



The Unitarian Universalist Church  
Rockford, IL

Long Range Plan for 2009-2012

April 22, 2009

Revision July 2011

The Long Range Planning Committee collected data from the congregation in brainstorming sessions in February and March, 2009, and met March 11<sup>th</sup> to create the first draft of this plan. The fifth draft (this one) is based on some initial comments of the task force members, a thorough review by the Board of Trustees, a review by the staff, and a close review by the LRP Committee. It was approved by the Board of Trustees on April 22<sup>nd</sup>, 2009.

This is a draft of a revision and update, as discussed by the Board at its June 2011 meeting.

## Section One: Mission and Vision

It is a time for a new mission and vision for the congregation, one which reflects who we are today and builds energy for our future, and draws on the wisdom and hopes of both new and long-standing members.

**M/V 1 GOAL:** Develop a new vision and mission.

**ACTOR:** The Board of Trustees or their designee.

**TIMELINE:** The 2009-2010 church year.

**COST:** Minimal.

**END:** In June, 2010, the Congregation will adopt an exciting and vital vision and mission.

Accomplished

## Section Two: Worship and Music

The congregation's input indicated that worship and music are hallmark strengths of the church. We hope to build and sustain these strengths by expanding opportunities for participation and providing more assistance for our worship professionals. We particularly hope that new people will be invited into worship and music leadership and activity.

**W/M 1 GOAL:** Increase lay participation and collaboration in worship services through a new Worship Associates program.

**ACTOR:** The Senior Minister and the Worship Committee.

**TIMELINE:** Beginning in May 2009, with a kick-off over the summer.

**COST:** Minimal.

**END:** Six to eight people will participate as trained Worship Associates in the collaborative creation and presentation of worship, and additional people will participate in worship leadership on various occasions.

**W/M 2 GOAL:** Increase participation in additional choral and other musical opportunities.

**ACTOR:** The Music Director and the Music Committee.

**TIMELINE:** Beginning in the Fall of 2009. In the fall of 2010, this effort will dramatically expand as we offer two services with alternating special music.

**COST:** Up to \$1000 for additional music.

**END:** The Music Director and Music Committee will encourage individuals and groups, in addition to the Unicantors, to participate in at least twenty-five opportunities to make music for worship or other events.

**W/M 3 GOAL:** Have a ministerial intern as a vital part of the worship team.

**ACTOR:** The Senior Minister, the Board, and an Intern Committee

**TIMELINE:** The 2010-2011 Church Year (application process begins in the fall of 2009)

**COST:** \$14,000 for salary, FICA, and professional expenses.

**END:** We will have a successful ministerial internship at least every other year.

**W/M 4 GOAL:** Make successful transition to a multiple worship services.  
**ACTOR:** Minister & staff, Worship, RE, and Membership Committees.  
**TIMELINE:** Two services, plus a monthly vespers, begin fall 2010.  
**COST:** Increased costs for music and childcare, in budget.  
**END:** Carefully monitor the transition to multiple services, attending to and adjusting as necessary with respect to parking, programs, and welcome.

### Section Three: Religious Education for All Ages

The congregation expressed hope and admiration for the new leadership in Religious Education and a desire for increased strength in our programs for teens, adults, as well as deeper and richer multigenerational opportunities.

**RE 1 GOAL:** Through a new group of Adult Programs Associates and more partnerships with other organizations, increase the number of adult programs and participation in those programs.

**ACTOR:** Senior Minister and Adult Program Associates

**TIMELINE:** Training in the spring of 2009 and underway fall, 2009.

**COST:** Minimal.

**END:** Using the new RE Time between services, offer eight sessions of adult RE programs, either lay-led or as collaborations between the ministers and lay facilitators, through the year. Additionally, support adult education programs which take place at other times on Sunday or through the week.

**RE 2 GOAL:** Have a strong and vibrant program for our High School age group, facilitated by a dynamic and talented ~~paid part-time Youth Director-Staff.~~

**ACTOR:** Senior Minister, RE Director, Board and RE Committee.

**TIMELINE:** Starting in fall 2011.

**COST:** ~~For seven hours/wk, on a twelve month contract: \$7,500.~~ **Our new program director brings substantial youth ministry experience, and will work with our volunteer advisors to achieve this goal.**

**END:** With the support of an excellent staff member, our High School Program will attract ten or more High School students on average within two years of the hire, and keep growing beyond that, with companion growth in the staff hours.

