

Strategic Plan 2014-2019

Unitarian Universalist Fellowship of Bay County

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UUFBC Strategic Plan, 2014 through 2019

GOAL 1: Enhance Religious Education and Exploration

Objective 1: Increase adult education opportunities within the UUFBC

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Develop an Adult RE curriculum based on expressed areas of interest, including Ethical Eating.	January 2014/December 2015	Topics of interest to potential participants are included, curricula identified and overall structure of Adult RE program developed.
Develop more intensive RE program packages for use as summer school modules or weekend workshops.	January 2015/May 2017	Allow for more in-depth study of chosen topic.
Develop specific curricula for target audiences, such as the young adult age group.	July 2015/May 2017	Congregational groups have a curriculum developed and offered on their behalf. Curriculum is integrated within the structure of the greater UUFBC/RE program.

Objective 2: Increase adult education opportunities by collaborating with others

Create an exchange program with another congregation.	August 2014/June 2016	Both congregations are strengthened by the open exchange of information.
Develop a religious education scholarship program in conjunction with regional/national UUA opportunities.	January 2017/June 2018	Encourage in-depth learning experience.

Objective 3: Create the support systems necessary for a successful adult RE program

Develop program structure and comprehensive program schedule with multiple learning opportunities.	ongoing	Assess the best way(s) to offer opportunities for religious exploration. Make RE participation convenient for as many congregants as possible.
Provide child care during classes, workshops, film documentaries and other RE events	ongoing	More interested persons may attend since child care is available.

Objective 4: Increase curricula-based, integrated children's education program

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Develop curricula and related materials to enhance the comprehensive, integrated children's religious exploration program. Continue to expand the topics that are made available.	July 2014/December 2015	Children's program is enhanced and more attractive to families.
Build a "Green Library" for children and incorporate outdoor activities into each Sunday class.	July 2014/December 2018	UUFBC emphasizes the environment, its protection, its beauty and its importance.
Develop selected topics to run concurrently with Sunday service topics and create multi-generational participation in the services and in children's classes	January 2014 and ongoing	Expand opportunities for interaction of all ages.

GOAL 2: Expand Social Justice Activities

Objective 1: Be part of the solution

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Manage the UUFBC'S local initiative, BYILD, to support and assist foster children aging out of care.	July 2014/May 2018	UUFBC becomes known for its work in the community. UUFBC helps teens learn self-sufficiency and independent living skills.
UUFBC participate in designated Service (Good Neighbor) Days as a group, scheduling at least two events each year.	July 2014 to June 2015	UUFBC presence is targeted for maximum impact and exposure.
Create a Community Calendar and publish it for members.	July 2014/ongoing	Opportunities for individual participation in local activities are known.
Recruit persons willing to serve on local community boards.	July 2014/December 2019	UUFBC has a voice in community programs and services.

Objective 2: Develop an advocacy program

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Design a communication network to contact and inform decision-makers, to include a letter writing campaign	June 2014/June 2015	UUFBC members advance our principles by our actions.
Create a small group to routinely review local and regional issues and develop UUFBC position. Write position statements and publish them.	January 2015/December 2016	UUFBC becomes known in the community for its analysis of current issues.
Develop a Speakers Bureau with persons conversant on current issues of primary importance to UUFBC.	January 2015 with a review of presenters and topics each September thereafter.	Hold topical forums at UUFBC and promote availability for similar presentations in the community.
Attend community events such as parades/ marches, information fairs and exhibits.	ongoing	Create and maintain public awareness of the UUFBC and its principles.

Objective 3: Create a strategy to increase UUFBC diversity

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Plan outreach activities in the community to include underrepresented populations.	July 2014/June 2017	UUFBC becomes known in the community for its holistic approach.
Have open houses/receptions on a regular basis.	Fall 2014 and semi-annually thereafter	Encourage community to join us for conversation.

Goal 3: Demonstrate a Commitment to Our Environment

Objective 1: Enhance our worship environment

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Pursue Green Sanctuary certification according to UUA recommendations and requirements.	July 2014/November 2014 September 2016/November 2017	UUFBC operations and facilities achieve Green Sanctuary certification and plan for recertification.
Implement changes necessary for green buildings and grounds operation, i.e. recycling, alternative power sources.	January 2014/November 2014 January 2017/November 2017	UUFBC operations achieve desired standard of energy efficiency and environmental sustainability.
Review current policies for opportunities to support our environmental ethics.	July 2014/November 2014	Create new Green policies to refer to the Board of Directors for consideration.
Consider options for creating a permanent reusable Sunday Bulletin and implement if feasible.	July 2014/June 2015	UUFBC promotes sustainability by example.
Create a Greener sanctuary with natural materials, native plants, and natural decorations.	July 2014/June 2016	UUFBC sanctuary will reflect our values.
Explore opportunities for an outdoor worship or amphitheater facility.	January 2015/July 2016	Fellowship may hold services, special events, classes, autumn theater/movies, fundraisers and meetings outdoors. Outdoor facility can handle larger groups.

