

2009-2014
Strategic Long Range Plan
As adopted October 2009

Unitarian Universalist Church
Muncie, Indiana

Tuesday, September 29, 2009

OVERVIEW

Purpose of the document:

Planning is essential to growth and development. Long Range Planning allows the church and the Board to establish priorities, to allocate resources, and pursue a common vision. A Long Range Plan should challenge us; it should also be flexible.

As a congregation, we are adopting what we hope will be a living and breathing document, carrying the congregation five years into the future:

- To guide us through repairing our beautiful, but aging, building and creating a facility that meets our needs as a growing congregation,
- To guide us in future budget and stewardship drives,
- To guide the board, council, and committees in their work, and
- To give the entire congregation a focus for our mission.

To be useful, this document should be reviewed each year (we will leave it to the Board to decide who that group will be), with its results reported at one congregational meeting each year. At that time we can celebrate what we have accomplished, update the document, and focus on our priorities for the coming year.

History

This plan grew from a suggestion from 150th Anniversary Committee that part of our celebration should include a capital drive. It rapidly became obvious that first we had to create a vision and a plan.

In the summer of 2008, the Board asked President Elect Michael O'Hara and 150th Anniversary Chair Bea Sousa to convene a Long Range Strategic Planning Committee (LRSPC) to draft a plan for the congregations' consideration. By Fall 2008 the following people had agreed to serve:

Lisa Abner, Mary Bradley, Ron Burton, Carolyn Cooley, Caroline Curlin, Bradley Duncan, Brad Hanauer, John Taylor.

The committee met monthly from November 2008-April 2009.

Here is what we have done:

- *Reviewed the UUA consultant's report from February 2008
- *Reviewed notes from various congregational workshop sessions like the one in September 2007
- *Reviewed comments from 2008 cottage meetings
- *Studied a long range plan from another church in our district
- *Identified eight broad goals to guide us in achieving our mission as a congregation.

- *Met with chairs and representatives from membership and property maintenance
- *Presented early drafts of the plan for comments and suggestions of appropriate action steps to Church Staff, the Board, the Program Council, and others (like the webmaster) who carry special responsibilities in lay leadership. Committee Chairs (members of Program Council) carried the draft to their committees.
- *Posted the draft on the website and made paper copies available at church for those without internet access.
- * Collected responses from the congregation, made revisions, and posted newer versions of the draft, including large paper versions in the sanctuary.
- *Drawn from the experience of committee members whose “constituencies” include young adults, relatively new members, older and long-time members, parents, worship associates, RE, social justice, choir, and whose experience includes work on previous capital drives and stewardship. We are fortunate to have several members who have participated in this process in their work lives.
- *Collaborated with Adult RE Committee on four pre-church discussion group sessions. Each session focused on two goals. Representatives from related committees attended. The conversation at these sessions resulted in further refinements to the draft.

Long Range Planning Timetable:

May 1, 2009	Draft available on UU Muncie website
May 3, 2009	Hardcopies available at church
May 10, 2009	Response forms available online and at church
May 17, 2009	Draft presented at semi-annual Congregational Meeting
May 31, 2009	After church Q and A
June-July, 2009	Board reviews plan and sends recommendations to LRSPC
July-October 2009	Large foam board versions of draft posted in church for review and comment by the congregation
August-Sept 2009	Program Council reviews plans (committees accept responsibilities for action plans)
August-Sept 2009	LRSPC finalizes plan
October 1, 2009	Updated and revised plan available on website and in hard copy
October 2009	Long Range Strategic Plan Presented to Congregation for Approval
2009-2014	At monthly meetings, Board and Program Council set priorities and assume responsibility for goals and objectives. Committees work on action steps. Board authorizes annual review/updating of LRSP. LRSP reviewed/updated annually at October congregational meeting.

*Bea Sousa
For the LRSPC committee
September 2009*

Draft

Long Range Strategic Planning Document (LRSPD)

Core Vision of the UU Church of Muncie, as provided by the Board and augmented in discussions:

- 1) To support the spiritual growth of our members and friends by providing an environment that encourages a free and responsible search for truth and meaning.
- 2) To nurture the understanding of our religious principles by offering educational opportunities and creating supportive environments that foster learning and growth.
- 3) To put our principles into practice by working to create and sustain justice, peace, and dignity for all by working with churches, businesses, neighborhoods and individuals.
- 4) To celebrate and expand our vision of the beloved community by working in partnership with other UU congregations and like-minded groups on programs and projects.