**RE 3 GOAL:** Make connections across generational lines, and celebrate and integrate our multigenerational community.

ACTOR: RE Committee, Activities Committee, Senior Minister, RE Director

TIMELINE: Beginning in the fall of 2009.

COST: Up to \$2500/year for events.

END: We will have at least four events which invite multigenerational participation, in addition to multigenerational Sunday Services, in 2009-2010, five in 2010-2011 and six each year thereafter.

Status: Although events happened, attendance was inconsistent. More programs required with stronger commitment from congregation. Merge with BC 5.

## Section Four: Our Beloved Community

Members deeply value the community and fellowship of the church members. People have admiration for each other, and long for deeper connections. We seek to strengthen the bonds between people, to retain a higher percentage of our current members, and to welcome more of our visitors and friends into vibrant and sustainable membership.

**BC 1 GOAL:** Keep more of our current members and welcome more new members by hiring a talented Program Director, including membership responsibilities.

ACTOR: Senior Minister and Board of Trustees.

TIMELINE: Starting in the fall of 2011.

COST: \$10,500 for 12hrs/week.

END: Within two years of his or her hire, the Program Director will ensure increased participation in Path to Membership, a professional and welcoming Sunday hospitality program, and make substantial progress on connecting existing and new members with the ministry and programs of the church.

**BC 2 GOAL:** Widen and deepen the bonds of friendship and connection between members of the church.

ACTOR: Senior Minister and Chalice Circle Facilitators

TIMELINE: Starting Summer 2009.

COST: Minimal.

END: In the Fall of 2010, we will launch a new "Chalice Circles" program which will provide members and friends of the church a way to make strong connections and self-discoveries without needing to make long-term commitments to a single group. Beginning with two groups in the first semester, the program will expand to at least 5 groups each semester by the 2012-2013 church year.

*See also RE 1, RE 3, BC 3, BC 5, and SJ 1 as actions that support this goal.*

**BC 3 GOAL:** Strengthen and expand our pastoral care ministry through a new Pastoral Care Associates program.

ACTOR: Senior Minister and Pastoral Care Associates

TIMELINE: May 2009 with training, ready to launch Fall 2009.

COST: Minimal.

END: We will have six-eight trained Pastoral Care Associates who, collectively, will provide pastoral support for at least 40 individuals and families each year.

**BC 4 GOAL:** Engage in new ways to broadcast our identities and values into the wider world.

ACTOR: Communications Committee

TIMELINE: Beginning in Fall 2009.

COST: TBA

END: The communications committee will develop and support a series of steps to connect and share who we are with the wider world. This should include the ends of OP2, and other ideas they might pursue.

Status: See OP2. New leadership of communications committee is pursuing new ideas.

**BC 5 GOAL:** Have more fun and fellowship.

ACTOR: Church Activities Committee

TIMELINE: Beginning in the 2009-2010 year.

COST: Up to \$2500/year for events.

END: We will have at least monthly fellowship opportunities to share a meal and enjoy each other's company. This can include after-church meals and events at other times.

Status: Not fully funded. Some events have occurred. More work required.

## Section Five: Social Justice

Far and away, the major identified opportunity for the church is the chance to work together to advance our values in the world, serve those in need, and make a concrete difference in Rockford. We seek to build on the very strong legacy and reputation of this church, and take our justice work to the next level in a new era.

**SJ 1 GOAL:** Gather the congregation around a particular justice issue, and engage all aspects (service, education, advocacy, witness) of that issue.

ACTOR: The Social Justice Committee, Board, and Senior Minister.

TIMELINE: Discernment in 2009-2010, begin action in 2010-2011.

COST: Up to \$3,000/year in 2010-2011 to fund activities.

END: Over a five-year period, we will make a concrete difference on a specific question of justice, and begin to become known for our commitment to justice on that issue. In that time period, more than 60% of the members and children of the church will be engaged in some way on the issue.

Status: The Congregation selected Education, and the particular issues raised by concerns for racial and economic justice, as its issue in spring 2010. **2 of four teams have begun, with others coming on line this summer.**

**SJ 2 GOAL:** Advance our voice and values in the community through the activity of our new Senior Minister.

ACTOR: The Senior Minister, with help from the Social Justice Committee.

TIMELINE: Beginning in 2009-2010.

COST: Out of the Senior Minister's Professional Accounts.

END: The Senior Minister will, over a five-year period, become a known voice for our values in the community and be engaged in the leadership circle of at least three important questions.

