains will, on average, exceed the 5 to 10 Visitors targeted.
- The Chair, Captains and Visitors attend a developmental and prospect-selection meeting.
- The Campaign Director will conduct a make-up training session for any who are unable to attend the scheduled training session.
- Visitors will have the opportunity to select the families that they wish to visit. To the extent possible, those selections will be honored.
- The Chairperson monitors the visitors' progress and leads by example in setting appointments and securing pledges and by attending weekly reporting meetings. Visitors should feel welcome attending the reporting meetings.

Plan of Campaign Summary

This Plan of Campaign is a proven method of achieving the greatest campaign potential. The plan will work. It depends, however, upon our working the plan conscientiously and devotedly.

Personal visitation has been a proven method for achieving objectives for at least 2,000 years. Whenever possible, team up with another person to add credence to the importance of the visit.

The campaign schedule must be closely followed. Any delays tend to get amplified throughout the remainder of the schedule.

The ability to attend planning, orientation, prospect selection, and other scheduled meetings are prerequisites for those to be enlisted as leaders and visitors.

All visits will be on a personal visit basis, usually in the prospects home or at church or any other appropriate place. Contacts by mail or telephone – or by chance meeting – neither produce the desired result nor dignify the campaign in the desired manner, however, virtual conversations may be needed instead.

The pledge card system prevents duplicate visits and assures that each prospect is assigned to a visitor.

The campaign office will prepare one card for each family (pledging unit).

Typically, pledges payable over a three-year period are encouraged. Economic circumstances that dampen the confidence of the members may make a longer period more appropriate.

No leader or other committee member will select their own card. Cards for the Chairpersons and Campaign Steering Committee will be assigned. Chairpersons will visit their Team Captains, Team Captains will visit their Visitors, and Visitors will select and visit their prospect.

In recognition of the value of the volunteers' time, all meetings will begin, and end promptly as scheduled. Maximum attendance of Campaign Committee members at all committee meetings helps set the pace, build enthusiasm, and ensure the successful conduct and timely conclusion of the campaign.

The Plan of Campaign will serve as a blueprint for the Unitarian Universalist Congregation of Cleveland. The plan focuses on presenting the vision of the church and the role of the proposed plans in that vision to each family in the church and providing guidance and opportunity for those families to participate in this historic moment. Members can provide greater financial support when they have more time to pay a financial commitment; therefore, an emphasis will be placed on personal commitments payable over a three-year period rather than a one-time contribution. Some may be concerned that even a three-year period is an uncomfortable timeframe, especially those that will be funding a portion or all of any commitment from securities and those that will be funding their commitment from income and can make a larger pledge given a longer payment period. Strong consideration should be given to permitting a longer period for those individuals. We urge your thoughtful study of the Plan. Following the plan carefully and faithfully is as important to success as is following the requisites of a blueprint is to a builder. Both are based on practical experience and are of proven value.

Your resident Campaign Director is Glenn Wagner. Please feel free to call him at any time. He will be available for counsel and guidance at any time during the campaign. Moreover, he will be as engaged in the campaign and as committed to its success as the campaign leaders and other participants.

His role will be to:

- Provide experienced day-to-day guidance for your congregation's volunteer leaders and other participants.
- Assist you in planning and implementing educational and information-sharing activities.
- Provide training and information materials for the campaign leaders, other participants, and other members of the congregation.
- Serve as the "encouraging voice" to see that the Plan of Action is followed.
- Conduct group and individual visitor coaching meetings
- Assist on visits as requested or necessary
- Case Development
- Worship with congregation
- Facilitate weekly campaign committee meetings
- Monitor progress of every visit
- Provide weekly progress reports
- Conduct weekly meetings with the Lead Minister and chairpersons

- Provide for the establishment and maintenance of the detailed records and reports that are a part of the campaign and those that will be necessary for control and audit during the payment period
- Implement Campaign Plan, Develop Material, Monitor progress of every visit
- Respond to potential concerns or emergencies
- Campaign Follow-up

Campaign Victory

Victory can be won by:

- Seeing that all members attend the Campaign Kick-Off Event Celebration
- Strict adherence to the time schedule
- Advance visits with church leaders, other influential members, and those Members who have more resources and are capable of larger gifts
- A well-organized, informed, and enthusiastic group of visitors
- Personal visits with every member of the church Regular Report Meetings attended by each visitor
- The recognition that capital needs are different from annual pledging and require an inspirational effort on the part of each member of the congregation - leader and follower alike

“The difference between try and triumph is a little umph!” - Unknown author

###

APPENDIX A

Questionnaire Responses – Word Cloud and Responses - Summary

1. In your opinion, what is the **MOST IMPORTANT** benefit to be realized as a result of the proposed community plans?

Summary of Responses:

1. Accessibility for All

Overwhelmingly the most frequently mentioned benefit. Respondents emphasize the critical need for physical accessibility—elevators, eliminating stairs, accessible entrances and bathrooms—to ensure the building is truly welcoming to people with disabilities, older adults, and anyone with mobility challenges. Many frame accessibility as a core expression of UU values and essential for being genuinely inclusive.

2. Welcoming and Comfortable Environment

Strong emphasis on creating warm, inviting spaces that make people want to stay, return, and bring others. This includes air conditioning (mentioned repeatedly as essential), better lighting, flexible spaces, and an entrance that feels open rather than hidden. Many see the physical environment as directly tied to congregational vitality and growth.

3. Long-Term Sustainability and Future Viability

Consistent focus on ensuring the building can serve future generations without being a financial or structural burden. This includes: energy efficiency, reliable infrastructure (roof, HVAC, windows), creating a financially sustainable facility, and planning for 21st-century needs. The importance of making decisions NOW that will secure the congregation's presence for the next 50+ years.



Responses:

Support for needs of our community; currently helping immigrants and people that are at risk of poverty, especially children of people that are deported. Then a welcoming place that can provide people of all ages and diverse backgrounds with a way to connect and help guide and be guided towards good works. Would love something that's Covid safe and ready for the next thing like that, including being a safe facility. It would be great to utilize some of the latest localized and not server based AI options for live translation to offer services and be able to speak back-and-forth with multiple language, such as Apple include includes on each phone, keeping conversations private and offline.

Physically and sensory, eg hearing, accessible space AND environmental sustainability

Potential growth of our congregation.

A space that serves the various activities of the congregation.

I would like to see a more attractive and eco-friendly building for our congregation.

More welcoming facility.

Building a space for our congregation to thrive.

To keep UUCC a vibrant community in a building that invites involvement with and outside our congregation.

I have been on the Board three times, and there has been an underlying sense that this decision would be inevitable. I think the timing, the immediacy of this campaign, is so important, that we, now two congregations together into one, can make this decision once and for all. In other words, MAKING the decision is the most important benefit.

Accessibility and openness to the community.

Accessible spaces.

Air conditioning. Windows repaired. Offices. Sound system.

Achieving the highest financial contribution to meet the \$10 million goal to demonstrate commitment to the vision of the future of UUCC.

Accessibility to community.

A welcoming building that is accessible to ALL! An updated building.

Bringing our church building into the 21st century (accessible, flexible, welcoming).

Creating warm and beautiful spaces (indoor and outdoor) that reflect the warmth of our community and serves our mission, and will allow visitors and members to feel welcome, comfortable, loved and taken care of.

When you are doing construction you can put in energy efficient infrastructure. I believe that is an effective building, the "soft" roles of the church can expand.

Having a sustainable building that reflects our values.

Accessible. Energy efficient. Welcoming and flexible space.

More inviting facilities could increase attendance, commitment, recruitment

Accessible

New energy bring people into membership which includes visibility.

The church building needs to feel like a home. That requires physical and visual stability, warmth and compassionate architecture. Large glass walls are possible, but easy to do wrong.

The most important benefit to the UUCC would be air conditioning.

Sustainability with long term energy savings.

A new/revised single main entry with controlled access to rest of building is super important for accessibility, safety, and the ability to keep ICE out.

Better utilization of the resources we have.

Accessibility. It's not inviting to have the front door unusable or see nothing but stairs when coming in from the parking lot.

Multi-functional community space; HVAC; accessibility; entrance upgrade.

Becoming a welcoming, inclusive, community forward congregation.

A welcoming space that promotes the stability and growth of the congregation.

Better energy use.

A facility that is welcoming and encourages flexibility to meet varying needs of the community.

Having a building where we aren't worried about the next shoe to drop or roof repair needed, over broken or leak to fix. Having a more state of the art facility to help us have a vibrant and thriving church family.

More fully utilize our existing space.

Moving from a "church" to a vibrant, modern community center that invites people in.

Welcoming for all and offering best possible sense of community.

A building that's accessible and maintainable.

Build excitement inside and outside our community. Address welcome and accessibility issue.

What can be affordable!!

Longevity for our congregation for next generations.

Sustainability - keeping the building running and useful for the next 50 years.

Renovating the building with future improved use in mind.

Transformation to be consistent with mission, vision, values, ie. Welcoming, inspirational, accessible and multi-use space for our congregation and community.

Accessibility

Making the building accessible and welcoming for members and visitors

Growth through welcoming and accessibility.

To bring the architecture and layout reflective of an open and inviting congregation.

The modifications allow the congregation to better achieve our vision and do the things we want to do.

Keeping us relevant.

To have a building that can be handed down to the next generation that will not be burden to them.

Planning and resourcing for long term sustainability and stewardship of the congregation and physical facilities.

Comfort and welcoming.

Better accessibility for all

Building facilitates continued growth.

A space that works for everyone and serves the next generation.

A fully functional, accessible, comfortable, welcoming space for worship and community.

A welcoming, safe and stimulating space that can serve a range of groups.

Long term sustainability and growth of the congregation.

Welcoming, accessible, safe, dry and flexible.

Increase the size of the flock.

To be excited about new beginnings.

A more welcoming space brings in a larger community, which is able to sustain the space.

Potential to become a more energy efficient and physically accessible building.