Key Goals to fulfill the Vision of the UU Church of Muncie:

The LRSP Committee crafted eight long-term goals, supported by medium to short-term objectives (identified by lower case letters) and measurable action steps (identified by lower case Roman numerals). The committees that have accepted responsibility are noted in bold type after many action steps. The Board and Program Council can identify the means to achieve the steps without noted committee responsibility.

Goal 1: Develop and Grow our Committed Core Membership

- a) Grow the church membership more than 10%/year (*the first 10% is replacement... Is there interest in setting a specific %?*)

Action step i: Convene a yearly session with board and membership committee to brainstorm ideas and actions to accomplish the established % goal.

(Board /Membership. Yearly)

Action step ii: Investigate orientation curricula, such as “Exploring UU”.

(Responsibility???)

Action step iii: Develop prospective member packet and offer to people attending church 2-3 times; put on website (**Membership Committee, webmaster /January 2010**).

Action step iv: Assign mentors to perspective members (**Membership Committee/ongoing**)

Action step v: Evaluate, develop, and strengthen the membership journey process, expanding the “path to membership policy” including not only the first months and year, but also the ongoing stages and levels of involvement beginning with the first visit to the church. (See Appendix K) (**Membership, stewardship, Program Council, minister, 2010**)

Action step vi: Implement a database, such as church db, for keeping track of member information, interests and involvement (See Goal 8.c.i and Appendix)

(Summer 09: Program Council established a committee to investigate various products)

Action step vii: Help newcomers assimilate into the church by establishing and implementing a new-member integration and retention process that monitors and assists new members during their first six months/year (See Appendix A and K) (**New membership retention committee?**)

Action step viii: Encourage Membership Committee members and Board to attend congregational growth workshops. (**Board/Minister/Ongoing**)

Action step ix: Provide money in the budget for conference/workshop participation (**Board/Finance Committee/Yearly**)

Action step x: Investigate the possibility of hiring a part-time new member or program coordinator (idea from Peter Morales, implemented by UU Bloomington) or establishing a volunteer member services team. Consider Chalice lighter grant? (**Responsibility???**)

Action Step xi: Develop and orientation program for Sunday Greeters and Hospitality Teams, to be held annually. (**Membership and Hospitality**)

b) Utilize a wide range of strategies to enhance publicizing and marketing of the church

Action step i: Encourage and promote wider use of our excellent church website as means of communication within the church as well as with visitors and prospective members (Appendix G) (**Board/Program Council, Minister, Webmaster**)

Action Step ii: Work toward adding the Unigram to the website (recommendation of UUA consultant). *(April 2009: Ad hoc committee in place and making recommendations to board by Nov/Dec 09)*

Action step iii: Investigate offering Unigram via email to save money and volunteer labor (*on hold until ii, above, in place???*)

Action step iv: Encourage all church committees and lay leaders to work with the webmaster and make use of the website (Appendix B) (**Marketing Committee with Board, Program Council, minister. Ongoing**)

Action step v: Develop a manageable system for committee and event chairs to publicize church events in a wide variety of media that reach the broadest possible audiences. (**Marketing with Worship Associates, Office Administrator, Program Council, Board, and chairs of special events, like the Bazaar**)

Action step vi: Continue budget support of our marketing committee and its efforts to inform the community of our church as a voice of religious freedom.

(Board/Finance; see Appendix C)

Action step vii: Have a UU presence at community events like the Annual Art Walk in the fall, featuring UU artists not affiliated with downtown groups.

(Responsibility???)

Action Plan viii: Publicize the availability of the church to likeminded outside groups for arts events (recitals, shows, etc.). **(Marketing Committee/ Ongoing)**

Action Plan ix: Complete history of the congregation. **(Church historian and ad hoc comte/2012)**

- c) Build members' and friends' connections to the church and to one another.

Action step i: Continue to support and promote the Pastoral Associates.