Status: The Senior Minister is engaging critical questions around education and building relationships for engagement on other issues.

**SJ 3 GOAL:** Forge more connections with our denominational partners on justice questions, including Green Sanctuary work, the Unitarian Universalist Service Committee, our Partner Church, and others.

**ACTOR:** The Social Justice and Denominational Committees.

**TIMELINE:** Beginning 2009-2010.

**COST:** Up to \$1000 in support of these efforts.

**END:** We will engage our denominational partners on justice work at least four times a year on at least two different issues.

**Status:** Not accomplished. Existing programs (i.e. Guest at Your Table) continue, but no new programs were launched.

## Section Six: Operations

All of the ministry we hope do and connections we hope to make depend on the relatively smooth and stable operations of the church. The long range planning process identified concern about financial stability as the most significant weakness in the congregation's life. Leaders are rightly convinced that stronger ministry and more connections will lead to greater financial resources, but we also need to take affirmative steps to secure our future, protect our assets, and extend our reach.

**OP 1 GOAL:** Create and follow a five year financial plan to include operating and capital needs, including a plan to address the significant deferred maintenance of the church in time to celebrate the building's 50<sup>th</sup> anniversary in 2016 and the congregation's 175<sup>th</sup> anniversary in 2017.

The plan should seriously consider a capital campaign (a likely time frame would be the Spring of 2011, in conjunction with the annual stewardship drive) which could fund *some or all* of the following: 1) The outstanding significant deferred maintenance, including the atrium, parking lot, Deale Hall acoustics, and siding; 2) paying down or off the Mortgage note on the expansion wing; 3) funding the initial years for the new Membership and Development Director and Youth Director staff positions; 4) paying for some new capital projects, including perhaps equipment for a café, a large outside deck or patio, additional playgroup improvements, and/or sanctuary sound system upgrades; 5) Seeding a continuing deferred maintenance fund; and/or 6) committing a portion of the proceeds to justice work. In preparation for this campaign, and to substantially strengthen our annual

stewardship drives, culture of generosity, and planned giving program, the Board should investigate using a UUA fundraising consultant.

ACTOR: Finance Committee and Board of Trustees.

TIMELINE: Develop the plan in the Summer and early Fall of 2009.

-- Possibly: Capital Campaign in Spring 2011.

UUA Consultant in 2010-2011.

COST: Consultant fees of up to \$30,000 for Capital Campaign.

Various costs, TBA, for deferred maintenance.

END: By October 2009, have a five-year financial plan which includes the various new operating costs of this plan (see Appendix A), continuing expenses, deferred maintenance, and other items. While adjusting the plan annually, follow the plan.

Status: Plan was created in October 2009. Budget for 2010 was created using the plan. UUA Assessment visit took place in May 2010. Recommendation was to defer capital campaign while annual campaign was strengthened. ~~In the fall of 2010, the Board and the Building and Grounds committee should create mid-term plan for deferred building and grounds needs.~~ **The Board must create a plan to deal with deferred maintenance in the fall of 2011.**

**OP 2 GOAL:** Use technology more effectively to spread the word about our church and connect our members with each other.

ACTOR: Senior Minister, Office Administrator, Communications Committee.

TIMELINE: Beginning in the fall of 2009.

COST: Up to \$2000/year for investments in technology.

END: In 2009-2010, we will complete a review and update of the website [DONE], including adding pod-casting technology [ABILITY ADDED, BUT STAFF LACKS TIME TO DO]. During this year, we will also double the number of people receiving Karios on-line only [RECONSIDERED IN LIGHT OF BULK PERMIT THRESHOLD]. We will also develop a technology plan for future development. [INFORMAL PLAN CREATED AND BEGUN].

**OP 3 GOAL:** Monitor our seating and parking capacity closely, and become prepared to take necessary steps to welcome more people to worship.

ACTOR: Senior Minister, Board of Trustees, Staff

TIMELINE: Beginning now and continuing through the plan.

COST: None for monitoring. Should it be necessary to add a primary worship service, there will be additional costs of up to \$10,000/year.

END: Beginning in the spring of 2009, the Board of Trustees will initiate education and conversation about our upcoming need to add capacity. This conversation will aim to produce general (though not necessarily unanimous) agreement on a plan to add capacity. As a result, the church will be ready to implement its plan to add capacity within six months of having 165 or more adults at worship at six of any ten consecutive Sundays.