Objective 2: Create and Maintain Gardens

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Create a children's garden. Maintain the garden and expand its use whenever possible. Once the garden is large enough, make participation available to the community.	April 2014/September 2015	UUFBC children will experience the wonder of a garden. Children from the surrounding area may join with the Fellowship for a mutually positive experience.
Design and create a community garden.	July 2014/September 2015	Share our values with the community.

Objective 3: Demonstrate our commitment in the community

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Lead community beautification/conservation activities, such as tree planting and butterfly gardens.	January 2016/June 2018	Demonstrate to the community at-large how we value and care for our environment.

Goal 4: Create opportunities for multi-generational activities

Objective 1: Increase multi-generational worship services

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Worship Committee will work with RE Coordinator to plan themed intergenerational services on a regularly scheduled basis throughout the year, i.e. one each quarter.	July 2014/Ongoing	Schedule and programs are established for a minimum of four intergenerational services on an annual basis.
RE Coordinator will review all Sunday services in advance for opportunities for children's participation in one or more parts of the service. RE Coordinator will communicate with each Worship Leader and negotiate agreement.	Ongoing	A children's component is integrated into Sunday worship services and lead responsibility for doing so is established.
RE Coordinator will facilitate adult members' guest appearances in children's RE program.	Ongoing once RE Coordinator is hired.	Lead responsibility for integrating adult volunteers into children's RE is established.

Objective 2: Increase opportunities for multi-generational social interaction

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Plan a variety of social events, such as movie nights, picnics, & concerts that all ages may enjoy.	July 2014/ongoing	Additional time is provided for interaction and celebration.
Plan a variety of recreational activities, such as nature walks, that all ages may enjoy.	July 2014/ongoing	Different types of activities are available for social interaction.

Plan a multi-generational educational activity, such as a summer school session for all ages.	January 2015/ September 2015 January 2017/September 2017	We offer a more extensive opportunity for multi-generational interaction and learning together.
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Goal 5: Provide a Systemic Approach to Congregational Leadership, Governance and Administration

Objective 1: Board Development

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Develop a comprehensive Board training package and reference Handbook	July 2014/ June 2015	Board members have readily available policy and reference material. All have the same information. This information passed along from year-to-year to enhance consistency in Board action.
Develop a succession plan for future Board membership. Create a timeline for Board candidate and lay leadership development and training. Create a Leadership Committee to replace Nominating Committee.	January 2014/June 2014	Nominating Committee has a pool of potential Board members and Officers from which to develop a slate of candidates.
Create position descriptions for Board members and officers, committee chairs, Leadership Development Committee members, Pastoral Care Coordinator and all other lay leadership positions within the Fellowship.	July 2014/June 2015	UUFBC has roles and expectations clearly and specifically defined in order to nominate and select the best possible candidates in all lay leadership positions.

Objective 2: Staff Development

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Create an organization chart with proposed and current staff and volunteer positions.	July 2014/June 2015	UUFBC members will have a visual understanding of the administrative structure the Fellowship is seeking.
Develop a salary schedule to include all UUFBC employee positions.	September 2014/June 2015	UUFBC will be prepared for the employment of staff members.
Commit funds for the Administrative Coordinator position.	June 2015	Write the job description, conduct selection process and hire the Administrative Coordinator.
Commit funds to upgrade the pianist position to the Music Coordinator position.	June 2015	Write the job description, conduct the selection process and fill the Music Coordinator position.

Objective 3: Call a Minister

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Create the Ministerial Committee.	July 2016/December 2016	Meet the requirements stated in the UUFBC Bylaws.
Commit funds for the Minister position.	January 2017/June 2017	Post the position, conduct selection process and call a Minister.

Objective 4: Lay Leadership Development

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Determine which activities are best performed at the staff level and which are best managed by a lay leader.	July 2014/ongoing	Clear lines of responsibility are established. Outcomes are evaluated.
Recruit volunteers for leadership positions as Service Leaders, Event Chairs, Committee Chairs and future Board members.	June—July each year and as necessary thereafter	Procedures developed for recruitment, management, training and recognition of volunteers. Volunteers have job descriptions, specific responsibilities, and time limits.
Develop leadership skills training program to include communication, negotiation and consensus-building skills.	September 2014/February 2015 And at least once each year thereafter	Volunteers are provided with targeted training to assist in the development of skills important to success within the continuum of volunteer positions.
Work with UU regional and national organizations to develop and offer cluster training, technical assistance and support systems.	July 2014/ ongoing	Volunteers have opportunities to access education and training programs as they become available and request assistance as necessary.