(Board/Minister/Ongoing)

Action step ii: Collect offerings as needed for the caring fund (provides short term financial help for members) **(Minister, ongoing)**

Action step iii: Plan and implement additional activities and interest groups that build relationships within the church (Appendix D, and other ideas such as regular lunches for seniors in the congregation.) (See Objective h, small group ministries, under Goal 5) **(Fellowship, Adult RE)**

Action step iv: Evaluate, strengthen, and publicize channels for informing the minister and caring committee about illnesses and emergencies when church members can support and help each other. **(Caring comte/ ongoing)**

Goal 2: Expand the congregation's participation in social actions for community and world issues, encouraging all members to question how our faith informs the daily living of our lives. (Social Justice and Community Outreach committees)

- a) Work toward identification in the community as a congregation with a "service focus," as social justice advocates and activists. (See Appendix I)

Action Step i: Consider a local social justice project in which the congregation will take primary initiative and responsibility.

Action Step ii: Investigate acquisition of church van **(Responsibility??)**

Action Step iii: Increase the number of community meetings held at the church. **(Responsibility???)**

Action Step iv: Continue to collect a designated offering once a month for a local, national or international social justice purpose **(Worship Associates/ Ongoing)**; include designated offerings as a line item in the church budget. **(Treasurer, yearly)** Note amount of money given to each organization. Share thank you notes from these organizations with congregation, via Unigram, on web site, on sanctuary screen... **(worship associates???)**

Action Step v: Encourage individuals to share their stories of community activism in the Unigram and on our website. **(Responsibility???)**

- b) Investigate forming/joining with Indiana UU churches in social justice network (model: Michigan UU Social Justice Network)

Action Step i: Communicate with Social Justice activists at nearby Indiana UU churches (All Souls, UU Bloomington) to ascertain their interest in such a network (*we have heard there is interest*)

- c) Devise ways to identify and publicize for the surrounding community, our church as the “source” of time and talents contributed by UU volunteers to various community service and social justice causes.

Action Step i: Implement a database, such as church db, for keeping track of member information, interests, and involvement (See Goal 8.c.ii and Appendix)

Action Step ii: Routinely make UU Church of Muncie t-shirts available to members and friends of the congregation. **(Responsibility???)**

Goal 3: Develop and Strengthen Stewardship

- a) Increase educational efforts to inform the congregation and build congregational generosity to ensure effective functioning and growth of the church

Action Step i: Reach out to and communicate with the 30% of the congregation that pledges \$500 or less (recommendation from UUA Consultant’s report) presenting the case that religious giving makes a difference in our lives.

(Stewardship, Finance committees; Minister)

Action Step ii: Investigate electronic payment of pledges **(Responsibility??)**

Action Step iii: Contact new members within three weeks of joining to receive their financial commitment **(Stewardship with Membership)**

Action Step iv: Consider moving to face-to-face canvass drive or some other face-to-face community-building activity (*save for capital drive??*)

Action Step v: Continue to promote and recognize Fair Share Giving within the congregation (3%, 5%, 7% pledges of adjusted gross income)

(Stewardship/Ongoing)

Action Step vi: Budget for and encourage Stewardship and Finance Committee members to attend district and national workshops about building congregational generosity. **(Board/Finance Committee/Minister/Ongoing)**

- b) Reinvigorate the endowment program **(Investment committee/Ongoing)**

Action Step i: Offer regular workshops about estate planning.

Action Step ii: Create and distribute appropriate materials

Action Step iii: Educate friends and members about the various church funds

Action Step iv: Survey church members about their estate plans

Action Step v: Create a list of possible bequests.

- c) Broaden the shared understanding of “stewardship” to include contributions of volunteer time and talents; implement new methods for motivating and recognizing volunteer contributions both within the congregation and external causes that illustrate UU principles in action, while also taking care to preserve the prime importance of financial contributions to our church.

Action Step i: Appoint a task force, including members (present and or past) of the Stewardship, Membership, Social Justice, Community Service, and Nominating committees, to develop a plan to broaden the shared understanding of

stewardship. (Report at May 2010 Congregational meeting?) See Appendix J
(Board/Program Council???)

Action Step ii: Implement a database, such as church db, of member information, interests, and involvement. (See Goal 8.c.i and Appendix)

Goal 4: Ensure the church building, and interior spaces, and grounds reflect the values and meet the needs of a growing congregation.

a) Carry out the recommendations of the Building Restoration and Energy Efficiency Report by Eric George.