Status: In January 2010, the plan was amended to include the children and adults who would worship with us if we had room for them. The congregation, nearly unanimously, selected two services from the possible options at a January town-hall. A plan was created and approved by the board and endorsed by the congregation (unanimously) in June 2010. Two services begin in fall 2010.

**OP4 GOAL:** Review and revise this plan annually.

ACTOR: The Board of Trustees.

TIMELINE: In advance of each Annual Congregational Meeting.

COST: Minimal.

END: The plan will be fully reviewed and revised each year.

STATUS 2010: Revised June 2010, and June 2011. **It will be time to create a new Long Range Plan in the spring or fall of 2012.**

## Appendix One

By year list of new goals

### **2009-2010**

M/V 1	Develop a new mission/vision	Board of Trustees	0
W/M 1	Worship Associates	S. Minister, Worship C.	0
W/M 2	More music opportunities	Music D., Music C.	\$250
RE 1	Adult Program Associates	S. Minister, A.P. Assoc	0
RE 3	Multi-generational Activities	RE, Activities, S. Min, DRE	\$2500
BC 2	Covenant Groups	S. Minister, Cov. Group F	0
BC 3	Pastoral Care Associates	S. Minister, PC Assoc	0
BC 5	More fun and fellowship	Activities C.	\$2500
SJ 1	Justice project (discernment)	Board, SJC, S. Minister	0
SJ 2	Minister justice visibility	S. Minister	0
SJ 3	Denominational Connections	SJC, Denom. Committee	\$1000
OP 1	Develop 5-year Financial Plan	Finance C., Board	0
OP 2	Technology	Min., Office Ad, Comm. C.	\$2000
OP 3	Monitor Capacity	S. Minister, Board	0
OP 4	Revise Plan	Board	0
<b>TOTAL NEW COSTS IN YEAR ONE</b>			<b>\$8250</b>

### **2010-2011**

Continue: WM 1, WM 2, RE 1, RE 3, BC 2, BC 3, BC 5, SJ 2, SJ 3, OP 1, OP 2, OP 3, OP 4

W/M 3	Intern	S. Min., Board, Intern C	\$7,000*
SJ 1	Justice Project	Board, SJC Committee	\$3000
<b>TOTAL NEW COSTS IN YEAR TWO</b>			<b>\$10,000</b>

### **2011-2012**

Continue: W/M 1, W/M 2, RE 1, RE 3, BC 2, BC 3, BC 5, SJ 1, SJ 2, SJ 3, OP 1, OP 2, OP 3, OP 4

RE 2	Youth Director	S. Min., DRE, BOT, RE C	\$7,500
BC 1	Membership and Dev. Dir.	S. Min, Mem. C, BOT	\$10,500
W/M 3	(Intern) – none this year		[\$7,000*]
OP 1	Capital Campaign	BOT, Finance C.	#
<b>TOTAL NEW COSTS IN YEAR THREE</b>			<b>\$18,000</b>

\* Partially funded by designated endowment. Costs are reflected over two years, although the actual expenses happen in a single year.

# \$30,000, subtracted from Capital Campaign proceeds

## Appendix Two: Dot results

**Long Range Planning Committee  
Brain Storming: Wishes and Hopes for the Future  
February, 2009**

In the three weeks after the brain storming session each person was given three "dots" to place as s/he wished to "vote" for her/his favorite(s).

<b>Suggestion</b>	<b>Dots</b>	<b>% of total</b>
Achieve financial stability	44	13%
Social justice with other churches	35	10%
Have one MAJOR social outreach project that gets a majority of our dollars and time	26	8%
Not be Rockford's best kept secret	23	7%
Fusion	17	5%
Theme for each year which drives most of our activities	14	4%
More young people and families - more funding for youth / young adult activities	13	4%
Café	13	4%
Improve Deale Hall acoustics	13	4%
Explore with an open mind how we can do 2 services	12	4%
Internet communications - Podcast sermons on the Internet	10	3%
Variable worship service hours / change with the seasons	10	3%
Increased opportunities for adult religious education	10	3%
Build a huge deck off the Narthex (May help summer attendance)	10	3%
Have more social gatherings	10	3%
Playgrounds for families - money for playground	9	3%
Recycling focus on green and sustainability	7	2%
Not going to 2 services	7	2%
Improve acoustics in sanctuary	6	2%
Help with Carpenter's Place	5	1%
Newspaper column	4	1%
How might we have more dynamic leadership?	4	1%
Finish started projects	4	1%
Goods and services exchange	4	1%
Be a UUA / CMD "fair share" church for 10 years	4	1%
Growth in Numbers	3	1%
More collections for hungry and poor	3	1%
Rec night / social night for teens	3	1%
Evolve to a year-round church	3	1%
Suggestion box	2	1%
Intern minister	2	1%
Children's choir	2	1%
Have this church in the phone book	2	1%
Listen to music	1	0%
Maintain "intimate feeling" among members - don't get so big that we become impersonal.	1	0%
Container in front on Sundays for aluminum cans for recycling - use for mini fundraiser	1	0%
More outreach (member to member)	0	0%
Establish K-12 School	0	0%
AA / Alanon meetings	0	0%
Exit surveys	0	0%
Kids upstairs	0	0%

