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Dear Brother Wayne

Following are some ideas concerning the future of our valley. They are presented for your consideration and review.

OUR MISSION

To spread Masonic Light. To help good men become better men. That mission leads us to an immediate goal.

OUR GOAL

To build an organization which is financially viable, has a positive attitude, believes in our mission, has a dedicated corps of members willing to work; and thus provides a practical vehicle to help us attain our goals. To accomplish our goal we must have tangible objectives.

OUR OBJECTIVES

- I. Revitalize present members so that a reasonable number of them are active and productive in the affairs of the valley.
- II. Attract new members. New members are easier to motivate to become active and stay active than old members who have lost interest. Further, seeing new members active tends to be one of the better ways to revitalize existing members.

OUR METHODS

We can revitalize our present and future organization, in part, by emphasizing our uniqueness. We differ from other concordant bodies primarily in the philosophy we have available - but we don't use it. A quickie reunion serves more to dazzle than inform or teach. After that we act as though it's secret and never mention it (except for a few 5 minute education sessions we've had) unless the new member comes to the next reunion to watch us repeat the process.

It is true that many new members are using us as a stepping stone to the Shrine. The danger lies in us considering us just that because then that is all we will be as long as we think that way.

The Shrine is considering changing their criteria for membership. To the extent that this may happen, it should be incumbent on all valleys to build a "value base" for their membership. Our members need to belong for what they get out of it -- from us. As that is true, they'll come back to us and bring friends with them as new members.

Refer to document entitled "CREATING ENVIRONMENTAL CHANGE" and follow up document entitled "FOCUS GROUP DISCUSSION GUIDE" for ideas on how we might discover what our members want from us. Once we learn this we must answer questions such as:

1. Will such change conform to our mission?
2. Do we, for example, want to become a social club if that is what it takes to attract members?
3. Do we stick with our mission and satisfy with the membership we can attract and retain in that way?
4. Do we compromise a little and take an "in between" position?
5. Do what extent are our choices limited by the "Practices and Procedures" as published by the Supreme Council?

With that introduction, let me offer some specific tool activities we can perform to achieve our objectives. Obviously they will need to be changed if we discover that they do not meet our members needs and we want to change them.

- I. Revitalize our members by emphasizing our uniqueness.
 - A. Have a regular 10 to 15 minute session at each stated meeting where the meaning of our teachings is discussed -- in reasonable depth. We can get some of the time by eliminating administrative minutia from the stated meetings.
 - B. Continue the 5 minutes of degree communication at our general meetings.

- C. Review the books in our library. Attempt to raise funds to buy important books we don't have. Ask older members to donate books they may no longer need.
 - D. Publish library list annually. Let our members know what is available.
 - E. Publish a book review monthly.
 - F. Develop teams to go to Blue Lodges, as invited, to put on education programs relating to the meaning of the first three degrees.
 - G. Use any other means we can think of to let our members know we feel our teachings are important, unique, and we are proud of them.
 - H. Continue to enhance our fraternal and social activities to the extent desired by our members.
- II. Attracting new members to our Valley.
- A. On February 2nd, 1992, John Barker, 32°, Orient Membership Director, presented an organizational plan for membership activities. Adapting some or all of this structure could strengthen our own membership committee.
 - B. See document entitled "MEMBERSHIP PLAN FOR SASR" for a detailed outline of specific activities designed to attract new members.

Wayne, I know I've rambled on but did want you to know what thoughts I had to offer. Let me close by delineating my understanding of our respective job descriptions.

Personal Representative:

1. To represent the S.G.I.G. in our valley and to carry out his requests.
2. To observe the activities of the valley and see that they stay within due bounds as set by the Supreme Council and the S.G.I.G.
3. To inspect what is expected. Supervise the activities of those directly responsible to the Personal Representative to see that job descriptions are being followed and Standards of Performance met.

Assistant Personal Representative:

1. Represent the Personal Representative in his absence.
2. Carry out such portions of the Personal Representative's responsibilities as he sees fit to delegate.
3. Assist the Personal Representative as requested.

I hope the above is helpful in building our relationship and in being effective in promoting the growth of our Valley.

Sincerely and fraternally,