Action Step i: Constitute an Ad Hoc Building Planning Committee to oversee both the immediate needs to repair and stabilize the building, as well as the longer term needs to expand and renovate the building and grounds including architectural and design issues (See Appendices E and G).*(First part of this step taken in late summer 09)*

Action Step ii: Organize and conduct a Capital Campaign to fund the work of Action Step i **(Board, as soon as costs are determined)**

Action Step iii: Refocus Green Sanctuary to address issues of building repair and future expansion. **(Ad Hoc Bldg and Green/7th principle committees)**

Action Step iv: Coordinate with Worship Associates and Sights and Sounds Committees to integrate sanctuary improvements in Goal 7, Objective C with building repair, as finances allow. **(Ad hoc bldg, sights and sounds, worship associates)**

Action Step v: Make regular reports to the congregation to educate everyone on the costs and benefits of these plans **(Ad hoc bldg comte)**

b) Evaluate PM committee structure in light of needs for routine maintenance, the increasing workload of an aging building, and creation of a master building plan.

Action Step i: Investigate reorganization of current Property Maintenance committee. (See Appendix F) **(PM comte)**

c) Create a master plan for the building and grounds. **(Group identified by Board)**

Action Step i: Review prior congregational surveys of perceived needs and ideas

Action Step ii: Review community-building use and need for meeting and parking space

Action Step iii: Assess additional space use for rental income

Action Step iv: Communicate level of need for enhanced/additional space to the professionals drawing up master building plans

Action Step v: Conduct a major capital campaign to fund expansion outlined in master building plan.

Goal 5: Expand involvement and opportunities in Education for all ages.

a) Investigate one full time or 2 part time RE Directors

Action Step i: Consider one full time Director (or Minister of Religious Education) who divides responsibilities between children's and adult's RE, or a part time adult RE Director and part time children's and youth Director. **(Board / PAC/Ongoing)**

Action step ii: Consider applying for a Chalice-lighter grant to fund a part-time adult RE/program coordinator. **(Responsibility??)**

b) Facilitate a smoother transition for teens to become adults within our congregation **(RE comte)**

Action Step i: Survey teens regarding perceived space and program/worship needs. **(RE comte)**

Action Step ii: Create coming of age programs **(REC / ongoing)**

Action Step iii: Create intergenerational discussion groups **(Adult RE and REC combined / ongoing)**

Action Step iv: Engage youth in worship as well as encourage their participation in special events, serving on hospitality teams, assisting worship associate, providing music. **(RE comte, program council, ongoing)**

c) Expand RE programs

Action Step i: Separate children into more classrooms by making age groups smaller. **(REC / 2010)**

Action Step ii: Create a separate curriculum for middle and high school groups **(REC / 2010)**

Action step iii: Identify committed adult(s) for senior high Sunday morning group **(REC)**

Action Step iv: Implement evening study groups for adults **(Adult RE / 2010)**

d) Support volunteers

Action Step i: Provide teacher training with periodic meetings **(REC / 2010)**

Action Step ii: Use a church data management system that facilitates a regular RE email newsletter for volunteers **(REC / 2010)** (See Action Step 8.c.ii)

e) Use the internet to facilitate discussion or study groups

Action Step i: Coordinate with web committee to Create online interest groups **(Adult RE and Web committee / 2010)**

Action Step ii: Facilitate internet workshops **(Adult RE and Web committee / 2010)**

Action Step iii: Maintain continuous discussion boards **(Adult RE and Web committee / 2010)**

f) Develop on line registration for children

Action Step i: Create/utilize online registration system **(REC and web committee / 2010)**

Action Step ii: Coordinate with Web Committee to maintain registry and insure confidentiality and security **(REC and web committee / 2010)**

g) Increase interaction with parents

Action Step i: Facilitate face-to-face feedback and input **(REC / 2010)**

Action Step ii: Create avenue for written feedback **(REC / 2010)**

h) Develop and expand small group ministries (they will support objectives in membership, stewardship and other goals)

Action Step i: Facilitate affinity groups **(Adult RE w/ Minister / 2010)**

Action Step ii: Create study groups **(Adult RE w/ Minister / 2010)**

Action Step iii: Organize covenant groups **(Adult RE w/ Minister / 2010)**

i) Expand the RE space

Action Step i: Move storage items out of RE space **(REC and property maintenance / 2010)**