Choir competitions / interactions	0	0%
Consider geothermal heating	0	0%
Find a way to insulate windows	0	0%
More cook / bake mini fundraisers	0	0%
Once a month brunches again	0	0%
Five minutes before service for personal/church announcements again	0	0%
Linda Lawrence mini seminars on self hypnosis	0	0%

**Total 337**

## Appendix Three: SWOT results

Yellow: Strengths. Green: Weaknesses. **Bold: Priorities**

<p><b>Theology/Philosophy, Having no creed or dogma / openness to new ideas, distinct theology, Open environment, Liberal theology</b> Attractive alternative message, open ended belief system</p> <p><b>Minister, new up-to-date minister, Good, young senior minister, Strong Senior Minister, Minister and staff, minister, the staff, MATTHEW, TIM AND HIGHLY QUALIFIED STAFF</b></p> <p><b>Strong, independent leadership, STRONG CORE OF VOLUNTEERS</b> committed leadership core, core group of committed people, dedicated volunteers, autonomous governance, karios crew, commitment level of leaders, strong leadership – board in particular, governance model, Dave Schubert</p> <p><b>music program, music, Choir,</b> Great music program, music program, music program</p> <p><b>the people, our community, People, community</b> Intelligence, Well educated congregation, We have good people, intelligent members, the people, well-educated congregation</p> <p><b>re program &amp; volunteers</b> church school program, strong Sunday school program, children's chapel, families are supported and generally have a positive influence, Sr. High RE</p>	<p><b>Balancing the budget/finances, Finances, lopsided financial support, Lack of financial strength, financial, lack of financial diversity i.e. bulk of financial support depends on large donations,</b> unpaid pledges, median pledge low, Lack of financial stability, Financial support to the church, uneven giving</p> <p><b>not enough involvement by many members i.e. committed core not big enough and getting tired, twenty percent of folks do ninety percent of the work., 80/20 issues – 80% of the work is done by 20% of the people.</b> low turnover in leadership, cliques, people don't sign up, unwillingness to volunteer/sign up, occasional lack of enthusiasm (at least in Sr. High), most volunteer tasks done by a small cadre of dedicated members, limited managerial membership, relies on small corps of volunteers, complacency</p> <p><b>Aging congregation / lack of young members, An aging congregation, not enough youth, Average age of our members,</b> aging congregation, demographics, aging congregation,</p> <p><b>Inability to translate message into action, too few activities with community/ community outreach, Lack of presence in the community-no clearly articulated sense of identity</b> Social involvement in the community, lack of unifying mission, lack of publicity for events and who we are, lack of community visibility, Lack of publicity</p> <p><b>Attraction and retention of members, DON'T INTEGRATE NEW MEMBERS WELL</b> high turnover in membership, not high enough</p>
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<p><b>Social Actions</b>, social justice outreach</p>	<p>retention of members, Member retention, we lose members</p>
<p>Facilities – building and grounds, beautiful building and grounds, building and grounds, eautiful building with good meeting rooms, beautiful building and site, Our facility (building and grounds), building and grounds, facility, pride in building long, rich history, great wisdom base, long history in the community, We are a well respected congregation in the community, history-longevity, long and vital history</p> <p>Welcoming congregation welcoming congregation, welcoming congregation, We are a welcoming and tolerant congregation</p> <p>genuine caring among members, member to member connections, sense of community, kindness</p> <p>welcoming, influx of new members, trend of younger folks, folks coming back, membership committee work</p> <p>diverse congregation, diverse groups and committees, diverse demographics</p> <p>We have limited conflict and a process in place to resolve, minimum ego/sense of common good</p> <p>Kairos, Our Kairos newsletter</p> <p>Church library</p>	<p>building, parking lot need repairs, Delayed maintenance, acoustics in Deale Hall, aging building issues, Parking (space and condition of parking lot), parking issues, building maintenance/size (perhaps too small), acoustics in Deale Hall and the Narthex, sanctuary and parking capacity, continuing facility challenges, limited sanctuary space if church numbers grow, room in the sanctuary, limited parking space if church numbers grow, parking lot, parking lot, <b>delayed maintenance</b></p> <p>putting down fundamentalists, we scare away some people with our high level of intelligence, elitism</p> <p>Sr. High #'s, youth program beyond Sunday school, upstairs/downstairs divide,</p> <p>Physical visibility of the church</p> <p>keeping up with social changes, holding onto the past / grudge mentality, inertia to change <b>unwillingness to change, Our unwillingness to change, complacency</b></p> <p>lack of diversity, lack of ethnic diversity, Lack of diversity within membership, lack of ethnic diversity</p> <p>limited adult R.E. , Adult R.E., activities and workshops poorly attended,</p> <p>don't allow dissenting voices to be heard, not welcoming of diverse opinions (“overeducated”)</p> <p>no Fusion,</p> <p>Minister “unknown” in the community</p>