Structurally intact, safe infrastructure to support hopes and dreams. HVAC

Create a welcoming community with a facility that provides updated and flexible spaces.

Specificity for the why as well as the what and how.

A more pleasant environment that makes the church a positive place to be and draws people into our community.

Update to modern standards an aged and outdated physical plant.

Accessibility. Sustainable HVAC. Beautiful welcoming building. Office/staff configuration.

It gets us thinking critically about who we are or who we want to evolve to be and what needs to change in our building so that it functions to support that vision.

To bring us into the 21st century and identify what of our heritage to keep and how to move within a very changing world.

Widening and strengthening our community, and renewing our commitment to our vision.

A more easily accessible facility, with reliable HVAC and kitchen facilities, that is more flexible and attractive.

A welcoming and effective environment that best meets congregational needs and aspirations.

The long term environmental impact of our facility and our community

This transformation will, I think, generate a surge in energy that can be directed toward the non-architectural goals we discussed.

More accessible building

Increase membership and community and regional visibility.

Vitality, support and longevity of UUCC for today and future generations.

Welcoming and accessible spaces for gathering.

Physical accessibility; extending the life of the building into the future.

Supporting a strong and committed community which will be inspired to live out our faith.

To welcome young families to assure that the church survives and flourishes.

Within the realities of UUCC community resources, to upgrade in accessibility and continue to be a vibrant and welcoming environment. Comfort upgrades for safety and HVAC as possible.

A home for worship, learning, celebration, growth and exploration.

A sense of community as we work together on a critical project.

Revitalized membership. Revitalizing spiritual enthusiasm.

Keep the building functional whether as is or with changes.

Enlarge the congregation. Attract new families, more adults.

Securing a stronger sense of community for the future.

Safe, secure space fit for basic needs of congregation.

A sense of Fung Shei (psychological free flow) sense of reverence.

Preserving and maintaining physical structure as an ongoing presence in NE Ohio.

Opportunity to create an environment that identifies us as a "congregation" that is more than a "church" (maybe we should change our name back since we are constantly called a church)

A more functional building with a design that represents our UU values.(have raised over \$5 mil for my nonprofit)). Also willing to do ask visits.

Welcoming building. User friendly/handicap access.

Beautiful, modern, accessible space for worship and community building.

Chance to refine our priorities. Chance to commit to the congregation.

Unified direction and hopeful purpose as a congregation moving forward.

An exciting new building with a warm welcoming and fresh look that will take us forward and rejuvenate the environment of the congregation.

Bright, welcoming building.

Welcoming facility that is comfortable, accessible for all.

An improved facility. We are a diverse congregation in so many ways - and many of us are outspoken - I don't know what/or who we will come together around.

Making our congregation more welcoming to many people (diverse)

Accessibility - elevators, etc

Need a structurally sound building first.

Single use non gender specific restrooms, accessible building entrance. HVAC.

Making this building more accessible and welcoming.

A more accessible, comfortable building to house our hopes and dreams

Making the church more comfortable, visible and accessible for the congregation and community.

Benefit of renovation - more space, sustainability, more welcoming.

An improved, accessible church for our community. Many of our unaddressed operational problems will be fixed.

Message to community about our commitment to our space and potential for new energy, new members and excitement of present members. Pride.

Attracting families for sustainability.

Growing the congregation and making more folks in the community aware of who we are and what we're about.

The proposals allow us to collect the interests and aspirations of our members and see how much this congregation means to them.

A safe, sustainable building that reflects our values and has current technology.

Usability; enhancing how our space can be used by the people who will use it (accessibility and flexibility).

Growth and a beautiful, accessible building to do it in.

We can get off of fossil fuels.

A building renovation should help UUCC be known as a beacon of liberal thought and theology in NE Ohio.

Updated facility, remove all the stairs to bathroom levels, and design based on one or two continuous levels.

Welcoming, sustainable, accessible, utilitarian building for the congregation and community.

We need a facility we can afford.

Visible representation of vibrancy of community, better space to live out mission of church.

Evolving space to meet our current and future needs.

New energy and purpose in the congregation. Enthusiasm! People will feel more welcome and want to hang out.

Increase membership of young families. Make the building accessible to older and handicapped.

UUCC will be better prepared for the future.

2. How would this plan support our **VISION** to be a large, vibrant spiritual community, known for our warm welcome and fierce, compassionate commitment to justice? What are the other foreseeable **benefits**?

Summary of Responses:

1. Welcoming and Accessible Physical Space

The most mentioned benefit is a welcoming and accessible space. Respondents emphasize that an updated, accessible building with features like air conditioning, improved entrances, and flexible spaces will create a genuinely welcoming environment that embodies UU values. In addition, respondents mentioned that accessibility isn't just physical—it's about demonstrating inclusivity and making diverse groups feel comfortable and invited.

2. Attracting New Members and Community Visibility

Strong belief that a modernized, visually appealing facility will increase community awareness, draw new members, and signal that UUCC is vibrant and relevant. People mention that the building itself is a statement—showing the congregation is "not just a church but a beacon," moving beyond traditional

religious imagery to attract those seeking progressive spiritual community without traditional church baggage.

3. Flexible Multi-Use Spaces for Programming and Partnerships

Repeated emphasis on creating adaptable spaces that can support diverse activities: community meals, justice work, hosting partner organizations, concerts, meetings, youth programs, and potentially crisis housing or cooling centers. Most see flexibility as essential for both current ministries and unforeseen future needs, with potential for rental income from community groups that align with UU values.



Responses:

It may create a space that's welcoming and inspiring, even more so than the current one which is pretty darn good... I'm not sure if it's the best use to funds, but it might be good to know what we're starting out in terms of where people would commit to something similar to what they're seeing. It may actually have the opposite effect if we continue to lose people in pews/seats and then make it look like we're a ghost town or a gathering of just a few people in a cathedral. I think it should be modular where a space could be opened as we expand, and as we grow, and possibly, we can put money in and make interest on that money and commit to certain stages and build bigger things as we grow.

Beauty, energy efficiency, welcoming are important ingredients. Washer/dryer on site and a shower creates all manner of supports within and without the congregation. Expanding the capacity of fellowship hall also supports within and without the congregation.

Use of this facility by other organizations, not necessarily religiously oriented.

A building that allows our fluid nature - and shifting ministries over time.

Could attract new members. A refreshed building could attract more attention from the community.

Increased facility attractiveness. Increased flexibility and functionality.

Welcoming space,

It would be an outside visual statement that we are a modern, vibrant community.

This plan would help us realize our vision by allowing us to see outside the box as we think, imagine, and plan for our future. Specifically, SPACE to provide for the community, therefore offering more connection and commitment to the community, is important to me. Like the program we have now that helps young people from the middle school.

Although I don't think first about spaces for spiritual practice, I know many of our members do, so I think this is important as well.

Better communication/cooperation of staff and volunteers.

A beautiful space makes everyone feel good and maybe we'd be happier. Benefit - growth and health.

Welcoming, larger dining room. New members if more accessible.

A welcoming space for the community, increasing visibility, engagement and involvement.

Inclusive to community at large.

Benefits - open to community members and other outside groups.

More modern and flexible spaces (sanctuary, fellowship hall, outdoor areas) allow us to host events that are currently non-feasible.

It will provide inspirational, flexible and dynamic spaces in which creativity and action are born and become reality. Inviting and welcoming to visitors. Serve our diverse community better - as our name indicates we are a universal faith. We're not just building walls around us, we want ideas and people to flow in and out. We want to help those who are struggling. In short, help make connections in a society where people feel despair and isolation.

This church has a lot going on. A brighter, lighter, more efficient, more welcoming building can only benefit many functions and activities of our community.

Growth in the congregation. Lower cost of maintenance. Multi-faith spaces.

A space that supports the life and activities of the congregation and community around us.

Would facilitate attendance by those who find access challenging currently.

Flexible sanctuary would enable us to rent out/host community groups which align with our values and use it for our own meetings. Disciples (Church on Mayfield) did this very successfully.

As above, bring in new people, also updating the resources in the building could bring in other groups to partner in justice projects.

By being welcoming...with FOOD! That's my vote for the importance of the kitchen and Fellowship Hall. Other benefits? Maybe rental options.

Air conditioning is very welcoming. In fact, if I was to be a visitor at a church and they did not have A.C., I would not go back.

The primary entrance to the facility to be the south-east entrance. Welcoming all at that place would be beneficial.

Energy! We energize our current congregants by having a new, exciting space. We're more noticeable by the community - what's going on there?

Creating a warm functional welcoming space - easy access and room to congregate.

Have a building that demonstrates our values—energy efficient, environmentally friendly materials, flexibility, inviting

Community attraction, modern amenities, more visibility.

We could better use space to facilitate safe community and fellowship and justice.

The plan should support this vision. Others should see the facility as being aligned with the vision.

I don't know.

Having the space for diverse programming, music, youth, programs, wonderful meals cooked and eaten together, and to be a leader in the environmental justice and lead by example in the community.

Expand our membership.

The vision in drawings is striking. It makes excitement and gets attention and shows that it's not just a "church" but a beacon.

More inclusive sanctuary that invites participation and excitement; better meeting rooms that support productive conversation and projects; respectful accessibility. Storage.

An inaccessible building isn't welcoming. A traditional New England steeple and portico is only welcoming to a very specific group of people (not very diverse).

Better use of spaces for our wide range of ministries.

Accessibility, welcoming visitors, expanding membership programs, building partnerships. Growth for our congregation spiritually and in numbers.

We maintain a strong physical and spiritual presence.

Have a welcoming accessible entrance and presence. Increased pledging families.

Need space consistent with this vision that lends itself to higher energy, feels welcoming and suited to justice activities. In preparing for energy production/climate resiliency become a resource to broader community.

Stability now and growth in the future.

Draw people in and make them want to come back

More dedicated people with diverse ideas and abilities.

More inviting. Gives the UU name something to attract new members.

