

**UUFBC Strategic Plan 2016 - 2021**

**GOAL 1:** **Welcoming Everyone**

**Objective 1: Ensure that we are a Welcoming Community**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Establish and train greeters/ushers to actively engage guests at Sunday Services. | 2/17 - ongoing | Everyone is welcomed and feels valued at our fellowship. | Congregational Life |
| B. Engage the entire fellowship to active responsibility for creating a welcoming, warm and caring atmosphere and assimilation of guests/new members into the fellowship. (Jan 8, ‘16 - Sunday Service) | 1/17 - ongoing | A congregation that welcomes guests, strives to be warm and caring, and encourages membership and participation in our fellowship community. | Congregational Life  Fellowship |
| C. Increase membership by 10% per year by congregational encouragement and understanding of radical hospitality. | 5/17 | Our membership will increase yearly by 10%  (57 members, 10%=6 new, 3 new members on Nov. 13, 1 new member Dec. 4) | Communication Team |

**Objective 2: Volunteers are a vital and valued part of the fellowship**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Develop a volunteer program where members see service to the fellowship as an opportunity to grow their own faith and spirituality while enhancing relationships with others. (model uucdc.org - Growth Through Service) | 9/17 - ongoing | Create a culture of service that nurtures the congregation in their spiritual growth and deepens relations within the fellowship. | Congregational Life  Fellowship |
| B. Establish a program that recognizes the value of volunteer work. | 4/17 - ongoing | Volunteers will receive special recognition before the fellowship at least annually and informally in other ways. | Congregational Life |

**GOAL 2: Growing in Mind and Spirit**

**Objective 1: Provide a quality, spiritual and inspirational Sunday Service**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Develop a Team approach for planning, contacting and securing quality Sunday Service programing to include UU ministers and guest musicians. | 2/16 - ongoing | Responsibilities of Sunday Service will be shared within a team approach. The fellowship will be exposed to a variety of programing. | Faith Development |
| B. Explore using Theme Based Ministry approach to monthly worship. | 6/17 | The congregation will engage and focus on monthly themes through worship, religious education, small groups and other activities. | Faith Development  Board & Finance |
| C. Establish training for Service Leaders. | 2/17 - ongoing | Service leaders facilitate an orderly service and create an atmosphere of reverence. | Faith Development |
| D. Support the transition to a second Sunday format when/if it becomes necessary due to attendance numbers consistently over 55-65. | ongoing | Two Service Sunday format allowing greater utilization of limited space. | Faith Development  Congregational Life |
| E. Surveying members and guests yearly as to preferences for worship service subjects and to capture UU worship ideas and resources. | ongoing | Worship service reflects the needs and interests of the membership and attracts new members. | Faith Development  Communications |
| F. Commit funds for a Music Director | 9/20 | Direct the musical needs of the fellowship and provide the music for the Sunday Service | Board  Finance Committee |

**Objective 2: Provide quality Religious Exploration programs for children and adults in the UUFBC community.**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Provide financial support for the continuation of a part-time REC (20hrs). | 5/16 - ongoing | Employ a well qualified REC to supervise and coordinate adult and children’s religious explorations programs. | Board  Finance Committee |
| B. The Children’s RE program will provide age appropriate, UU based curriculum, with a consideration for space availability. | ongoing | REC will research and develop RE program to meet the needs of the fellowship’s children/youth; recruit and train volunteer teachers. (UU Spirit Play being used in elementary class, training held for volunteers.) | REC  Fellowship  Finance Committee |
| C. Create a task force of qualified/interested members with a goal of recommending ways of expanding children’s RE space. | 12/16 - 1/17 | Expand RE space to accommodate needs of the children. (Remodeling of brick storage building completed by Al Clare, Jerry Rifenburg & George Stevenson.) | Board & Funding Raising Com.  Fellowship |
| D. Provide a UU Summer Camp program developed and implemented by RE volunteers. | 6/17 - ongoing | UU summer camp will be held as RE volunteers are available and commit to the project. | REC  REC Committee  Fellowship |
| E. Explore options and cost for playground for children and youth. | 2/17 - 5/17 | A playground on the UUFBC grounds where children can engage in safe play together as a community. | REC, RE committee  Finance Com.,  Board |
| F. Deliver meaningful and accessible Adult RE program based on expressed interests, format, time(s) and locations. | ongoing | Curriculum of single and multi-session classes delivered throughout the year based on input from the congregation; and provided child care, as needed, for increased accessibility to participants. | Faith Development  REC  Communications  Fellowship  Finance Com. |
| G. Explore possibility of an exchange/ collaboration program with other UU congregations. | 4/17 - ongoing | Open exchange of information strengthens all involved while reducing the overall costs. | Board  Faith Development  REC |
| H. Develop a religious education training fund/scholarship in conjunction with regional/national UUA opportunities. | 7/17 - ongoing | Encourage in-depth learning experiences. | Board  Finance Committee |

