

Long-term Plan 2011-2016

This five year plan is meant to create the following vision--

To create a congregation that meets our need to feel at home in a supportive community that unites us all from youngest to oldest through the development of our brand of lifespan ministry. The congregation shares vision, values and efforts that are both dynamic and responsive to needs of its members. It welcomes diverse membership.

How we will get there---

- By the creation of a Lifespan Ministry that fits our Congregation
- By the wise and effective use of our paid staff and volunteers
- By growth that focuses on both attracting and retaining members
- By continued development of a sound fund-raising and financial management
- By continuing to improve and enhance our current facilities.
- By building our on our community outreach and social justice efforts

I. Development of Lifespan Ministry

Vision: As we manage this major change in our focus, the Lifespan ministry connects, unites, and teaches generations through shared themes and activities, combined worship and redefined religious education opportunities. We recognize the multifaceted nature of this challenge and will work through our principles to develop programs and to assess our progress as we go forward.

To carry out our vision, we will:

Create, develop, and define the multigenerational ministry concept, with broad involvement in all aspects by the UUC congregation, assessing its progress and adapting it as we move forward. We will commit to experimentation with new concepts in all areas below, assessing and adapting them and continuing to move forward. Involve all generations in all activities of UUC—

- A. Worship: Reflect multigenerational ministry and welcoming attitude in services (music, welcoming guests, teal hymnal, children's choir, more music, less music, kid's music, no music, move around in services, more liturgical plays, world religions, creativity, etc.)
- B. Religious Education: recognize that all generations can learn from each other while respecting each others' needs from the very youngest to the very oldest
 1. Make curriculum choices and develop services using same RE theme for all ages
 2. Combine age groups wherever beneficial/constructive
 3. Hire RE coordinator to help minister and RE committee build Lifespan program

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- a. Coordinate RE programs that reflect Lifespan ministry concept
 - b. Keep recruitment adequate to sustain program
 - c. Provide necessary training opportunities for RE volunteers
 - d. regularly build RE into services
 - 4.. Encourage continuity of RE teachers throughout year
 - C. Other congregational activities, such as service, social gatherings, governance and committee work
 - a. Work to combine all ages together where appropriate
 - i. Add youth to committees
 - ii. service projects
 - iii. Outings, other group activities
 - b. Plan separate activities where necessary
 - i. youth oriented music,
 - ii. UWEC programs most of the time,
 - iii. informal kid-friendly offerings,
 - iv. children's chapel,
 - v. youth-oriented service projects
 - vi. develop activities based on newly-expressed ideas
 - vii. special needs for special groups
 - D. Create a standing Committee on Lifespan Ministry to review development of Lifespan Ministry regularly, and assess and address problems as needed.
 - a. Membership should include people from each major area of UUC working with the Lifespan Ministry concept, as well as a Board liaison;
 - b. The committee shall promptly analyze and respond to comments, surveys, out-briefings, complaints, and meet regularly with board to discuss Lifespan Ministry.
 - c. Plan RE offerings with broad range of participants in mind:
 - d. Set interim goals based on ongoing assessment process
 - e. Hold periodic congregational meetings to discuss the progress of Lifespan Ministry within UUC, and to suggest topics and gauge interest in periodic program offerings (Coming of age, meditation, individual theology)

II. People:

We honor volunteers' contributions, make sure their skills and talents are well-utilized, offer training where appropriate, and ensure recruitment and development to prevent burnout of volunteers. Grow youth recruitment and involvement in appropriate

committees and activities. Make sure paid staff matches our needs and resources, are fairly compensated with equivalent benefits, and are being utilized appropriately.

- A. Continue existing level of staffing (minister, office manager, sexton)
- B. Highest priority new hire: Part-time RE Coordinator
- C... Music/accompanist: Pay as resources available
- D. Hire volunteer coordinator as deemed necessary and resources available
- E. Train and use existing volunteers on committees until demands pass their capacity, and then plan where best to add paid staff, or contract for specialized services where called for.