Web site, effective web site, potential for financial strength endowments cupcakes, young adult group, Location, site	sound system and training of volunteers, building only used on Sundays  Don't have an "alternative" style service,
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Pink: Opportunities. Blue: Threats. **Bold: Priorities.**

<p><b>Adopt on major social action project that would involve the whole church, Public and social justice outreach, Social justice project linked to poor economy, Be a voice in the community / expand community outreach, Community Service project, Weakening economy – outreach in community, expansion of presence in community, PICK UP SLACK IN COMMUNITY IN FAILING ECONOMY</b> Uncertain times, lousy economy, a community of support in bad times, downturned economy</p> <p><b>new minister to present us to the community, RELATIONSHIP WITH FAITH COMMUNITY MAY CHANGE,</b> clean slate</p> <p><b>Take advantage of modern communications/technology, Future technology, Better electronic communication</b></p> <p><b>Use word of mouth to attract members, large community (possible to gain more members and to provide them with a place where spirituality can be explored)</b> newspaper exposure – ads., Broadcast our principles in a variety of ways, let people know what we do stand for, growth, retention, city of Rockford's new focus on retaining/attracting creative people</p>	<p><b>Economy, bad economy, Economy, Financial situation, Struggling community and economy (over 12% unemployment), The economy – local economic base and demographics are changing, economy, FAILING ECONOMY</b> prolonged down economy</p> <p><b>General disinterest in church in the country, our liberalism i.e. lack of tolerance for who we are, Misunderstanding of who we are, Misunderstanding about who/what we are, Perception that our congregation is limited to humanism, perception of UU as non-religious</b> Missing sense of spirituality</p> <p><b>Less time in society to do things</b> the busyness of people, church not a top priority for their time,</p>
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<p><b>main liberal gang in town</b> few liberal churches in town, only liberal church in town,</p> <p><b>To be more than philosophy club</b></p>	<p>Everyone is “too busy”, numerous activities compete with church attendance, Limited volunteering, general decline of church going</p>
<p>schools could use help, position in the community, Neighborhood needs, location</p> <p>great music, More diversity in musical styles</p> <p>Social events, Adult Ed. for outside the church, Host kids / teenager activities, open to non-members</p> <p>Vary the format and the times of church services, two services</p> <p>we have a unique “product” , Take pride in the rich history UU has</p> <p>cooperate with other churches and nearby UU churches, closer ties with CMD and UUA</p> <p>new preschool,</p> <p>new playground,</p> <p>possibility of more rentals, increased rental opportunities</p> <p>liberal political era, , new presidency may lead to more openness/membership,</p> <p>larger presence than just in Rockford</p> <p>Use recycling as an income source</p>	<p>Competition from “Heartland” churches, "God" notions, churches that offer “certainty”, spiritual catagories/diversity, feel good mega-churches, (The marketing approach) of Heartland church, creationism and the ultra conservative influence on our society and people’s thoughts, the move away from traditional church services to technological “theater”., ultraconservative city,</p> <p>rockford's political climate, conservative backlash</p> <p>no more coffee talks,</p> <p>stale fund-raising models</p> <p>loss of uniqueness</p> <p>problems from not using modern communications</p> <p>Public education system</p> <p>insufficient public transportation,</p>