Action Step ii: Create a space designated for adult interaction **(REC and Adult RE / 2010)**

Goal 6: Plan for future growth and expansion of Unitarian Universalism as a denomination

a) Develop Campus Ministry program **(Board/PAC /in consultation with minister)**

Action Step i: Develop plan, secure funding

Action Step ii: Hire coordinator

Action Step iii: Secure campus location

b) Study the feasibility of facilitating the establishment of a new congregation or satellite groups with quality programming in nearby communities **(Responsibility??)**

Action Step i: Identify resources necessary

Action Step ii: Develop implementation and evaluation plans

c) Increase Participation in the Chalice Lighter Program of the Heartland District.

Action Step i: Identify and support a Chalice Lighter Champion **(Board, Minister/Yearly)**

Action Step ii: Dedicate one Sunday a year to Chalice Lighters through a sermon and/or program **(Program Champion/Worship Associates, Minister/Yearly)**

d) Work toward role as a teaching congregation through annual participation in student minister program. (See Goal 8) **(Board/Minister/ongoing)**

e) Continue commitment as Fair Share UUA and Heartland District church. (This means we pay full assessment, which in 2009 is \$75/member.) **(Board/Finance Comte)**

Goal 7: Insure that Worship Services reflect the growing and changing needs of our congregation.

a) Increase the visibility of our Worship Services in the community

Action Step i: Advertise sermon topics and our church in the local media **(Marketing, Worship Associates. Ongoing)**

Action Step ii: Develop a Guest Speakers Fund as part of the new Capital Campaign that will support attracting national talent as part of our regular worship service. **(Board and group assigned to carry out Capital Campaign)**

Action Step iii: Invite participation from several subgroups in the life of the church, e.g., in the style of SAMA. **(Responsibility???)**

Action step iv: Encourage participation of youth in Sunday service (see Goal 5, Objective b, Action Step iv.) **(RE and Worship Associates/ongoing)**

b) Increase the presence of the arts in the life of the church

Action Step i: Include Director of Music at Worship Associates meetings. *(Completed, summer 09...yea, team!)*

Action Step ii: Develop opportunities to enhance /expand music within the worship service. **(Director of Music, minister, worship associates/ongoing)**

Action Step iii: Work toward 7-10% of budget committed to music recommended by UU Musicians Network **(Board/Finance comte/Ongoing)**

Action Step iv: Establish an Arts Network within the church to brainstorm, plan, and promote artistic expression within the congregation and its programs. *(Action steps v, vi, viii could be part of this group's work)* **(Responsibility to establish network???)**

Action Step v: Invite congregational members to have an "art show" in a designated area of the church.

Action Step vi: Investigate developing a "Seven Principles Art Event"

Action Step vii: Encourage cooperative art programs, such as the very successful BSU Chamber Music concert held at the church, Spring 2009.

Action step viii: Organize occasional "UU Coffee House" events, featuring music, art, and fine coffee.

c) Improve the experience of worship in the sanctuary and increase capacity to accommodate different kinds of music and presentations. **(Worship associates, sights and sounds/ad hoc building comte/ongoing)**

Action Step i: Assess and analyze worship space to ensure it meets the needs of all participants.

Action Step ii: Move the sound equipment into the Sanctuary. (See Appendix G)

Action Step iii: Upgrade the soundboard and replace equipment to make sound system more versatile. (See Appendix G)

Action Step iv: Provide sound amplification system for hearing impaired individuals.

Action Step v: Install acoustical treatment in the sanctuary for the sake of the choir (small, suspended panels that would reflect sound).

Action Step vi: Coordinate with the Ad hoc Building Planning Committee (Goal 4.a.i) to suggest sanctuary improvements from Action Steps ii-v (above), as finances allow.

Action Step vii: Provide budget for Sights and Sounds Committee **(Board/Finance comte)**

Action Step viii: Develop efficient and timely communication between Worship Associates and Sights and Sounds Committee

d) Expand the current use of contemporary and/or participatory Worship Services **(WA/Minister/Ongoing)**

Action Step i: Expand worship opportunities to include interactive forms of worship (such as Thomas Mass) or alternative service formats

Action Step ii: Utilize multi-media resources during regular Worship Services (e.g. hymn lyrics on drop-down screen, dramatic videos/live presentations; experiment with announcements on Power Point).