III. Membership:

Work to understand how we can attract, welcome, inform, involve and retain members; build an attractive community, understand and appreciate why they stay and why they leave UUC and grow our net membership by 5% per year. Goal of 225; Need to add 15% per year to offset regular attrition (Note: Please have board define membership status.)

A. Plans to prioritize

- 1 Continue membership committee's past fine work in growing new members:
 - a. Welcome potential and new members to become involved, but at their own pace
 - b. Plan August meetings to encourage families who are church shopping to consider UU. Late summers services and activities could be similar to fall services.
 - c. Plans for services and activities should reflect, recognize and welcome presence of visitors and potential new members in audience
 - d. Generate ideas like mentoring, integrate new members into Chalice circles, dinners for 8, etc.
2. Maintain and better understand membership
 - a. Create Member Retention Committee to study:
 1. Why do people visit, join, stay and leave?
 2. Interview lapsed members. Did a member stop coming because of our doing or is their absence a result of their spiritual growth?
 - b. Committee should use this information to build programs that will help retain members over time
 - c. Study parts of UU with membership-related functions and determine:

- i. what we are doing adequately, or less so
- ii. What gaps need to be addressed,
- iii. How we might better re-organize or coordinate our efforts to meet membership-related needs.

IV. Finance and Fund-raising:

Financial security and sustainability remain major goals, with pledges and special campaigns being primary tools. The congregation must be regularly informed of the need for these goals to be met. Events and other fund-raising efforts need to be encouraged through volunteer efforts and new approaches.

A. Sustain and increase pledge levels

1. Analyze and preserve what works for pledge system
2. Educate members on financial needs and options
3. Consider a minimum pledge amount except in hardship cases

B. Develop fund-raising capacity both inside and outside UUC

1. Use of church facilities for weddings, donations for use of space to cover expenses, etc.
2. Open auction to public?
3. Develop and test new fund-raising tools
 - a. Consider tapping sources outside UU
 - c. Test or develop a new fundraising events
 - d. Develop creative products
4. Build endowment and promote planned giving
5. Continue current sound financial management
 - a. Separate treasurer and finance chair
 - b. Finance committee:
 - A. Creates and oversees the budget process
 - B. Directs the pledge drive through the pledge sub-committee
 - c. Board and auditor oversight essential for all money-handling
6. Establish adequate financial reserves to meet unexpected needs

V. Facilities:

For this plan, focus on adapting to developing needs, remodel to better use existing space and make it more welcoming, use energy efficiently, use special campaigns where necessary, and anticipate opportunities to develop other space if they become available.

- A. Higher priority necessary renovations:
 - a. Front doors
 - b. Complete windows upgrade
 - c. Welcome room renovation
 - d. Update Buddha room for broader use
 - e. Consider changes to area behind chancel
 - f. Exterior as needed
 - g. Develop technology subcommittee to building committee

- B. Other possibilities:
 - a. bike rack
 - b. data projector and permanent screen
 - c. refinish floors
 - d. add a drop-off parking space,
 - e. consider different signage options,
 - f. chapel-like space for children's services,
 - g. external garden north side,
 - h. air condition sanctuary

VI. Community Outreach

- A. Continue to develop our external name recognition and outreach to the public via tools such as:
 - a. social media
 - b. free media (e.g., newspaper and V1 notices of all services and events)
 - c. signage and banners
 - d. missions
 - e. workshops (e.g., clown school, others)
 - f. forums
 - g. individual messages (e.g., "elevator speech", etc.)
 - h. events (both those promoting UU's efforts in the community and working with various generational groups, and just providing attractive opportunities to the public outside UU.).

- B. Develop new events in the community that convey UU's message and fill an emerging or unrecognized need (e.g., Empty Bowls, Run for the Dawgs): How can we become the "go-to" place for addressing those needs, whether individual or collective?