**Objective 3: Call a Consulting Minister as the Spiritual Leader of the Congregation**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Commit funds for a part-time consulting minister. | 5/16 - ongoing | Part-time consulting minister in place when funding is available. | Board  Finance Committee |
| B. Create a Ministerial Committee | 12/19 | Ministerial Committee, developed based on UUA guidelines, shall make recommendations concerning a consulting minister. | Ministerial Committee  Board |
| C. Hire a part-time consulting minister | 9/20 or when funded | A minister will provide spiritual ministry, pastoral care and knowledge to direct growth within the fellowship. | Ministerial Committee  Board |

**GOAL 3: Empowering People**

**Objective 1: Board and Staff Development**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Develop a comprehensive Board reference handbook. | 10/16 - ongoing | Board members all have the same reference material. Materials will be updated as needed and passed to succeeding board members to further consistency in Board action. (Each BOD has a reference book) | Leadership Development Committee (LDC) |
| B. Develop a training plan for Board Members, committees/teams and employed staff. | 9/16 - ongoing | A list of suggested and required training components will be provided to all incoming and current members of BOD and staff. | Board President & Vice President  LDC |
| C. Maintain an updated UUFBC organizational chart with present and proposed positions. Create position descriptions. | 9/16 - ongoing | UUFBC congregation will have a visual understanding of the administrative structure of the Fellowship and where it plans to go in the future. Posted to UUFBC website. (chart online, working on descriptions) | LDC |
| D. Review, revise and make recommendations concerning Bylaws, Policies and Procedures as needed for clarity and additional positions and circumstances. | - ongoing | Bylaws, Policies and Procedures will be updated, revised and recommended as needed. All will be posted to the UUFBC website and available to membership. | Board  Task Force |
| E. Allocate training funds for Board members, staff and prospective leaders to engage in quality UUA training. | 5/16 - ongoing | Board members, staff and prospective leaders will be able to attend quality UUA training experiences. | Board  Finance Committee |

**Objective 2: Lay Leadership Development**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Develop a lay leadership program that will encourage service as spiritual practice. | 3/17 - 5/17 | Volunteers will see leadership as an integral part of one’s spirituality. | Leadership Dev. Com. (LDC) |
| B. Offer training opportunities that utilize on site and online UU regional and national programs of high quality. | 2/17 -ongoing | Volunteers have opportunities to access educational and training programs of high quality. | LDC |
| C. Develop a procedure to recruit volunteers to leadership positions as Service Leaders, Event Chairs, Committee/Team Chairs and future Board Members. | 2/17 - ongoing | Procedures developed for volunteer job descriptions, recruitment, management, training and recognition of volunteers. | LDC |

**GOAL 4: Leading in Social Justice**

**Objective 1: Be a part of the solution**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Manage and support BYILD (Bay Youth Independence & Leadership Development) program. | ongoing | UUFBC becomes known for its work in the community. | Social Justice Team  Fellowship |
| B. Assist in the maintenance of the community garden established under the BYILD program. | ongoing | Share our values with a wider community. |  |
| C. UUFBC shall participate in designated Service Days as a group. | ongoing | UUFBC presence is targeted for maximum impact and exposure and demonstrates to the community at-large how we value and care for our environment. | Social Justice Team  Fellowship |
| D. Attend community events such as parades/marches, information fairs, vigils, support rallies and exhibits that support our UU principles. | ongoing | Create and maintain public awareness of the UUFBC and its principles. | Social Justice Team  Fellowship |
| E. Adopt additional UUFBC sponsored Social Justice activities/projects to allow for increased fellowship participation. | As fellowship resources become available. | UUFBC increases its ‘Standing on the Side of Love’ influence in the community. | Social Justice Team  Fellowship |
| F. Pursue Green Sanctuary Program as volunteers are available. | 9/17 | UUFBC would be certified as a “Green Sanctuary” church. | Social Justice Team  Fellowship |