Action Step iii: Experiment with alternative Worship Services or other church sponsored spiritual endeavors on days other than Sundays for those who cannot attend regular Sunday services.

Goal 8: Provide adequate ministerial, administrative, and volunteer support to ensure effective functioning of a growing church.

a) Assess personnel requirements **(Board, Minister/PAC/yearly)**

Action step i: Identify staffing priorities based upon Long Range Plan and church growth, considering the need for a full time church administrator, a volunteer coordinator, campus ministry coordinator, assistant or associate minister as church grows. **(Board, Minister, PAC/Yearly)**

Action step ii: Review Student Minister Program and secure funding for same **(Board, Minister, PAC/ Yearly)**

b) Provide comprehensive and on-going leadership training for committee chairs and executive board members

Action Step i: Develop and schedule comprehensive leadership training for committee chairs, board and others **(Minister, Board/Yearly)**

Action Step ii: Encourage attendance at Heartland District events and national conferences/workshops **(Minister, Board/ongoing)**

Action Step iii: Provide adequate funding for workshops and conferences **(Board, Finance Committee, Stewardship, Congregation/Yearly)**

Action Step iv: Provide funding for the Board president to attend GA and Heartland District Annual conferences **(Board/Finance Committee/ Congregation/ Yearly)**

c) Build a church-wide culture of communication and engagement across all church programs.

Action Step i: Work toward a year calendar (see Appendix H) **(Program Council, yearly)**

d) Improve church information system

Action Step i: Investigate purchasing and implementing a database, such as churchdb, that includes member information, interests, and involvement (See Appendix B, and Goals 1,2,3 and 5)

Action Step ii: Regularly appoint small task force to a) assess the current software in use in the church office and Treasurer, and evaluate options currently on the market, and b) report to the Board in a timely manner recommendations for

new software and training for inclusion in church budget for that year.
(Board/Program Council, yearly)

e)Develop a plan that identifies and prioritizes programmatic growth **(Board)**

Action Step i: Analyze and evaluate programs of the church, using UUA resource like “Congregational Self-Assessment Packet.”

Action Step ii: Interview committees to determine goals/mission/strengths

Action Step iii: Develop committee structure that supports priorities

Action Step iv: Evaluate effectiveness and goal accomplishment of committees

Appendices

Our goal is to keep the Long Range document as short as possible. But it became obvious early on that many details, ideas, and suggestions that emerged in discussions were too important to lose. Those valuable reflections and reports are collected in this Appendix. They are referenced in the draft under the appropriate goal. The LRSPC would like to thank these church leaders and their committees for the time and thought devoted to this process.

Appendix A...for Goal 1

Suggested strategies that emerged from discussion about a member retention plan:

- * new programming, social activities, and events to attract and retain members and friends, such as new member luncheons, mentors, adoption by dinner discussion groups;
- * personal contact with new members at the end of the first year to assess the effectiveness of integration process;
- * relying less on membership committee members as Sunday greeters, freeing up committee attention to develop and manage effective membership procedures;
- * continued focus on the responsibility of entire congregation for integration of visitors and new members.
- * attention to securing a financial commitment from new members within a few weeks of joining;
- * strategies to reconnect with members who do not regularly attend or participate in programs, activities, or committees

Bea Sousa
LRSP Committee co-chair
March 2009

Appendix B. Goals 1 and 8

For the web site, I'd obviously like to see it continue to get at least the modest financial support it currently gets with room for growth and upgrades in technology and the overall aesthetic appeal as we add new features. We should continue to position it as a primary marketing and communication tool for our congregation, striving to make it inviting,

informative and always useful to members of our community and newcomers. As a tool specifically for the Membership Committee, how can the web site help build and retain the membership? What's does Membership do now, what can it do better or differently, and how can the web site be used?

The web site can be used for A LOT of things. We're podcasting now -- I'd argue that's a membership building tool. I have high hopes of starting to publish the Unigram on the site -- the Board was going to discuss my proposal tonight -- and that's a membership-building tool. Are there special features we could run? Your own idea of publishing member testimonials on the site has been big success. What about new member profiles, with pictures, even?

