



UUFBC Strategic Plan 2016 - 2021

GOAL 1: Welcoming Everyone

Objective 1: Ensure that we are a Welcoming Community

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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.	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%	Communication Team

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

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

Strategy	Target dates	Desired outcome	Group responsible
A. Develop a Team approach for planning, contacting and securing quality Sunday Service programming 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 programming.	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	ongoing	Worship service reflects the needs and	Faith Development

as to preferences for worship service subjects and to capture UU worship ideas and resources.		interests of the membership and attracts new members.	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.

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.	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.	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

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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.	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.	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

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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	2/17	Volunteers have opportunities to access	LDC

on site and online UU regional and national programs of high quality.	-ongoing	educational and training programs of high quality.	
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

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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	UUFBC increases its 'Standing on the Side of Love' influence in the community.	Social Justice Team Fellowship

	available.		
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

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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.

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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. <u>Building maintenance and upgrading will enhance value of property.</u>	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	6/16 -	Key individuals in UUFBC will be trained to	Building & Grds. Com.

CRP, ADE, and First Aid for key personnel.	ongoing	assist in emergencies.	Safety Team
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Objective 2. Create a Financial Plan tied to the UUFBC Strategic Plan

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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

<i>Strategy</i>	<i>Target dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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	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
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Objective 4: Development of communications channels for the UUFBC brand and message

<i>Strategy</i>	<i>Target begin/end dates</i>	<i>Desired outcome</i>	<i>Group responsible</i>
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