More flexible and welcoming spaces for use by congregation ministries. Heightened awareness by external community of who UUCC is and what we do partly through enhanced physical space and presence.

Flexibility

That we value a minimal impact on our environment and maximum impact on our future and the community that find a home in this building and bla, bla, bla

Community awareness would increase with a construction rehab project.

Modern look makes it more welcoming to those that are against traditional church, safe space.

Building is up to code and provides a welcoming space for liberal thinkers.

It would be a foundation of our commitments and a space to which others would feel welcomed.

I agree with the observation that community meals are an important way to bring people together. Therefore - we need to invest in our kitchen.

Providing a beautiful meeting space where people want to spend time.

Not sure

It aligns our vision, mission and values.

Increasing the size of the flock enables everything else! More members, improved physical plant = more money.

Same as above. I think there are more opportunities to bring in individuals looking for a spiritual home who may not have thought in the past to look here.

Provide an updated space to accomplish these goals. May encourage new membership/families.

Only if it includes clear statements of the added "features" obtained by the investment.

Be taken more serious by community. Be a place to see in the community. Be a visionary!

Very well

It provides flexible, multiuse welcoming space.

Accessibility issues are very important. Host more extra-congregational events like GCC

In coming together to build a more comfortable, updated, expanded, and beautiful place of gathering, learning, and worshipping, we will demonstrate our vibrancy and attract others to join us in our justice work.

A more current and accessible and welcoming facility would attract more activities and great diversity (hopefully).

Welcome newcomers. Minds and bodies to fulfill social justice initiatives.

Our legacy to future generations

I'm not sure. Certainly an enhanced building will make some things easier. But will that attract new membership? Enhance justice? How?

Will provide a space that will both symbolize and actualize our vision.

Bringing our physical facility into harmony with our values and principles. The new facility would provide security, nurturing space and welcoming inclusion for members, visitors and neighbors.

Space to grow and gather and connect. Flexible spaces to support our many priorities.

Space would inspire us and support activities we need to be welcoming and creative to move into the future.

Supporting youth involvement to enhance the future of the congregation. It's their future. They need to be fully involved.

The synergy of the UUCC community would be increased and multiplied by making it possible for more congregants to be physically present. More people present, better energy.

Being a space for community groups who are also committed to justice to meet.

A. Revitalized RE program. B. Full renovation of kitchen and fellowship hall.

I'm not sure what the plan is.

Wider awareness of who we are in the greater Cleveland community.

If we can agree and if there is a clear direction - maybe we can work together. Currently, I don't see that happening. Our leadership is not forthcoming with plans.

Maximize the current and future space to engage the community (eg Outdoor concerts, yoga, theatrical performances).

Clear and reinvigorated vision/purpose of our community.

Chairs rather than pews for sanctuary. Adaptability.

Enhance accessibility and range of utilization of spaces to potentially induce increased membership.

Remodeling our entrance (parking lot side) to be more welcoming, accessible and safe would express our values.

Volunteer to do grant writing

Our building would match our commitments.

Improve comfort to encourage people to linger after services and other community activities.

A financial commitment to UUCC gives members a fresh reason to become more involved in UUCC activities and "recruit" members talking about our plans.

More welcoming and visible to our community and religion.

It will become a much more inviting place to be. This might improve attendance and attract new members, which could end up enlarging the community. But even if it doesn't, it would energize the community we have and hopefully stimulate new initiatives and greater participation.

Welcoming.

it would draw in more people and groups that would like to rent spaces increasing income.

We can be more proud of our church home. I will say that what has given me pride in the past has been the minister, music, RE program, Forums and our social action.

Increase our membership

More inclusive

Love the vision provided - open windows for sanctuary, chapel, outdoor spaces. Remove steeple would be ok with me.

Warm welcome, environmentally sustainable.

Benefit of not continuing to crisis manage every part of the building as it breaks down. Having a building recognized as user friendly for others both within/without our church facility. Fresher air will benefit all.

NA

Creating space and efficiency in the church promotes the ability to act and think big vision.

Yes - a renovation would benefit the congregation and hopefully more of the Shaker community.

It will help our welcome be allowing people to be able to get into our building more easily with a welcome office right by the door.

More community visibility, energy, aesthetically attractive and accessible. Space for justice oriented and community gatherings, outreach and arts (concerts, art shows). Potential for greater number of rentals

If we have the facilities to enable what we want to do, it's going to cement our reputation. Eg - if we have an area for crisis housing and open up space for refugees to protect them from ICE or we offer space in cases of natural disaster, that will allow us to actually put our words into action.

It will give us a new face, possibly increase interest (and membership) among others who haven't noticed us previously.

A building can create a welcoming atmosphere and culture.

I think demonstrating our values in a very tangible way (accessibility, energy efficiency, etc) attracts people because hypocrisy is a major drive of disaffection with religion right now. Walk the walk!

It would draw people to the building and experience what we have to offer.

We can provide services to the community: cooling center, safety, accurate information.

Steeple could be replaced by a beacon/metal sculpture. - chalice flames. - perch on top for visitor birds. - beacon visible from far away.

The space needs to support being a UU values congregation that is trying to make our whole community whole.

Foreseeable benefits - maybe we wouldn't be over budget every year.

Would attract new members, retain current members, be more welcoming, create spaces for fulfilling mission.

Larger space means more people. I'd recommend a dedicated outdoor space for worship in summer.

More flexible spaces can welcome new groups and space uses, like the Buddhists could become a hub.

Air conditioning. New windows. Front door accessibility and updated kitchen are future benefits.

Making the building more accessible for people with different needs - retaining and attracting members. More use of both indoor and outdoor space.

3. Have we forgotten anything? Would you **add** anything to the scope of this campaign as it relates to additional needs and opportunities?

Summary of Responses:

1. Future-Focused Planning and Flexibility

Strong emphasis on planning for growth and future needs rather than just current size, with attention to what the congregation will need in 10, 20, 30 years. Emphasized flexible, multipurpose spaces that can adapt over time, phased implementation options, and asking younger generations what they want since they'll be the primary users going forward.

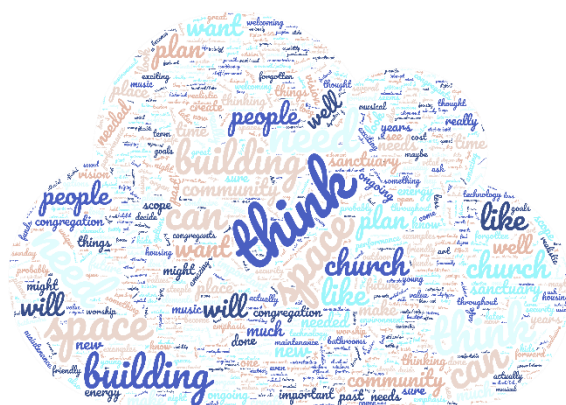
2. Technology and Infrastructure Modernization

Respondents called for 21st-century capabilities including: state-of-the-art audio/visual systems for streaming and online participation, enhanced power access, improved acoustics (especially for music/performances), and some referenced sustainable energy infrastructure (geothermal, solar panels, renewable energy sources, moving away from fossil fuels if possible). Security systems also mentioned as critical infrastructure.

3. Balancing Vision with Financial Realism

Concern about managing scope and costs realistically to encourage rather than discourage donations. Many want clear information about what's feasible versus aspirational, phased approaches to match funding realities, plans for ongoing maintenance reserves, and consideration of legacy giving. Several note the need to prioritize essential improvements over expensive aesthetic changes.

Secondary themes: Outdoor/spiritual spaces (labyrinth, gardens), music/performance optimization, accessibility features (bathrooms, family spaces), and creating community hub functionality for wider use.



Responses:

I don't know if we're thinking about building down below ground or building up I like outdoor spaces and a large labyrinth. Evergreens can be very helpful throughout the year. I think more options for housing or things that are flexible that could become housing could be amazing. I think that could be amazing resources like on a really hot day and out. Service could have some ropes and pulls that pull a cloth up as needed to work as an awning, but often not be needed. Helping with the rain or heat, but usually being an open to let sunshine go on the grass, etc. I think we should ask people to look at examples. They have seen in places or start researching places and maybe some people can visit them... I think keeping several historic elements honors the past and having elements of our original place, as well as the one in Cleveland Heights, and this location would be great. Ask kids what they want, they're the ones will be around the most for now or I have a sense of what kids that will come in in the future will want. Create something really special and unique for the younger generations and some things they can grow with even if it's a study space they go to after school or what not. Make sure that with crazy people in this world, we have sub security, even with an open and welcoming space.

Despite attending all offered sessions, I don't have enough information to understand "the scope of this campaign" so I find it hard to comment.

No

Our 1950's building was meant to fill the needs of that time. Could we ever for see what we might need in the next decades.

More emphasis on light.

Not that I can think of

I think the scope is very broad, and very, very inclusive of the congregants. This is vital for our health as a congregation moving forward. Multiple dates for the Cong. Meetings like the one I attended on Sunday, constant communication of the ongoing process, are vital. We don't want, at the end, to regret HOW we did this.

We need to plan for growth, not to fit the size we are today.

No

Everything seems well thought out.

The options are wonderful - what a pleasure it would be to walk into this building and be comfortable.

The goals and fundraising itself can be positive rallying force for the congregation.

No

Our energy goal should be ground-source electric for HVAC. Maybe more solar panels.

Thinking of children, young families and their needs to attract more young people.

Limit the scope.

As the former Membership Coordinator at the UU Society, I'm actually embarrassed that we don't have air conditioning here. (We didn't have it there either.)

The projected cost is a show stopper. The historical design is important, personally the sanctuary could be reconstructed.

Extent of renovations, like the kitchen, require understanding what they actually entail. As a congregation we need to decide if we want/need the sky or just a place to serve food from.

Look at future needs, maintenance, technology

Promote as an educational community center for wide variety of interests.

A crosswalk/pathway connect building to road.