But aside from the web site, I really hope the church looks at information systems in general. One thing I think we desperately need is church management software.

http://en.wikipedia.org/wiki/Church_management_software

The church directory, for example, could be compiled and easily updated with a church management software system.

*Jim Hammons
Webmaster
April 2009*

Appendix C. Goal 1

The marketing committee has several objectives.

- I The first objective is to work with the web committee (which is under the marketing committee) by providing feedback and resources.
- II. The second objective is to promote church events and sermons by the usage of publicity.
- III. The third objective to promote the church and to have a marketing campaign every 2-3 years to promote growth.
- IV. The last objective is to work with the membership/hospitality committee to ensure that communication/strategies about marketing campaigns are communicated. In addition, the marketing committee would work with stewardship committee to utilize cottage meeting data, membership data, and visitor data to create marketing campaigns.

To accomplish these objectives the committee needs funding. The committee has sent along with the proposed budget to the finance committee a basic outline of how much a marketing campaign would cost. We felt it was important that the board understand the true cost of a marketing campaign as there has been continuing pressure for the committee to conduct a campaign. A basic marketing campaign would cost around \$8,000. Marketing has been working with finance committee to create a method in order to receive funds. The marketing committee has requested that the committee is able to roll over funds from year to year to accumulate needed funds to run a campaign

every 2-3 years. This method would allow the church budget to be the most stability. However, with the recent financial issues of the church the committee will create a detail proposal of a marketing campaign and seek funding from outside the church budget with the ultimate goal of gaining enough funding in the future for a marketing campaign every 2-3 years.

*Adam Abner
Marketing Chair
April 2009*

Appendix D. Goal 1

The Fellowship Committee suggests additional activities such as:

Summer Ice Cream Social, partnered with RE Committee
Summer Farmers' Market for UU members with extra produce and flowers,
partnered with finance
International Festival...a Sunday service including BSU and IVY Tech
international students, partnered with Worship Associates

*Cindi Marini
Fellowship Chair
April 2009*

Appendix E: Goal 4

The good news: Over the past 40 years we have had to do very little to keep the building usable. The roof has been repaired and a multi-boiler heating system has been put in place. Parking lot partial paving and graveling have been done along with lighting. Air conditioning has been installed. A handicap accessible restroom has been added and the carpet replaced. The building and grounds are attractive. But we now face major issues with the building and grounds.

1. Building restoration and energy efficiency (Based largely on the report by Eric George). Problems are serious and need to be dealt with in the next year or two.
 - a) Replace shingles on the outside walls.
 - b) Roof repair to protect the wood of the walls.
 - c) Repair support beams where necessary. Damage must be assessed, but may be limited to a few beams.
 - d) Make the building as animal (raccoon) proof as possible.
 - e) Replace glass at the west end above the brick and below the cedar wall and replace with lights that will replace the natural light visible during the day.
 - f) Insulate behind the cedar on some of the outside walls.
 - g) Procure boxes to seal off the room air conditioners during the winter months, and seal around the outside of the air conditioners.