Objective 2: **Increase UUFBC membership diversity**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Plan outreach activities in the community to include underrepresented populations. | ongoing | UUFBC becomes known in the community for its holistic approach. | Social Justice  Congregational Life |
| B. Hold open houses or special events and invite outside communities | Fall and Spring | Encourage the community to join us for conversation. | Social Justice  Congregational Life |
| C. Manage recertification for “Welcoming Congregation” program. | Fall 2-16 - Spring 2017 | Maintain our “Welcoming Congregation” status. | Social Justice  Congregational Life |

**GOAL 5: Foundational Ministry**

**Objective 1: Provide a safe place for the congregation to assemble.**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Develop a 3 year long range plan and budget for needed upgrades and repairs to the building and grounds. | 2/2017 - 1/2020 | Building and grounds will be kept in safe condition for congregation. | Building and Grounds Com.  Finance Com. |
| B. Safety Team will develop and implement a safety protocol to cover such situations as hazardous weather, fire, intruders, and disruptive persons. | 12/17 - ongoing | The congregation will be prepared for dangerous situations under the guidance of key individuals. | Building & Grds.  Safety Team  Board |
| C. Provide training opportunities for CRP, ADE, and First Aid for key personnel. | 6/16 - ongoing | Key individuals in UUFBC will be trained to assist in emergencies. | Building & Grds. Com.  Safety Team |

**Objective 2. Create a Financial Plan tied to the UUFBC Strategic Plan**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Design annual budget in accordance with Strategic Plan goals. | ongoing | Fundraising and funds expenditures are tied to organizational goals. | Finance Task Force  BOD |
| B. Project annual budgets required for the implementation of the Strategic Plan in future years and plan accordingly. | 9/17 | Fundraising and funds expenditures are tied to organizational goals. Financial information is available as a framework within which to make decisions. | Finance Task Force  BOD |
| C. Create a structure to support Endowment , Capital, Reserve and Pastoral Care funds coordinated with the operating budget. | 1/17 | Funds will be clearly designated in reports to BOD and congregation. | Finance Task Force  BOD |
| D. Task force to investigate alternative avenues of generating, investing and managing funds. | 1/17 | New sources of generating income will be explored. | Finance Task Force  BOD |

**Objective 3: Provide administrative direction and support for UUFBC**

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| ***Strategy*** | ***Target dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Centralize all UUFBC files, both paper and electronic. | 7/16 - ongoing | All pertinent UUFBC paper files are centralized in a secure location on the premises of the UUFBC. Electronic files will be available in cloud based service for easy access by multiple persons (Google Docs being used). | Board  Committee/Team Chairs  Office Volunteers |
| B. Computerize accounting procedures. | 9/17 - ongoing | Purchase and implement a computerized accounting application for UUFBC finances. | Treasurer  Finance Task Force |
| C. Commit funds for an Office Administrator, part-time. | 9/17 | Hire a part-time office administrator to ensure efficient and effective functioning of all church operations, either through hands-on involvement or by coordinating the efforts of staff and volunteers. | Finance Task Force  BOD |

**Objective 4: Development of communications channels for the UUFBC brand and message**

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| ***Strategy*** | ***Target begin/end dates*** | ***Desired outcome*** | ***Group responsible*** |
| A. Review Communication Policy to maximize effectiveness of Social Media and support of our values and our brand | 2/17 | Clear guidelines, roles and responsibilities with regard to all UUFBC communication to all. | Communication Team |
| B. Provide line item funding adequate to support a media campaign for greater visibility in the community | 7/16 - ongoing | Reaching a wider audience would enhance our ability to attract new members. | Finance Task Force  BOD |
| C. Provide opportunities to purchase logo banding items for increased visibility in the community. | 10/16 - ongoing | Members/friends will display brand-compliant merchandise (shirts, banners, bumper stickers, etc.) within the community thus increasing UUFBC/UU visibility. | Communication Team  Congregational Life |