Audio/visual connections for better/clearer streaming of worship on social media.

The worry about how much debt is reasonable/healthy.

No

Nothing comes to mind.

Given the ages of many congregants, I would look seriously at the value of legacy giving related to taking out loans.

Geothermal and windmills! Replace the steeple with a giant flaming chalice with real flames at night.

We've forgotten that it's our church. And until we decide that we want to be a big time partner with others, the opinions of outsiders really don't matter.

You have done a good job of reaching out to those who do not attend Sunday church.

Well done - concise presentations. Think about what we want our church to be in 10 years, 20 years, 30 years.

Technology friendly updates, power access.

No

Energy efficiency.

No opinion

Ideally, creation of additional funds that create "reserves" for ongoing maintenance and upgrades of these new spaces.

Playground?

We can value our history and not hold on to old symbols that are no longer relevant to our goals and values.

Have we asked our partners what they would like to see?

Reducing proportion of online members and visitors.

State of the art audio-visual capability.

I feel it is important to have an endowment or funds set aside to maintain the space long term. Security of the building to provide a safe space.

No

As we embark on this journey it is not an either/or situation and vision. It is an "AND" vision.

Focus only on the future and less on the past. Focusing too much on the past = grievance.

The aspirational vision is exciting. Some place that feels less like a puritanical worship space and more connected to our values now.

No - this plan is quite robust and already may be financially difficult to realize.

The blow-out windows shown in sanctuary concepts would make it impossible to see people on the stage.

Could there be a plan that can be implemented in phases?

Not sure

Do a time capsule that we bury with items from church to be opened at a later date.

Unitarians are known for fierce commitment to individual desires. We need to be more communitarian! Our steeple needs to be a Beacon.

I think we've covered the key areas.

We need space that is conducive to media/online expansion.

Not at this time. Perhaps as we move forward.

Not that I can think of

Consider the importance of staff/personnel if possible.

Great coverage. Not sure how much inclusion of outdoor spiritual space has been designed?

Probably to come later - but more artwork/small things to make a space beautiful.

Ensure that the space is conducive for musical/performance events.

Seems to be pretty apparent that there are several core subjects: Accessibility, ongoing repair of variable building systems, creating a resilient structure (physical and metaphorical) for long term viability.

Performance - performance in life, spirit, love and community dynamic forums.

You haven't forgotten it, but I want to emphasize having 21st century sound, internet and digital capacity throughout.

Not that I can think of

Need to be REALISTIC. A vision/plan that is not realistic will deduce donations. Ie. I'm not interested in redoing church façade very different - not needed and too expensive.

Fundraise in stages, depending upon degree of support from the greater community.

Estimate on 10/2 that data centers will cause Ohio's need for electricity to increase by 800%. We didn't forget but this cannot be underestimated.

Examples of other UU's what have done capital campaigns.

No

I'd like to know how people would become more involved/take on leadership roles if they had the facility improvements they wanted.

Safety precautions to any outside forces including gun violence.

I don't recall seeing much said about how music would be featured. Music is key to the success of any plan for a church so it should get more emphasis. At the very least, how will the new plan improve the musical environment? Would there be an organ? Would it be the same organ or would a new one need to be built to match the acoustics of the sanctuary? How would cost be affected if the room included an acoustic plan to optimize quality of sound? With an exciting new musical environment we might be in an excellent position to offer our unique new space for performances of all types, which would bring music back to the fore as it once was in the days of Robert Shaw.

summary of all groups current and have accountability

Thinking about our church and the building - we are working in openness and who we are but we also need to think about context - the community we are in - its architecture and standards - we also need to think about the property we are located on - the messaging needed to create a building that stands out as churches in Shaker do.

This is an opportunity to stop using fossil fuel using only renewable energy sources.

Well thought out

No

Bathrooms with bars and higher toilets/changing tables for babies, family bathrooms for these who need assistance.

I would not add anything.

We might stress that we are a SAFE place for the exchange of ideas, as well as welcoming all p peoples.

I think that we can be a community hub if we make our space more user friendly.

I'll probably think of something in the middle of the night.

More adornment inside the sanctuary: stained glass, art on the walls.

No

4. A capital campaign requires many volunteers with varying responsibilities and gifts for its successful completion. How would you consider supporting our campaign?

- **Financially?**

Will you support the strategic campaign financially?			
58	Yes		56%
35	Need more		32%
7	No		6%
7	No response		6%

- **Volunteer Time?**

Will you support the strategic campaign with volunteer time?			
47	Yes		35%
63	Need More		47%
14	No		10%
11	No Response		8%

5. What **initiatives** would you like the Unitarian Universalist Congregation of Cleveland to be known for across the region in the future?

Summary of Responses:

1. Social Justice and Advocacy Work

Overwhelmingly the most dominant theme. Respondents emphasize continuing and expanding justice-oriented initiatives including: pretrial support, LGBTQ+ advocacy, racial justice, immigrant/refugee support, democracy protection, and supporting marginalized communities. Many want UUCC to be a recognized leader and "beacon" for these efforts in the broader community.

2. Welcoming and Inclusive Community Space

Strong desire to be known as a radically welcoming, safe, and accessible place for ALL people—especially those who don't fit elsewhere. This includes physical accessibility, creating a hub for diverse groups, and being a "safe haven" or gathering space for community organizations, groups and people in crisis. Strong support emphasizing the need for the space itself to embody these values.

3. Environmental Sustainability and Action

A few respondents want UUCC to model environmental responsibility through both the physical building design and ongoing programming, positioning the congregation as forward-thinking on climate issues.

Secondary themes: Youth/intergenerational programming, musical/creative arts offerings, and serving as a spiritual home for progressive seekers without religious dogma.



Responses:

We helped those who needed help when it was needed. We answered the call. We housed and supported refugees and immigrants and stood up to the current pendulum swing, and hopefully helped hurdle everything in the right direction afterwards. We offered ourselves, our tech and creative skills, and the numerable resources we don't think about like our children helping the volunteer teams at their schools, with their sports teams, etc., and offering help with getting out the vote, reversing much of the direction of the state, country, and world-and then really helping to create a space for gatherings, meetings, people that are traveling and lecturing that need a place to stay for free, etc. to really create a space that is radically welcoming to all and to make sure that we have a safe place for all these people, and we support

them and have built in ringers of volunteers who help make things happen online, but especially in person.

Continue the Pretrial Support program, support for Democracy in these fraught times, supporting LGBTQ communities

Justice oriented initiatives. Music impact and creativity.

Support our spiritual and truth-seeking in justice seeking community.

Bridging the gap to others on the opposite end of the political spectrum.

A vibrant congregation on a vibrant campus.

Strengthen our current initiatives.

I would like to see us as leaders in the community: for racial justice, LGBTQ justice and support, and educational opportunities we can continue to provide, but at a larger scale.

Social justice. Musical events.

Social justice initiatives. Healthy, vibrant community.

Welcoming space for worship and community.

Being a diverse and welcoming place for all.

Social justice and arts - be a hub for the larger community.

Work with other local congregations to protect democracy. Help our children and young people experience meaning in life and to know the difference between right and wrong, justice and injustice. Green and sustainable indoor and outdoor spaces.

We're already known for environmental outreach. We can add to this.

Sustainability, environmental justice and youth education.

Suitability. Accessibility and radical hospitality.

Supplementing education for kids, facilitating re-entry of incarcerated, helping integrate immigrants

Justice

Human rights. Siding with love in whatever area of life. Community leader.

Supporting families and Beauty (in the form of art, music, writing, etc).

Being welcoming, which we can't be without air conditioning and a nice entryway.

Welcoming for new comers, members, friends

Ally-ship in justice

Open accessible, welcoming and diverse. A place for all ages.

Accepting, pluralist community; community gathering place.

Unknown

Social justice

OWL program for many ages. Providing comprehensive sexuality education. Being a beacon and a safe space for LGBTQ people. A leader for racial and social justice.

Commitment to preservation of our environment.

Social justice. Welcoming EVERYONE (LGBTQ, PEI, etc). Learning.

A welcoming inclusive meeting space. A spiritual beacon of exploration. New social justice initiatives.

Environmental action, supporting trans people, ongoing justice efforts.

Pre-trial support. Support younger generation in the larger community.

Openness, diversity, welcoming community.

Combating the loneliness epidemic. Beacon. The "go to" spiritual home for those who find it hard to "fit" in elsewhere.

Social justice. Environmentally forward - built with lowest chance of environmental harm.

Resilience HUB for people in need.

Liberal theology and practices. Welcoming community. Innovative activities.

Outreach to the greater community.

Openness. Welcoming. Social Justice. Youth Programs.

Youth programs around LGBTQ issues. Environmental leadership.

Community resource

Community outreach.

Welcoming to all. More programs for the 20-40 year olds to engage in.

Support for the natural environment.

Community activism like GCC. Commitment to multi-culturalism.

Community engagement and innovation like the pretrial support team.

Generally a hub for creative and meaningful work for social justice.

Social justice ministries - similar to what we have now. Space for community organizations to use.

More members

A UU community partner complementary to other UU community and mission aligned organizations.

Allow for dissension. Disagreement is healthy.

More than a church. A safe welcoming place to weather the political storms facing us now and in the future.

Openness; welcoming place. Music

Social justice. Supporting refugee communities. Connection and support of community partners as we do now - FDR, Community garden, etc

A known participant in multi-ethnic, multi-cultural, diverse initiatives to bring people together for a more tolerant NE Ohio community.

Involvement in the political realm as well as the spiritual and cultural.

Environmentally friendly and forward thinking! Helping the community and those in need! Being part of the community and nature!

A vital community resource.

Progressive community. Equity. Diversity. Inclusion. Belonging.

A place that is known for its support and attraction of those who are searching for what brings meaning to their lives without the baggage of religious dogma getting in the way.

Honoring the earth. Honoring the people around us - Indigenous, minorities of all sorts. Intelligent rigor in developing stances on social justice issues.