GOAL 6: Create a Comprehensive Resource Development Plan

Objective 1: Create a Financial Plan tied to the UUFBC Strategic Plan

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Design 2014-2015 annual budget in accordance with Strategic Plan goals	March 2014/June 2014	Both fundraising and funds expenditure are tied to organizational goals.
Project annual budgets required for the implementation of the Strategic Plan in future years and plan accordingly	March 2014 through June 2014 And each year thereafter	Both fundraising and funds expenditure are tied to organizational goals. Financial information is available as a framework within which to make decisions.

Objective 2: Develop fundraising projects according to the Financial Plan and UUFBC Strategic Plan

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Once fundraising goals are determined, create a team to work in conjunction with Treasurer to design events and a fundraising events calendar for the UUFBC fiscal year.	July 2014/October 2014 And each year thereafter	Fundraising events are known in advance. Preparations can be made and volunteers can be solicited.
Take advantage of members' areas of interest and expertise in developing fundraising projects.	July 2014/May 2016	More members will become involved in fundraising activities.

Objective 3: Research and Analyze Alternative Revenue Sources

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Analyze creating one or more special funds to support facilities, social justice and/or educational opportunities.	January 2014/January 2016	Feasibility and desirability is determined. Fund(s) established, if appropriate.
Look at alternative avenues of generating, investing and managing funds.	July 2014/June 2015	All available avenues are explored.

Objective 4: Create Planned Giving Guidelines and Alternatives

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Write a narrative explanation of the Endowment Fund and create a brochure to publicize the Fund. Expand planned giving opportunities for the donation of all types of assets and financial resources as part of the program.	July 2014/June 2015	Members will have an understanding of the resources necessary to operate the UUFBC and need for their contributions to that effort. Members will also have an understanding of alternate ways to be of assistance.

Objective 5: Communication Systems Development

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Continue to develop and improve internal communication methods: website, E-news, social media, text tree for rapid information dissemination and congregation-wide communication.	July 2014/ongoing	Provide clear, consistent information flow from the Board and committees, so all information is readily available at any time. Maintain website quality and relevancy of information. Keep presentation current.
Develop a marketing plan to improve external communication. Create opportunities for positive community relations activities and public information dissemination.	July 2014/ongoing	Expand the community's knowledge of and interest in the UUFBC
Include an initiative to expand media relations with event coverage, talk shows, college media, TV, and radio	September 2014/December 2015	Target a young audience at the colleges and in the community.
Develop advertising materials and opportunities, i.e. brochure, business cards, video, power-point presentation, bumper stickers	July 2014/March 2015	Have PR materials available to support all external communication and the marketing plan.
Develop brand recognition through logo, colors and consistent message	July 2014/ March 2015	UUFBC brand is recognized throughout our community.

Make personal UU items available, i.e. lapel pins, buttons, shirts	Ongoing	Individuals can promote UU name recognition at any event.
Prepare talking points for UU members to use as they speak with others outside the congregation.	July 2014/October 2014	Members become more comfortable discussing UU in the community by having information available for their reference.

GOAL 7: Enhance Our Worship Experience

Objective 1: Welcoming Fellowship

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Recruit Greeters to actively engage visitors at each service or sponsored activity.	July 2014 /September 2014	Everyone welcomed to Fellowship.
Train Greeters Team in desired approach and procedure.	July 2014/September 2014	Everyone receives an Order Service, hymnal(s), and name tag. Opportunity offered to sign Guest Book.
Greeters Team facilitates interaction during social time.	Ongoing	Guests and members are included and integrated in all activities.
Provide training for Service Leaders to help them learn both the format and flow of the worship service.	July 2014 and semi-annually thereafter	Service leaders encourage guests to introduce themselves. Service leaders facilitate positive worship experience
Develop a follow-up procedure to contact guests and invite them to return.	July 2014/December 2014	Guests are made aware that the Fellowship is welcoming their attendance at all events. Guests are made aware of events upcoming.

Goal 8: Plan for Increased Membership

Objective 1: Plan land and facilities use and explore options for expansion

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Establish a Task Force to assess the current and project the future need for expanded facilities. Research the options and present the findings to the UUFBC Board for consideration.	August 2014/March 2015	Meet the needs of a growing congregation with an increasing number and variety of programs and events.
Monitor land adjacent to the UUFBC property for potential purchase. Also track other potential opportunities in the area.	Ongoing	Keep options for expansion open and consider alternatives as they become available.
Explore available options to relocate and/or expand parking.	July 2014/March 2015	Address the shortage of available parking during Sunday service and other events with a large number of attendees.