

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:

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

I. By the creation of a Lifespan Ministry that fits our Congregation

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
 - 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;

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- 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. By the wise and effective use of our paid staff and volunteers

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. By growth that focuses on both attracting and retaining members

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. By continued development of a sound fund-raising and financial management

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.

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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. By continuing to improve and enhance our current 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. By building our on our community outreach and social justice efforts

- 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 UGu'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

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VIII. Commitments of Action by Committees

After reviewing an early draft of the Long Range Plan, the standing committees of the UUC identified actions for which they accept primary responsibility. However, while an action might be the primary responsibility of one committee, we understand that to achieve the goals we identified as important to us, all of us in the congregation accept supporting responsibility. For example, while greeting newcomers is the primary responsibility of the Membership Committee, each of us also accepts responsibility to help newcomers feel welcome.

Action Plan for Aesthetics Committee

1. Create additional pulpit cloths to reflect themes such as multigenerational worship, principles, seasonal/sermon topics. 2012-2013.
2. Consult with minister/RE to find ways to involve children in occasional sanctuary aesthetic enhancement via craft project (such as quilt, origami, collage) on current topics. 2011-2012.

Community Outreach Action Plan

1. Achieve a consistent message and presence in the community by creating and providing templates and sample communications for all media. Ongoing.
2. Work with Office Manager, Minister, UUC Board, and Committee Chairs to provide overall direction and guidance without micro-managing the outreach efforts of every UUC committee. Ongoing.
3. Explore and expand our use of social media options such as blogs, Facebook, Twitter, and podcasts. Ongoing.
3. Work with Office Manager to Update and refine the UUC's WiFi network. 2012.
4. Work with Office Manager to expand the options for multi-media presentations throughout the facility. 2011-2013.
5. Work closely with other UUC units to alert them to opportunities for publicity and, if requested, offer assistance in the design and distribution of outreach materials. Ongoing.
6. Provide more support for the Network of Unitarian Universalist Students by providing transportation and other assistance when needed. Ongoing.
7. Join the UUA Partner Church Council and explore opportunities for international connections with UU churches. 2011.

Concert Committee Action Plan

1. Offer a minimum of four major musical concerts per year. 2011 and ongoing.
2. Explore alternative forms of performance such as dance, improvisation, and comedy. 2011-2014.
3. Strengthen our relationships with performers so that they consider the UUC as an attractive venue. Ongoing.
4. Install light bars and controls and other performance lighting. 2013.
5. Continue to upgrade our sound system and other performance enhancing equipment. Ongoing.

Harvest Auction Action Plans

1. Sustain efforts to make the Harvest Auction a major UUC fundraiser. Ongoing.
2. Examine the available facilities and explore ways to allow for a larger auction audience, if possible. 2013.
3. Analyze auction items and options (live auction, sign ups, silent auction, etc.) to determine what to change, enhance, or cut. 2012.

Hospitality Committee Action Plans

1. Purchase new commercial coffee maker. 2012.
2. Share the responsibility of Hospitality with a larger number of people, including youth. 2011-2013.
3. Providing more healthy and allergy-free treats instead of sweets on Sunday. 2011.
4. Re-evaluate and possibly reduce the amount of food served during coffee hour. Ongoing.
5. Monitor and modify, if necessary, Hospitality's role during Lifespan Sundays. 2011-2012 and ongoing.

Proposed Actions from the Music Director

A. Music for Worship

1. Continue to recruit musicians of all ages to be involved in the music components of adult and youth services. Ongoing.
2. Assist the congregation (all ages) to become familiar with a variety of styles and sources of music as part of the worship experience. Ongoing.
3. Implement a plan to purchase a digital keyboard which can be used as part of programming in the Fellowship Hall. 2011.