Helping and protecting immigrants and other marginalized people. Shining a light on any corrupt and hurtful governmental policies. Working to resist or undo those policies.

Social justice and defense of democracy.

Intergeneration support. Judicial, like pre-trial support. Food pantry. Openness to diverse individuals and groups (ethnic, religious, racial).

Sustainability. Social Justice

Social justice. Embracing the downtrodden city neighbors even though we inhabit an expensive suburb.

Personally I don't care much about making UUCC well known in the community.

Leading in a new progressive era that will benefit all members of the community especially those who have been left out recently.

Cohesive, nurturing, vibrant community with both dynamic congregational services and meetings and meaningful, supportive, caring small groups.

Justice work, community gathering space.

Working for social justice. Welcoming place.

Energy and creativity to move into the future.

More musical outreach

I don't have any critiques - I lived in Oklahoma most of my life, and the contrast in social attitudes within this congregation and the benighted state of OK is too profound for words.

Justice work

Spirituality. Social justice.

Justice - legal and social

Not sure: I am involved with environment. Many more people are involved, personal development, raising their families. No clear focus.

Better engage the community via meeting spaces - opportunity to raise additional funds for church.

Welcoming congregation. Well run congregation.

A harmony center. Funneling vector to degree cost and controversy involved. Check recent copy of American architectural review. Person in Cleveland heights who specializes in places of worship.

Presence as a viable alternative to Christian Nationalism and similar ideologies. Social justice in action

More events open to the community.

David Kantor. Kevin Ortner. Lous Salza. Nancy King Smith.

Open to all people. A leader in free thinking.

Community involvement. Inner and outer.

Justice - egg pretrial, LGBTQ, minorities, etc

Social justice. Local community supporting eg at risk youth, hunger, homelessness, LGBTQ, advocacy.

Social justice related - supporting individuals/families in need in a way that can be incorporated in building.

The ability to welcome people of different persuasions so that opinions across the board are represented. We are an intellectual community but we don't do a very good job of fostering dialogue with people from differing political camps. As we are, we are very politically homogeneous and, by being so, contribute to the polarization of the community. That should change. One way to help make this change is to work with Braver Angels to learn what a church can do to help diversify its congregations and contribute more to an environment that is depolarizing and get people on opposite sides of the aisle talking to each other again in civil discourse.

Justice. Welcoming.

GCC and LGBTQ initiatives

A voice helping our society come together. A forum providing information relevant societal topics. A spiritual resource.

Open to all people - crisis center and place people can be safe and get the support they need.

UUCC justice voice is very needed

Keeping a good amount of our focus on ensuring the church is happy - I think sometimes we're to externally focused.

Green building concerns, social action, forums, inspiring services, warm and welcoming community, variety of activities open to and utilized by the community.

Welcoming and supporting for the congregation and community.

More involvement in the community especially with children.

Spiritual multi faith space. Community collaboration and outreach. Food scarcity allies.

Peace. Community. Love.

Welcoming to LGBTQ+ people, when a lot of spaces aren't welcoming to queer folks. Known for social justice.

Social justice, commitment to our community a fair and non judgmental neutral space that welcoming new ideas.

Welcoming, accepting, value driven community and justice oriented culture.

Willingness to be pioneers - bravery in making changes that demonstrate our values. True welcome = accessibility.

Acceptance and a congregation that is proactive to achieve justice.

Getting off of fossil fuels. Being a welcoming space for ALL including people recovering from MAGA lies and disinformation.

Sustainability practices that help us survive and thrive in the face of climate change.

Justice work, safe haven, nucleus of efforts.

Promoting justice, building community resilience, helping build congregational relationships.

Direct community action. An inclusive space as society becomes more secular.

Youth and young adult community being inclusive and a place for belonging.

6. By name **who** would you suggest for leadership roles to ensure the success of our Campaign?

First Name	Last Name
Laurie	Albright
Mark	Binnig
Kathleen	Binnig
Kerry	Breitenbach

Alicia	Burkle
Carol	Gay
Amy	Glesius
Dennis	Grossman
Eric	Hathaway

Jeremy	Holmes
Justin	Hunsaker
David	Kantor
Elizabeth	Kantor
Ken	Kuehm
Jess	Levy
Jean	Martin
Thomas	McKenna
MaryEllen	McNulty
Michael	Miller
Ann	Millette
Greg	Nosan
Kevin	Ortner

Susan	Paterson
Meg	Pauken
Terry	Robbins
Lou	Salza
Dell	Salza
Steve	Sanford
Anne	Sanford
Nancy	Smith
Don	Stimpert
Melissa	Vandergriff
Molly	Watkins
Mark	Weber

7. Do you have any additional comments regarding the proposal to be included in this campaign?

Summary of responses:

1. Financial Concerns and Process Transparency

While there is excitement over all the elements of the \$10 million aspirational plan, there is some concern about potential debt, and budget constraints. Respondents want clear priorities and express concerns about affordability, and desire a transparent decision-making process that includes the congregation.

2. Steeple and Building Aesthetics

A handful of people responded to remove the steeple while others want to restore it. Disagreement over keeping the traditional elements versus a modern design. The illustrated Shaker Boulevard façade received negative feedback, described as "unwelcoming," "forbidding," and lacking warmth. Seven people responded to remove the steeple.

3. Prioritization: Essential Needs vs. Aspirational Features

Respondents desire a distinguishing between critical infrastructure (roof, HVAC/AC, accessibility, safety/security) and "nice-to-have" features (crisis housing, expansive renovations, modern aesthetics). Several want a phased approach starting with essential repairs, with concern that ambitious extras may divert resources from core mission and maintenance obligations.



Responses:

"I'd like to know more about the history about who thought about this and when and how it works so that it's well documented for our internal history, but also where we can ask people why this idea why that idea, etc. And it's very important to have a step back to see alternatives for where money could go when so many nonprofits need funding and volunteers and there's so much to deal within the world at this moment. Is creating a beautiful about doing space as important as how else things could be allocated, especially at this time. Do we have any actual data driven scientific studies/case studies about how things like this have helped with communities like ours? Or things that have helped communities in any way similar to ours meet their needs? Have we asked people in our community people that we don't know in the nearby region, what they are looking for in a place of worship or a place of community and what they're not finding? Can we expand our online audience? Make things more participatory? What has actually worked for others? What do people think was a waste? When renovations and things go on, how well current offerings and needs that may not have been identified yet continue to be able to be addressed?"

I would like to see a "map and timeline" of how the campaign will proceed? I saw a date range through December 2025, but, after the focus meetings and surveys, I don't understand what comes next.

I see various reactions to keep or foregoing the legacy look (ie steeple and front portico) may be touchy for some.

This was very useful.

I want it all, don't care if it' an ongoing, piecemeal project.

No

In question 4A, did you mean "would you" instead of "how would you"?

I appreciate aesthetics and want an attractive building space. I am less concerned with tradition, such as the steeple and am more interested in functional elements and space.

Start with essential changes, then prioritize remaining changes.

We need A.C. in order to be cosmopolitan.

I am concerned by not have a process for decision making. I do not think this belongs in the hands of the board alone.

This is an enormous undertaking.

NA

I think we should have a range of options, maybe just a low, mid, and high so the congregation knows what each funding level will achieve. These options should be shared with the congregation, before the board makes the final decision.

Would love the architectural modifications to include both old and new aspects - curves, creativity and a covered but open sided outdoor space as Chautauqua Inst. Humans enjoy these hybrids.

I find myself torn between the comfort of the familiar and being excited about the prospect of changing to meet our current and future needs. I struggle to find a balance between being flexible in our plans to be able to adjust to the reality of what we have and wanting to have a concrete plan of vision to strive towards.

Don't be too conservative, even though some people will want to stick with the cheapest possible option.

Pitching the aspirational plan is very unconvincing to me. Having a refined plan before contacting individuals for \$ would be much more persuasive.

Appreciate solar parking lot with electric charger station before most people have needed that.

Strong Work

Keep the portico and steeple unless a more welcoming entrance is designed.

Inspirational, new features that will better embody our aspiration.

I'm excited to see the proposed become reality.

No

Archives needs consistently low humidity.

Glad to see how open the communication is on this is.

What can we keep the same to lower cost. Shifting the entrance to west entrance?

Not at present.

This is a great process to use to strengthen the congregation and relationships within the congregation.
Thank you.

No

Dream big. Making a big space for a big community with a big heart will not be easy or cheap, but it will be worth it.

What is the role of the minister in the process? Are they proactive in the process?

Love the idea of bringing space and resources for people who need housing and (washer, drier, etc).
Thank you for doing these groups!

While maintaining the spiritual and community aspects of the plan, I strongly feel the steeple and front of the building should be maintained. The drawings I've seen to me are an ugly architectural mashup from the outside.

Go big or go home!

Focus on revamping the sanctuary to make more flexible. Focus on revision of driveway entry to make welcoming. Focus on Fellowship Hall space revision as planned. Air quality is a must: Agree with HVAC plans.

I don't like "fund raising". I don't want some dog and pony show. I evaluate what I can afford, then give that.

\$10 million dollars is a lot of bake sales. We need some creative ideas for raising capital.

Really don't like model Shaker Blvd façade. Not welcoming. Forbidding!

Continue to involve as many members of the UUCC community. Have we considered ways to involve our immediate neighbors?

I like that the plans do not seem overly entwined with high-tech razz-ma-tizz

I am very much opposed to taking on debt. We are already unable to balance our budget.

I probably need a bit more time, though visually I see an open (with windows) space with a lot of natural light.

I like the modern and natural light filled space - but also nice to keep the traditional touches.

Early stages still: hierarchy of needs vs hierarchy of desires have to be calibrated and agreed upon.

I'm a great visitor!

no

I'm happy with the way the building looks now. Improvements to the interior and back are needed.

Really not sure. Worried about where money would come from. I am not sure I want to give more. I feel lack of faith in this communities willingness to communicate with the congregation.

Keep the steeple.