- C. Consider expanding the availability of UU as a forum for public service-oriented discussions, whether spiritually related or community-focused.

VII. Social Justice

- A. Continue our involvement with Jonah and with other social justice-oriented organizations
- B. Expand our resources for pursuing social justice by offering workshops to train and inspire volunteers
- C. Strengthen our voice for social justice by developing key messages and ways to communicate them

VIII. Appendices (Other planning ideas from focus groups)

Lifespan Ministry Development Ideas

World religions class, storytelling workshop, coming of age workshop, etc.

Name tags for kids

Expand UW EC orientation

Informal kid friendly offerings

Activities for kids and adults (inside or outside UUC building?)

Name tags for kids

Music for kids

Adults and kids cover same topics in RE

Service projects for kids and Adults

Options on board downstairs

Children's chapel

Youth on committees

Children's chapel

Yearly review of lifespan ministry development

Children's choir

Continue Wed evening dinner and services

World Religions discussion

Weekly meditation

Involve members in determining RE topics

Coming of age passage every ___ years

Curriculum for middle and high school students

Training for RE teachers

UU story telling group and history of our rituals

Wed service--30 min with meal

Sunday--adults 60 min, downstairs for 30 kids then 60 min RE session—*Already under way*

Involve members in determining Adult RE topics

Youth members help older members, such as raking leaves, dog sitting etc

Stop tag team teaching and consider youth needs when designing RE

Programming

Encourage people to move around

5-year plan (2011)

Sit in different place—move to middle

Be sensitive to gender roles and expectations, if program is on

Creativity does not just talk about women

Consider varying service formats--Hymnless service or service devoted to joys and concerns

More music during services

Choose hymns and sing them enthusiastically

Expand use of teal hymnal

Have a paid accompanist

Twice a year--invite input on services from congregation

Add youth member to worship committee

Adds more liturgical play

Develop adult RE

Process for yearly review of Lifespan ministry and planning Programs for parents and teens

Invite college students to dinners for 8 (or variation on this theme)

Membership:

Staff visits--to visit members in whatever needs are required

Work more closely together

Outings or trips--camp at beaver creek, biking, other events

All members, especially new and younger has a voice in planning

Facilities

Fix entry ways

Upgrade Buddha room

Repair exterior of bldg

Gathering room--tile, windows

Paint, lights, furnishing

Refinish floors

Energy efficient windows

Attach a projector

Bike rack

Air condition sanctuary

Open up front of sanctuary

Better regular cleaning

Improve wood trim

One no parking drop off space near church

Improve outside signage

External garden north side

Sound proof ceiling

Enlarge the seekers room

Replace front doors

Fix exterior of building

Warm chapel like space for children's services

5-year plan (2011)

Finance ideas

Increase pledge to higher levels
Encourage EFT
Open auction to public
Get on Judy Clark news show
Current structure is sound--need to preserve it over time
Good to have finance chair separate from treasurer
Groups that use building should donate and not rent—latter jeopardizes tax status
Donation should cover expenses
Continue to educate members, especially new members on financial needs of congregation
Increase the endowment fund
Build on weddings and donations for use of space

Membership

Maintain longer coffee hour
Expand mystery friend program
Advertise and promote chalice groups
Develop more social/spiritual groups
Recycle goods in newsletter
Nominating and lay leadership
Have breakfast or brunch after service
Maintain a longer coffee hour

Community Outreach

T-shirts, interviews, banners
UU youth invite other youth groups to attend programs
Issues forum 3 times per year
Involvement with Community'
Table, add Free clinic, feed my people food bank
Letter writing campaign to newspaper
Active participation in Jonah
Outside signage for upcoming sermons
Build social responsibility committee and educate others on pressing issues
Open auction to public
Get on Judy Clark news show

Miscellaneous:

Develop written instructions on procedures and how to do things
Overall handbook for UUC with centrally available information
Develop committee missions and procedures for all committees

5-year plan (2011)