

Strategic Plan 2015-2020



UUFBC Strategic Plan: 2015 through 2020

GOAL 1: Worship Experience

Objective 1: Ensure that we are a Welcoming Community

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Establish and train a Greeter's team to actively engage visitors at all UUFBC activities	September 2015 - ongoing	Everyone is welcomed and feels valued at our fellowship.
Establish and train a Service Leaders team	September 2015 - ongoing	Service leaders facilitate an orderly service and create an atmosphere of reverence.
The Worship Development team or subset thereof to establish a practice of canvassing members and guests as to their preferences for worship service subjects and to capture UU worship ideas and resources.	January 2016 - ongoing	The worship service reflects the needs and interests of the membership and attracts new members.
Develop a Pastoral Care Team to: <ul style="list-style-type: none"> • Recruit and train a team to be compassionate listeners who will lead the Joys and Concerns every Sunday in order that people know who they are. • Have them follow-up on the J&C each Sunday, either immediately, or more-in-depth later. Meet regularly for check-in, self-care and training. • Re-visit the caring team – asking 	October 2015 - onwards	

people to sign up to do practical care like rides, meals, etc. Volunteers to coordinate might be office staff.		
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GOAL 2: Social Justice

Objective 1: Be part of the solution

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Continue to manage and support BYILD (Bay Youth Independence and Leadership Development) program	ongoing	UUFBC becomes known for its work in the community.
UUFBC participate in designated Service (Good Neighbor) Days as a group.	ongoing	UUFBC presence is targeted for maximum impact and exposure.
Create a Community Calendar and publish it for members.	January 2016/ongoing	Opportunities for individual participation in local activities are known.
Attend community events such as parades/marches, information fairs and exhibits.	April 2013/ongoing	Create and maintain public awareness of the UUFBC and its principles.
Adopt a second UUFBC-sponsored Social Justice activity to increase membership participation	As membership resource becomes available	UUFBC increases its 'Standing on the Side of Love' influence on the wider community.

Objective 2: 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.	September 2016 - ongoing	UUFBC becomes known in the community for its holistic approach.
Have open houses/receptions on a regular basis.	Fall 2016 and semi-annually thereafter	Encourage community to join us for conversation.

GOAL 3: Religious Education and Exploration

Objective 1: Deliver quality adult education for the UUFBC community

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Deliver meaningful Adult RE program based on expressed interests.	ongoing	Curriculum of single and multi-session classes delivered throughout the year
Explore the possibility of week-end retreat to incorporate deep-dive learning with building fellowship	2017-2020	In-depth study retreat with whole family involvement

Objective 2: Increase adult education opportunities by collaborating with others

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Create an exchange program with another congregation.	August 2016/June 2017	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.
Organize a congregational service-learning experience through the UU College of Social Justice	January 2017/June 2018	

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

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Determine appropriate format, time(s), and locations to offer program.	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: Build on our successful children’s education program

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Support the transition to a second Sunday service	September 2015	Establish a Sunday RE program which best supports the 2 services Sunday program.
Build on successful children’s summer school program	Ongoing	One week minimum program with goal of expanding to additional weeks attracting both UU members’ children and non-members’ children alike.
Create a “Green Library” for children which can be incorporated into the outdoor activities of the Sunday classes	September 2015 -ongoing	UUFBC emphasizes the environment, its protection, its beauty and its importance.
Create a task force of members from the appropriate teams with a goal of recommending ways of expanding children’s RE space	September 2015 - ongoing	Expanded RE space to accommodate needs and an upgraded playground.
Broaden the capacity of staff, volunteers and programs to meet the needs of Special Needs families through training and programing	July 2015 - onwards	

Goal 4: Our Environment

Objective 1: Enhance our environment

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Pursue Green Sanctuary certification according our UUA approved plan.	ongoing	UUFBC operations and facilities achieve Green Sanctuary certification and plan for recertification.
Explore opportunities for an outdoor worship or amphitheater facility.	January 2018/July 2019	Fellowship may hold services, special events, classes, autumn theater/movies, fundraisers and meetings outdoors. Outdoor facility can handle larger groups.

Objective 2: 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 clean-up days.	March 2017/June 2019	Demonstrate to the community at-large how we value and care for our environment.
Design and create a community garden	April 2017 - ongoing	Share our values with the community.

Goal 5: 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 2015 - ongoing	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 training plan for Board members and lay leaders.	July 2015 - ongoing	Leadership Development Committee to provide a list of options for training.
Centralize all UUFBC files	July 2015	Centralize all pertinent files in a secure location on the premises of the UUFBC.
Computerize accounting procedures	December 2015	Purchase and implement a computerized accounting application for UUFBC finances.

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. Create position descriptions.	November 2015	UUFBC members will have a visual understanding of the administrative structure the Fellowship is seeking.
Update personnel policies and procedures with	October 2015	UUFBC will be prepared for the employment of

focus on hiring a minister.		part-time consulting minister.
Commit funds for the Office Administrator.	September 2017	Post the position, conduct selection process and hire Office Administrator.
Commit funds for a Music Coordinator	September 2017	

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.	31 May 2015	Tailored process based on UUA material.
Commit funds for part-time consulting minister	31 May 2015	Part-time consulting minister in place by March/April 2016

Objective 4: Lay Leadership Development

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Recruit volunteers for leadership positions as Service Leaders, Event Chairs, Committee Chairs and future Board members.	ongoing	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 2017 ongoing	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 Florida, regional and national organizations to develop and offer cluster training, technical assistance and support systems.	September 2018 ongoing	Volunteers have opportunities to access education and training programs as they become available and request assistance as necessary.

GOAL 6: 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 annual budgets in accordance with Strategic Plan goals	ongoing	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 2016 ongoing	Both fundraising and funds expenditure are tied to organizational goals. Financial information is available as a framework within which to make decisions.
Create a task force to develop recommendations to the BOD with regard to securing a new building; either on our existing lot or through moving to a new location	March 2017	Development of a plan and timetable to secure a larger building which will support our mission.
Create a structure to support Endowment, Capitol, Reserve and Pastoral Care funds coordinated with the operating budget	September 2015	Endowment, Capitol Reserve and Pastoral Care funds are increased via line item in the operating budget with flexibility to adjust due to circumstances.
Look at alternative avenues of generating, investing and managing funds.	ongoing	All available avenues are explored.

Objective 2: Communications Channels Development

<i>Strategy</i>	<i>Target Date to Begin/Target Date to Complete</i>	<i>Desired Outcome</i>
Establish a Communications Policy to maximize effectiveness of Social Media and supports our values and our brand	September 2015	Clear guidelines and roles and responsibilities with regard to all UUFBC communication to members and non-members.
Provide collateral for purchase to UUFBC members to increase visibility.	September 2015 ongoing	Polo and T-shirts; bumper stickers, etc. which are brand-compliant available to our membership for purchase.

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