Roof. Kitchen. Building security and safety-security systems. Staff/renter/congregation safety.

If design bold and inspiring enough you can draw money from afar, boldness and inclusiveness of vision can count.

We need to be realistic (hard nosed?) about determining what is actually needed and demonstrably relevant to our mission from what is merely nice to have.

No

Start with focusing on the most used spaces - Worship, Fellowship. BTW - "warm welcome" is not related to space. It is related to the people who inhabit the space. I think the steeple and pews make us seem stuck in the past or at least stuck.

My answer to how much \$\$ I can pledge over 3 years is way different than what I can pledge over 5. I might ask for an estimate over 5 years.

Would we be able to use the spaces during construction? Understood it could be limited, but would we need to relocate for a brief time?

Thank you and kudos to all those who are paving the way toward these much needed improvements.

Obligation to maintain our building. To remind ourselves of the community we exist in. I appreciate starting with the mission and history of UU in Cleveland.

Not sure this is the place to say this but I do not like the view of the front (facing Shaker Blvd) of the church as depicted in the photos proposed.

I like the steeple, don't have much money to contribute, so would like to maintain the integrity of current building.

Priorities need to be building rest, roof, accessibility, etc, then extras like crisis housing (and animals? Space). All great ideas. I do think the financial insecurity of current political situation may affect the financial piece. Depends on it oligarchy dictatorship - sounds unreal - but seems to be a real threat.

Suggestion: Keep the steeple, but affix a chalice to it.

Because we are upfront about coming to agreement even if our personal preference isn't the choice made.

I need to have the steeple remain on the building.

I don't think we need a \$10 mil church, especially if we have to significantly reduce our endowment and borrow to get it. I don't want to burden our next generations with debt.

Strong priorities, decide what before you raise money.

I think the campaign is premature before selling the Lancashire property. This questionnaire makes assumptions that I'm not ready for. I find the architectural drawings of indoor spaces to be sterile and modern; not warm and welcoming. I, too, worry about debt.

I'm wondering if Randy should be include in more of the publicity as having a settled minister should be considered an asset.

Building needs to address safety issues. Take advantage of grants that are available.

I think we have to be mindful of the long term effects of our decisions: Investment now = lower cost later.

I find it hard to comment on the plan when we don't really know what the plan is.

I hope there will be ongoing opportunities for input as priorities are set.

People need to understand the cost of air conditioning, the cost of installation, the electricity cost in the future, the environmental impact. Window air conditioners or only installing it in Fellowship Hall might be doable. Not in the sanctuary which is used only one hour a week. Also, do not think we need a shower or housing. Do we need this much space? Should either east or west wing be removed?

I found it premature to be asked these questions. I would like to have had more time for thoughtful reflection. This pressure for quick response feels very non-UUCC

I don't like the glass on the front entrance design. It looks like a big wall. Keep the classic look with Pillars, keep the steeple. It matches the feel of Shaker.

We shouldn't forget the spiritual mission. Our covenant should guide us as we make decisions.

Keep the steeple

APPENDIX B – QUESTIONS/ANSWERS/COMMENTS

Readiness Assessment Study Program

Focus Group Recorded Questions, Answers & Comments

10 Meetings September 18 – October 9, 2025

Focus Group Questions and Comments

#1 - 7 members in attendance (training/pilot) at the September 18, 7:00 pm focus group

What are your Hopes and Dreams for the Future of UUCC?

- LGBTQ Center on the east side
- Welcoming modern community center
- Excited about possibility to look less like a church and more like a modern welcoming center
- Want us to grow and be more diverse
- Respectful accessibility. Able to participate fully
- Welcome office near the front entrance
- Place keeping and beacon on east side
- Welcoming with unified entry point
- Want people to know we are here for them
- Everybody know great things we offer
- More multigenerational engagement

Q: Are we focusing on only our congregation?

A: Yes, but all of us to decide and discuss expanding to other partnerships

Q: How can we raise \$10m in 16 weeks?

A: Right now we don't have an exact figure yet we are figuring out what is possible. We need your input.

C: Sharing the momentum, expanding directions, and positive experience during a previous campaign for another organization.

C: Progress as a result of renovation to bring in more community partners, share the new space, and gain income. If we build it they will come.

C: This is not only about the cost today but also consider the existing cost to maintain the building in its current condition and continue making repairs as needed.

C: I like the aspirational plans, thinking of our greater community and church community.

C: Excitement to see this project moving forward. Excited about the aspirational plans.

C: Creating a lasting structure for years to come, open to all.

C: Caring about what we all want. Finding the budget and working together to create the best possible outcome.

Focus Group Questions and Comments

#2 - 21 members in attendance at the September 21, 11:30am focus group

What are your Hopes and Dreams for the Future of UUCC?

- Concerned about being able to sustain our facility
- No debt
- More user friendly
- Accessible
- Welcoming
- Airconditioning (there was discussion)
 - AC for summer months
 - AC for entire facility
 - AC for Fellowship Hall and Sanctuary only
 - Energy efficient
 - Geothermal system
 - Macro – climate change need to think long term re: Geothermal.
- Remove pew and use moveable chairs
- Community connection
- Emphasize more that we are a community sanctuary
- More use of green space – outdoors
- Indoor services that feature the outside

C: Debt isn't always bad

C: Like design to be much more creative, less “square and box” looking. We are an out of the box church and the building should reflect that

C: Very interested in what young families think of our building and needs. We need younger family input

C: New build attracts more membership

Q: Is there a possibility of grant monies?

A: Possibly. Have to explore this more

C: Operating funds need to go up if we take on debt. Don't want to burden the next generation.

Q: Have there been studies on energy efficiency and returns on investment?

A: Not at this time

C: Debt is not evil if it's used properly

C: Agree with comments on debt. Need to ask people to reach into their pockets more

Focus Group Questions and Comments

#3 - 5 members in attendance at the September 23, 7:00 pm focus group

What are your Hopes and Dreams for the Future of UUCC?

- A place where people feel at home
- Being with people who are not identical sharing thoughts, ideas, stories where we all grow
- I want the history to be respected but not a hindrance with library and memorial garden
- I want more youth. Need more energy in looking for new members. Young adults
- Outreach to minorities
- Church get out from under "what's going to break now" from a building standpoint

Q: The endowment is off limits for this use?

A: Nothing is off limits right now. Task force of financial committee investigating

- Endowment
- Sale of property
- Congregation
- Mortgage, etc

Q: The \$10 mil would take us through all the list of upgrades, renovation and restoration.

A: Seeking to understand our capacity and determine the best things to do. Prioritization from the list.

Q: What is the one thing you would want done?

A: Front entrance more accessible.

C: I don't understand now what percentage of attendees walk in the front door. Don't change front. It's not used so don't bother with it.

Focus Group Questions and Comments

#4 – 11 members in attendance at the September 25, 7:00 pm focus group

What are your Hopes and Dreams for the Future of UUCC?

- More engagement with community
- Example of state of the art environmental

- Become better known
- Like community within and community without
- Space for spiritual growth
- 82nd street, we didn't connect with community. Community around us now is changing and we need to intentionally connect and serve the community
- A place for youth to feel welcomed and belong. Both from within and without

C: If current political climate continues we are going to be in the minority and need to think of security of the building and people.

C: As it gets hotter and hotter we can be a cooling center

C: Our Sunday forums are very important and need state of the art technology system for get the message out. Both the in person space and virtual space

C: Need more advanced technology

C: We should do sound technology well

Q: Do we want or need a stage in Fellowship Hall? Do we retain it?

A: It can be removed to maximize space. Still to be decided

C: Easy over time to become victims of a space where we can't think of how to envision multiple uses

Focus Group Questions and Comments

#5 – 11 members in attendance at the September 28, 11:30 am focus group

What are your Hopes and Dreams for the Future of UUCC?

- Accessibility, eg Transit, senses (hearing)
- Room for more people-UUCC growing
- Known as a place to go
- Space for Community events
- Expression of Spirituality-Sanctuary/sacred space
- Outdoor space-accessible-reduce need to schlep stuff
- Community Endeavors, eg tiny homes on site
- "Future proof" flexible space
- Historic Preservation, eg steeple- how we face the community
- Green as possible
- Live David Brooks theory
- Mission most important-can let go of nostalgia
- Good financial stewards

Q: Age of the Building? Asbestos?

A: Need to assess

Q: How to make choice on steeple, etc?

A: Establish trust in team carrying forward your suggestions how to select team, et.-Complete survey!

Q: Add Chalice to Steeple?

Q: How to make decision on what we can afford?

A: The purpose of the Readiness Assessment is to guides us on our capacity

Q: Drawings to show increase or decrease in scope?

A: Globally yes, 4 examples

A: Decisions affect many areas, eg HVAC, roof, and more

A: We need to define what we want before going back to architect

Q: Might offset costs on energy savings figure in to how much money we need to raise?

A: 4 cost considerations: 1. Install, 2. Maintain 3. Reap savings 4. Replace over time

Q: Clarify the meaning of the first question- What benefits might occur from the build.

A: What do you see as benefits when the project is completed

Q: Simultaneous operating and capital campaigns? One affects the other

A: Premise may be wrong- operating Fall, capital Spring

A: Staging remodel and functioning

Q: Technology, sound system, wifi?

A: One pot of money

Focus Group Questions and Comments

#6 – 5 members in attendance at the September 30, 7:00 pm focus group

What are your Hopes and Dreams for the Future of UUCC?

- Think of last 65 years (since previous building project) need to try to ask what are things going to be like 65 years from now. Things will change and we need to anticipate
- Interaction with community outside of the building
- Don't do anything that will cut off the "soft power" (ministries) of the church. Building is the "hard power". What will future people think about what we've done?
- Hope of a congregation with younger families and the energy that they bring
- I'm focused on the kitchen. Can be smaller but more efficient
- Be more recognized in the larger community as a force for democracy
- Foster and sustain group of people who are not burdened by our legacy (financial, building)

Q: Where did the various options go that were presented before?