B. Music for Religious Education

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1. Work with the Minister and RE committee to organize and implement a structured plan to teach RE youth age-appropriate music with themes that enhance RE curriculum. 2011-2012.
2. Consider recruiting a musician to specifically work on the above item (2.) Perhaps from UWEC. Consider whether funds would be available to support this role. 2011-2012 and thereafter.

Nominating Committee Action Plan

1. Continue to work with the Office Manager, the Minister, and other congregational leaders to become familiar with the qualifications of the UUC members for open positions. Ongoing.
2. Analyze leadership positions in the UUC and work toward balance and diversity when making nominations. Ongoing.

Worship Committee Action Items for Long Range Plan, 2011-2016

1. During the time the children are in the worship service, conduct multigenerational “mini-discussions” and sharing that reflect the theme of the service. Aim for one or two per month.
2. Increase the frequency of families or children doing chalice duties.
3. Continue with current multigenerational services, including Rev. Lepp as often as possible in the planning and conducting of the services.
4. Increase the opportunities for children to present musical selections as part of the worship services.
5. Provide time in the worship services, throughout the year, for the Religious Education classes to share their learning with the congregation.
6. Have the children stay in the sanctuary for Joys and Concerns so they may be part of this element of service and may make “Love is the Spirit” a part of their church-memory.
7. Invite a youth to be part of the Worship Committee, to attend meetings, and to serve as a Junior Worship Associate occasionally.
8. Collaborate with the Religious Education Committee, the Music Committee, Rev. Julie Lepp, and others who are working on Lifespan Ministry efforts.

Religious Education Action Plan

1. Hire and train a Religious Education Coordinator for children and Youth. 2011.
2. Monitor recruitment of teachers and develop ways to make RE teaching more attractive to more people. 2011-2012, and ongoing.
3. Monitor and respond to the impact of Lifespan Sunday scheduling on teacher recruitment. 2011-2012.
4. Develop a plan for Children’s Chapel and train Chapel volunteers. 2011.
5. Monitor and respond to changing space needs for RE. Ongoing.
6. Provide opportunities for all members of the congregation to learn about the “Tapestry of Faith” RE curriculum.
7. Provide training for RE volunteers in the use of the “Tapestry of Faith” RE curriculum.
8. Organize at least one summer program for children and youth each summer. Ongoing.

Social Action Committee Action Plan

1. Continue the Congregation’s contributions to Community Table and Beacon House. Ongoing.
2. Each year select a special area where assistance is needed and focus fund-raising and other initiatives to provide help. Each year.
3. Provide follow up on special areas selected in previous years.
4. Coordinate Fair Trade sales in our congregation. Ongoing.
5. Provide information about social action issues (“Eco Hints,” for example. Ongoing.
6. Three or four times a year, sponsor forums or other opportunities to distribute information and provide opportunities for discussion about important social justice issues.
7. Maintain the “Check It Out” corner of the Social Hall as a place where anyone in the congregation can post and/or promote support for any issue dear to her or his heart. Ongoing.
8. Collaborate with others in the community through participation in JONAH. Ongoing.
9. Integrate all generations into the Congregation’s Social Justice initiatives. Ongoing.

Membership Committee Action Plan

1. Sustain the goal of at least 10% net growth in membership each year. Ongoing.
2. Communicate with people who have taken “Path to Membership” classes but didn’t join. Ongoing.
3. Whenever possible and appropriate, reach out to non-member spouses/partners of members. Ongoing.
4. Create a “friends” list, and develop a systematic way to invite the to attend, and eventually, to join our congregation. 2011-2012.
5. Collect and analyze the reasons why members discontinue membership, and devise remedial actions to reduce membership loss.
6. Hire a “Members Coordinator.” 2014.

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7. Continue to promote new member integration by sustaining our welcome and by inviting them into appropriate small group activities and committee work. Ongoing.
8. Distribute photo directories. 2011 and ongoing.
9. Continue to initiate and support new activities and groups (First Wednesday activities, 20s/30s group, mother's group, Lifespan Ministry). Ongoing.
10. Continue to encourage sharing of duties among committee members, and educate others in the congregation about the responsibilities of all members to encourage and support other members. Ongoing.