A: \$10 mil is the most comprehensive renovation. Results of study will determine size and scope of project

Q: Are we going to demolish Fellowship Hall?

A: No. One plan calls for removing one wall to expand the size of Fellowship Hall

Q: How many members do we have?

A: 300

C: Think we need to increase membership first

C: Build it and they will come

C: I think that new will draw people

C: People will need time for reflection to determine what can be done

C: Design reminds me of New Age churches that I don't like

Q: Has anyone considered multi use and perhaps multi ownership of the property

A: I don't know of any such conversations

Q: Any consideration to selling a couple of lots off the property?

A: A capital team is reviewing wider range of options

Q: Why now?

A: Way overdue. 65 years since major work done. Need to get ahead of many of the facility issues.

Q: 300 members and a cost of building of \$10 mil means \$30,000 per member. How do we do that? Payments?

A: While people often do this math, it's really not helpful in that it frightens some because they are already financially tight and others barely making it. At the same time others, because of the means that they might have feel relieved is that is all they'll be asked to do. An effective campaign and one in line with our UU values is committed to everyone being challenged to consider an inspiration pledge that is within their personal means. Some can do more. Some can do less. Some can't do anything. All are part of the congregation.

Focus Group Questions and Comments

#7 – 18 members in attendance at the October 2, 7:00 pm focus group

What are your Hopes and Dreams for the Future of UUCC?

- More modern pleasant environment
- Functional kitchen
- More music
- Better accessibility

- More welcoming
- Roof that doesn't leak
- Permitting healthy dissension among our ranks
- Nice to have younger people engaged in committees
- Seen as resource to the community
- Diverse leadership
- More kids
- Modern AV
- Greater diversity
- Better coffee
- More intergenerational activities
- Don't feel guilt for things UU ancestors did
- More future, less past
- Place of inspiration
- Place of deepening friendships

Q: Are the plans itemized

A: We have rough order of magnitude not a detailed cost proposal

C: Seen the pictures of proposed front and don't like it. Desire more options.

Q: Is front door to be facing the parking lot?

A: Yes. Make accessible as possible. Also need to be mindful of the entry for those who walk, train, etc.

C: We've been lucky to have low cost in utilities. I want to make sure that whatever we do we know utility cost and operational costs. We need to understand the impact of renovation and concerns about increased utility costs.

C: Sustainability is important. Energy cost will go up.

Q: Is there a general timeline?

A: No timeline established yet.

Focus Group Questions and Comments

#8 – 27 members in attendance at the October 5, 11:30 am focus group

What are your Hopes and Dreams for the Future of UUCC?

- Handicap Access
- Roof- Dry Space
- Outdoor social gathering space
- Climate control
- Sustainable building-responsive to future climate and needs
- Affordability for the future
- Style of building represents us

- Plan for ongoing care of facility
- Attract young people
- Safe place for children to play imaginatively
- Flexible worship space-internal and external (multi-faith community)
- Upgrade technology
- Enhance the beauty of our space
- Building security concerns

Q: Funds allocated by Board for repairs- could that be transferred to the capital campaign fund?

A: Board decision

Q: Prioritization and scope; needed vs wanted; re-evaluation of process at points along the campaign: Clarity on whole process?

A: has not yet been formulated/performed. Board will look to experts and our voices

Q: Danger of spending money on what will be changed in renovation, eg kitchen- defer, except for safety issues?

C: Bring 4 legged, w legged into our space

C: Astonished by 10 million- too low! I see enthusiasm here

Q: Difficult to separate what we can do from what we can afford- how do we assess?

A: Results of capital campaign will enable us to prioritize

C: Examples noted: Nature Center at Shaker Lakes- once the vision was there, money was found, another non profit: 3 year process- surprised how much money was raised

Q: External financing? Loans?

A: Quiet period coming- individual conversations to refine aspirations- present to individuals and whole congregations, then goes to architect, etc.

Focus Group Questions and Comments

#9 – 27 members in attendance at the October 7, 7:00 pm focus group

What are your Hopes and Dreams for the Future of UUCC?

- Community- ALL generations thrive and learn from each other
- Space: Future growth of our congregation
- Building that attracts younger people, eg Generation Z
- Continue to support what we already do
- Flexibility and pivot as times change
- Embrace green and environmental efforts
- Appeal to other neighborhoods/congregations
- Attract people from other faiths
- Reputation for support of racial and social justice in North East Ohio

- Attract people looking for community
- Justice Leaders in our community
- Known for Youth Programming
- Be a place for Worship
- Strong and diverse music programs
- VIBRANT

Q: Plan to raise money in 16 weeks?

A: We are in week 5 of 16. Going into silent phase (meeting with individuals). Kickoff of public phase November 22, where we visit everyone. Intent to keep it as compact as possible

Q: Phases of Renovation? Will we be displaced?

A: No answer yet- if needed, will explore options for temporary space

Q: If we don't know the plan, what are we raising money for? What's the process?

A: Not locked in yet, All of surveys, focus group comments, will be shared with Board, who, in consultation with expert(s) will create the project and the price tag

Q: Needs marketing to support needed new members to sustain building.

A: No assumption of growth of membership

Q: Space for performance (a great bridge for multiple generations)?

A: Some options include rehearsal space

Q: Seek money outside the congregation?

A: Yes, there is a task force for this, eg possible sources: former members and grant writing (these will not "save the day")

Q: Process to deal with difference between plan and actual money raised?

A: Process is fluid right now. Urge we have patience until we see how it turns out. Clarity will come as the process plays out

Q: Prior survey information?

A: Over 80 responses, which were captured and incorporated into the information in this presentation

Q: So, by January 2026 we will have a plan and money raised?

A: Yes, and will NOT include having bids

C: I want the whole thing- even if a bit at a time.

Focus Group Questions and Comments

#10 – 11 members in attendance at the October 9, 7:00 pm Zoom focus group

What are your Hopes and Dreams for the Future of UUCC?

- Looking forward to the next few years; wondering how things will be in the next 20 years. Interested in emergency housing and supporting immigrants in this country. How can we provide housing, safe space, sanctuary for disenfranchised people. Food, housing, uptraining, etc.
- HVAC is a priority - multiple people want this; preference with entire building
- New audio/video equipment in fellowship hall
- Kitchen crew is unable to perform its services. Kitchen needs to be upgraded so that the monthly meal and cooking for other events can continue
- Sanctuary in the round as opposed to a pedestal and pews like the design, but doesn't like the windows.
- Since 2010 has thought church could use a facelift. Aesthetics are okay, but is missing warmth. That has an impact when walking in the church. Talked to people about that at the time, but there wasn't a lot of interest. Was very excited when learned about the changes. Found the most ambitious design was the most interesting.
- Others agree with statement just made above. We've talked about it before and we're about to do it and then it doesn't happen
- We want to make the church more welcoming for outsiders.
- We should take time and effort to determine what people from diverse backgrounds like about a church? What makes kids feel welcome? What is the best financially to support our mission?
- Some places have really good guides to the service (electronic?) to help people cue in to what is going on with the process. Could we have something like that?
- Have been troubled by the East entrance looking shabby and in need of repair. Seems that our church is smaller. How do we promote our religion?
- Fell in love with the \$10M version, but worried about finances.

Q: Like the sanctuary in the round, but concerned about the windows. Would the sun be coming in?

A: It is not determined

Q: The design looks impressive on a computer screen, but wonder what the design is based on or is it unique? Is there any model out there to see what it really looks like in the real world?

A: Our building is unique with multiple levels. View the picture as an option to move towards inspiration.

C: Very interested in the wall of glass, but concerned about what that really looks like. Use technology to show what it would look like

C: Welcoming entry and accessible navigation; likes sanctuary minus glass wall. Doesn't like the look of the building without the steeple. Likes HVAC and air circulation

C: Impressed with the first ideas of the proposed building, and loved the idea of expanding the fellowship hall and having an outdoor area

C: Second the outdoor stuff

C: Concerned about the upkeep if we have a lot of glass/energy use

C: Safety and security is a concern

C: Concerned about money and spreading things out, but also concerned about communication

C: Millions of dollars towards our physical form and thinking about what else could be done with the money.

C: Would be amazing to have kids/ youth group have their pictures on the wall

C: Love the idea of opening this up to the community

APPENDIX C - INDIVIDUALS RECOMMENDED FOR LEADERSHIP

First Name	Last Name		
Laurie	Albright	Thomas	McKenna
Mark	Binnig	MaryEllen	McNulty
Kathleen	Binnig	Michael	Miller
Kerry	Breitenbach	Ann	Millette
Alicia	Burkle	Greg	Nosan
Stephanie	Fowler	Kevin	Ortner
Carol	Gay	Susan	Paterson
Amy	Glesius	Meg	Pauken
Dennis	Grossman	Terry	Robbins
Eric	Hathaway	Lou	Salza
Jeremy	Holmes	Dell	Salza
Justin	Hunsaker	Steve	Sanford
David	Kantor	Anne	Sanford
Elizabeth	Kantor	Nancy	Smith
Ken	Kuehm	Robert	Staib
Jess	Levy	Don	Stimpert
Jean	Martin	Melissa	Vandergriff
Ron	McClellan	Molly	Watkins
		Mark	Weber

APPENDIX D - FG SCHEDULE AND ATTENDANCE

Unitarian Universalist Congregation of Cleveland

	Date	Day	Time	Location	Group	Host	Presenter #1	Presenter #2	Recorder/Scribe	Attendance
1	18-Sep	Thur	7:00 PM	1.5 hr training (FH)	FG Team/Board	Laura C Imborn	David Kantor	Kevin Ortner	Laura Lau	7
2	21-Sep	Sun	11:30 AM	Sanctuary	ALL	Laura C Imborn	David Kantor	Kevin Ortner	Laura Lau	21
3	23-Sep	Tue	7:00 PM	Fellowship Hall	ALL	Alison Bashian	David Kantor	Kevin Ortner	Amy Glesius	5
4	25-Sep	Thur	7:00 PM	106/108	ALL	Molly Watkins	Kevin Ortner	Kevin Ortner	Amy Glesius	11
5	28-Sep	Sun	11:30 AM	208/Worship Ctr	ALL	Laura C Imborn	David Kantor	Kevin Ortner	Laurie Albright	28
6	30-Sep	Tue	7:00 PM	Fellowship Hall	ALL	Alison Bashian	David Kantor	David Kantor	Laura Lau	5
7	2-Oct	Thur	7:00 PM	Fellowship Hall	ALL	Justin Hunsaker	David Kantor	Kevin Ortner	Laura Lau	18
8	5-Oct	Sun	11:30 AM	208/Worship Ctr	ALL	Laura C Imborn	Kevin Ortner	Kevin Ortner	Laurie Albright	26
9	7-Oct	Tue	7:00 PM	Fellowship Hall	ALL	Alison Bashian	David Kantor	Kevin Ortner	Laurie Albright	20
10	9-Oct	Thur	7:00 PM	Fellowship Hall	ALL	Molly Watkins	David Kantor	Kevin Ortner	Molly Watkins	10
									TOTAL	151

APPENDIX E - MEMBERS WHO INDICATED THEY WERE WILLING TO VOLUNTEER

First Name	Last Name
Laurie	Albright
Nancy	Allman
Felisa	Anthony
Mark	Assel
John	Bacon
John	Barber
Alison	Bashian
Mark	Binnig
Kathleen	Binnig
Dana	Bjorklund
Marlene	Blatnik-Freeze
Claire	Brugnoletti
Nancy	Burkle
Becky	Burns
Mike	Carney
Lucy	Carney
Katarina	Cerny
Pete	Clapham
Ben	Claytor
Debbie	Cohen
Amy	Collins
Linda	Coulter
Pat	Dillard
Jean	Ellsworth-Wolk
James	Engelmann
Stephanie	Fowler
Ken	Freeze
Carol	Gay
Amy	Glesius
Ray	Gonzalez
Dennis	Grossman
Helen	Gutin
Cheryl	Hanger
Eric	Hathaway
Lisa	Hathaway
Kelly	Heikkila
Jon	Hepler
Judith	Holder
Jeremy	Holmes

Laurie	Holmes
Daniel	Homans
Justin	Hunsaker
Laura	Imbornoni
Barbara	Jones
James	Kaltenbach
David	Kantor
Elizabeth	Kantor
Ivy	Kopit
Ken	Kuehm
Brian	Larson
Laura	Lau
Kimberly	Littell
Christie	Manning
Sue	Math
Beth	McClellan
Ron	McClellan
Mary	McCoy
Thomas	McKenna
Kelli	McKenna
Robert	McKimm
Cathleen	Merriman
Leon	Michaud
Nancy	Middaugh
Michael	Miller
Samm	Mitts
Bill	Morgan
Barbara	Morgan
Louise	Mosher
Betsie	Norris
Daniel	O'Keeffe
Kevin	Ortner
Lloyd	Owens
Rosemarie	Paini
Jonathan	Papcun
Kirsten	Parkinson
Meg	Pauken
Janine	Purcell
Terry	Robbins
David	Rohler

Adrienne	Russ
Vern	Sackman
Lou	Salza
Dell	Salza
Steve	Sanford
Anne	Sanford
Mary	Schatzman
Pamela	Schenk
Alan	Sharp
Patricia	Solomon
Robert	Staib
Rachel	Sternberg
Don	Stimpert
Jackie	Stimpert
Anita	Stoll

Frank	Tascone
Jacie	Tengesdal
Joren	Tengesdal
Kristen	Van Kranenburgh
Ann	Walker
Mary	Wallace
Molly	Watkins
Kenn	Watt
Mark	Weber
Sandra	Wilson
Cliff	Wire
Debbie	Wright
Andrew	Youngless
Suzanne	Youngless

APPENDIX F - LIST OF FOCUS GROUP ATTENDEES

First Name	Last Name
Laurie	Albright
Susan	Alcorn
Nancy	Allman
Felisa	Anthony
Mark	Assel
John	Bacon
Suan	Bagby
John	Barber
Alison	Bashian
Eve	Bendezu
Joanne	Billiar
Mark	Binnig
Kathleen	Binnig
Dana	Bjorklund
Marlene	Blatnik-Freeze
Marguerite	Bray
Claire	Brugnoletti
Alicia	Burkle
Nancy	Burkle
Garry	Burkle
Becky	Burns
Mike	Carney
Lucy	Carney
Katarina	Cerny
Pete	Clapham
Ben	Claytor
Debbie	Cohen
Amy	Collins
Linda	Coulter
Ed	Covington
Jan	Devereaux
Ruth	Diaz
Pat	Dillard
Jean	Ellsworth-Wolk
James	Engelmann
Frank	Esper
Diane	Euchenhofer
Stephanie	Fowler

Ken	Freeze
Carol	Gay
Amy	Glesius
Ray	Gonzalez
Harry	Greenfield
Kate	Greenfield
Dennis	Grossman
Helen	Gutin
Cheryl	Hanger
Eric	Hathaway
Lisa	Hathaway
Kelly	Heikkila
Jon	Hepler
Barbara	Hill-Newby
Judith	Holder
Donald	Holmes
Jeremy	Holmes
Laurie	Holmes
Daniel	Homans
Linda	Homans
Andria	Hoy
Justin	Hunsaker
Ellen	Hunt
Will	Hunt
Laura	Imbornoni
Rita	Jackson
Barbara	Jones
James	Kaltenbach
David	Kantor
Elizabeth	Kantor
Ivy	Kopit
Alice	Kruse
Ken	Kuehm
Debbie	Kuehm
Jill	Lange
Brian	Larson
Laura	Lau
Jess	Levy
Kimberly	Littell
Diana	Mann

Christie	Manning
Jean	Martin
Daniel	Mason
Sue	Math
Beth	McClellan
Ron	McClellan
Mary	McCoy
Thomas	McKenna
Kelli	McKenna
Robert	McKimm
MaryEllen	McNulty
Cathleen	Merriman
Leon	Michaud
Nancy	Middaugh
Michael	Miller
Samm	Mitts
Jane	Montgomery
Bill	Morgan
Barbara	Morgan
Louise	Mosher
Margaret	Nash
Bill	Newby
Betsie	Norris
Daniel	O'Keeffe
Kevin	Ortner
Lloyd	Owens
Rosemarie	Paini
Jonathan	Papcun
Kirsten	Parkinson
Randy	Partain
Meg	Pauken
Jane	Peterson
Janine	Purcell
Terry	Robbins
David	Rohler
Adrienne	Russ
Vern	Sackman

Lou	Salza
Dell	Salza
Steve	Sanford
Anne	Sanford
Mary	Schatzman
Pamela	Schenk
Alan	Sharp
Julie	Short
Nancy	Smith
Patricia	Solomon
Robert	Staib
Rachel	Sternberg
Don	Stimpert
Jackie	Stimpert
Anita	Stoll
Frank	Tascone
Cynthia	Taylor
Jacie	Tengesdal
Joren	Tengesdal
Bruce	Tillberg
Jack	Ulman
Kristen	Van Kranenburgh
Ann	Walker
Mary	Wallace
Molly	Watkins
Kenn	Watt
Mark	Weber
Cathleen	White
Sandra	Wilson
Cliff	Wire
Terry	Wolk
Debbie	Wright
Andrew	Youngless
Suzanne	Youngless
Kathleen	Zassick
Dietz	Ziechmann

APPENDIX G – LETTER OF INVITE TO ATTEND FOCUS GROUPS

Dear Members of the Unitarian Universalist Congregation of Cleveland,

As many of you are aware, our church leaders have been involved with investigating the need for capital improvements and upgrades. In addition, we have also identified other ministry opportunities we would like to share with you. The church leaders have completed much of the preliminary planning, and we are excited about presenting it to the congregation.

You are cordially invited to attend one of the Focus Group Meetings. The purpose of these meetings is to give everyone in our congregation an opportunity to hear the proposed vision for our church. This is an excellent opportunity for each member of our congregation to provide the church leaders with your thoughts concerning our ideas. All meetings will be held at the church.

The following is a list of dates and times of the meetings:

Sunday	September 14	11:15AM
Tuesday	September 16	7PM
Thursday	September 18	7PM
Sunday	September 21	11:15AM
Tuesday	September 23	7PM
Thursday	September 25	7PM
Sunday	September 28	11:15AM
Tuesday	September 30	7PM
Thursday	October 2	7PM
Sunday	October 5	11:15AM

Please check your schedules and mark your calendar for one of these very important meetings. Each presentation will last approximately 20 minutes. You will then have an opportunity to ask questions and to answer a brief, but important questionnaire before the meeting is concluded.

Our church is important to all of us, and your suggestions are needed to be certain we are fulfilling our responsibilities to our church and our faith.

Rev. Randy Partain
Congregational Minister

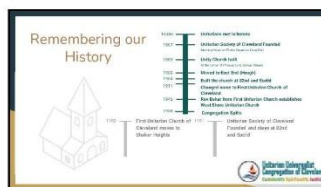
APPENDIX H - FOCUS GROUP PRESENTATION



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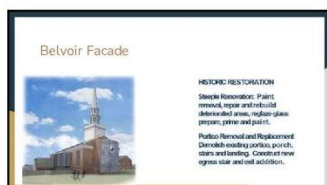
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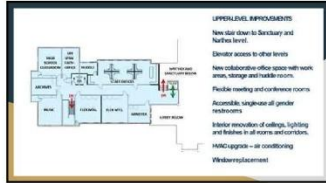
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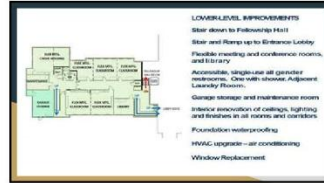
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