Finance Committee Action Plan

1. Sustain current procedures for assuring appropriate verification of financial transactions and bookkeeping practices. Ongoing.
2. Review procedures for establishing special fund drives and other ad hoc financing initiatives and create a guide to help UUC members and leaders understand steps to take when an opportunity or need arises. 2011-2012.
3. Either hire a part-time bookkeeper or free-up additional time for the Office Manager to devote to finances. 2013.

Building Committee Action Plan

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 as available. Utilize grant opportunities and other outside funding sources for targeted projects.

I. Higher Priority Necessary Renovations

- A. Welcome Room renovation: Carpeting, Furnishing, Signage, Name-Tag Rack, Lighting, Windows. Completed 9/2013
 - B. Chapel space for Children's Chapel. Completed August 2011
 1. Guidance needed from RE Committee
 2. Build as needed
 - C. Front doors and stained glass above. Complete by 2013
 1. Offer of funds from UUC members
 2. Building chair will get estimates
 - D. Update Buddha Room for broader use.
 1. Gather information about how this room might be used.
 - a. Lifespan Sundays Committee
 - b. Council of Committees
 2. Install new thermostat Completed by October 2011
 3. Replace windows.
 - E. Add drop-off parking spaces.
 1. Contact City of Eau Claire
 2. Mark spaces as necessary
 - F. Windows upgrade.
 1. Research Window conditions and develop priorities and set target dates for completion.
 2. In the meantime, caulk and insulate prior to winter 2011
 - G. Encourage youth participation in building projects. Initiate immediately and sustain ongoing participation.
 - H. Remodel Chancel space
 1. Rewire as time and labor allows.
 2. Design decision process.
 - a. Congregational conversation in Fall, 2011.
 - b. Form task force and develop proposals, Spring, 2012.
 - c. Finalize design decision, Summer 2012.
 - d. Implement proposal, Summer 2013.
 - I. Exterior as needed (prevent ice build-up, prevent Spring thaw water seepage, install flashings on sills north and west sided, landscape for better drainage, concrete ground level windows on north side, and so on). Completed by Fall, 2012.
 - J. Support and advocate creation of Technology Committee to assume responsibility for sound system cordless mics, set-up and running sound for events, setting up and maintaining the video data projector, thermostat programming, UUC computers, recording and/or videotaping programs. Completed by Summer 2011.
- ### II. Additional Concerns: To be addressed when money and time are available with completion by 2016.
- A. Air-condition /temperature regulate sanctuary.
 - B. Mount data projector and permanent screen.
 - C. Refinish floors.
 - D. Bike rack.
 - E. Consider different signage options.
 - F. Painting and woodwork cleanup and refinishing.
 - G. Better regular cleaning/increase custodian's hours.

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- H. Continue Spring and Fall work days.
- I. Create garden on North side of church.
- J. Upgrade ambient sanctuary lighting.

IX. 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
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	Bike rack	External garden north side
Upgrade Buddha room	Air condition sanctuary	Sound proof ceiling
Repair exterior of bldg	Open up front of sanctuary	Enlarge the seekers room
Gathering room--tile, windows	Better regular cleaning	Replace front doors
Paint, lights, furnishing	Improve wood trim	Fix exterior of building
Refinish floors	One no parking drop off space fear church	Warm chapel like space for children's services
Energy efficient windows		
Attach a projector	Improve outside signage	

Finance ideas

Increase pledge to higher levels
Encourage EFT
Open auction to public
Get on Judy Clark news show

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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

Membership

Maintain longer coffee hour
Expand mystery friend program
Advertise and promote chalice groups
Develop more social/spiritual groups

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

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

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

Recycle goods in newsletter
Nominating and lay leadership
Have breakfast or brunch after service
Maintain a longer coffee hour

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