- h) Install double glass at the top of the south and north walls to keep animals from walking along the windows and also provide insulation. The windows behind the stain glass windows may also need to be replaced by double pane windows.
 - i) Consider green issues in a realistic way, considering the style of our building and the percentage of wall that is glass. For example, on a “simpler” issue, fluorescent light bulbs have worked out relatively well in many rooms, but a trial in the sanctuary was noticeable to a person who is sensitive to flicker, and the bulb burned out much more quickly than the standard bulbs. Nothing is simple.
 - j) Concerning all of the above: Because the investigation and bidding processes to explore the options and obtain realistic estimates of the cost are such large tasks, the appointment of a dedicated ad hoc committee would seem to be wise.
2. Modernize the heating and cooling system to make it more efficient. Consider alternatives to the three-boilers such as an on demand hot water system for the hot water room heating system. One boiler (the east one that serves the offices and heats the sanctuary floor edges) is out now, so we may need to use a stopgap less efficient solution for now. We have been assured that leaks beneath the concrete floors will occur from time to time because of the stress put on the pipes due to expansion and contraction due to heating and cooling, respectively. The air handling system for the sanctuary is also functioning without a proper air return system that restricts its efficiency to some extent. Although the bid would be separate, major work would need to be coordinated with the work noted in items under #1.
 3. The wiring is 40 years old, but we are not aware of problems yet except for overloading of some circuits. The two coffee pots and the microwave and the sound system are on the same circuit, and several Sunday services have been inconvenienced by an outage of the sound system caused by the overload. Updating and proper labeling of circuits would be wise.
 4. Parking lot paving and drainage: The plan formulated when the first paving was designed should be consulted. There seems to be a need for a drainage ditch or pipe along the eastern edge of our property. There are “green” issues also. The current system is made to retain water and let it sink into the gravel over several days. This means that if it rains on Saturday, people will get muddy and or wet on Sunday. To make the parking lot drier will mean digging a retention pond and or shedding more water into the river or both. This is a big issue also suited to an ad hoc committee formed to develop options and determine probable costs.
 5. Like all committees we note a lack of appropriate adult space for committee meetings. Some space issues are grouped below:
 - a) We now meet in a room with small chairs and must vacate promptly to allow classes to begin. We worry about inconveniencing teachers as they prepare.
 - b) Add to the “in-the-building” storage space. This will likely require an addition to the building.
 - c) The church office is crowded, too small, and does not have enough offices. For example, we do not have an appropriate office for our ministers in training nor do we have even a desk or storage space for our music staff and our adult and teen RE people.
 - d) The kitchen has inadequate work and storage space.
 - e) If we decide to add to the building, this addition should be done in keeping with the esthetics of the current building and its limitations. For example, Greg Graham informed

our committee several years ago that that the RE wing was not constructed in a way that would support a second story. (He also noted that most of the large beams are structurally sound). The beams at the corners of the sanctuary are most in need of inspection and stabilization and repair as noted above.

6. Additional smaller tasks include these: The bathroom fixtures need to be replaced to make them more efficient and attractive, and the lighting and ventilation in the men's and women's rooms need to be improved. The kitchen sink fixture needs to be replaced.

*Lynn Sousa
PMC co-chair
March 2009*

Appendix F...Goal 4

PMC co-chair Bruce Craig suggests a reorganization of property maintenance into two groups: A Building Planning Committee (BPC) and Property Maintenance Committee (PMC). The PMC as it is currently configured does not have the time to attend to the long-range needs and assessments for the building.

BPC Tasks

1. Work with the PMC (make sure to have one PMC member on the BPC) to determine the long-term needs of the building and grounds.
2. Prioritize those needs and determine the best approach for dealing with them.
3. For major repairs and maintenance projects, solicit and evaluate bids and make recommendations to the Board.
4. Take on the role of supervision of the custodial costs and supervision. Putting this plus lawn care, snow removal, and insect control contracts in the hands of this committee would decrease the workload of the PMC. Having these handled by a committee that can spend more time evaluating the costs vs. the job would save the church money in the long run.
5. Ensure the currency and adequacy of church insurance policies (liability, fire, and property damage). We just renew each year so having more input would be a better way to deal with this.
6. Evaluation of existing systems (such as the hot water tanks, heating and air conditioning) to determine when they should be replaced with more energy efficient units.

PMC Tasks

1. Organize occasional workdays: Consists of window and grounds cleanup (leaves), parking lot repair, and controlling the forest encroachment that occurs each year.
2. Work with the BPC to prepare the PMC budget each year.
3. Supervise the servicing of the HVAC and utilities equipment.
4. Make repairs as needed.
5. Maintain the grounds.

6. Miscellaneous: Putting up and taking down the Christmas Tree each year, replacing outdated equipment as requested, sidewalk clearance (both summer and winter), light bulb replacement (sanctuary and parking lot).

I feel that this re-organization would better serve the church for the following reasons. It would allow the PMC to deal with the immediate issues more effectively. The PMC would still act as a consultant on long range issues but the shifting of these PMC responsibilities to the BPC would mean that these areas would receive the attention they deserve. A good example of this is the boiler replacement we are facing. The church has a 3-boiler system that takes up a lot of my time (pump replacements, timer problems, etc) and works but is very energy inefficient. I spent an hour today dealing with a second bid for our current boiler problem, and the individual I talked with said the boiler we need to replace is too large and loses about 80% of the heat it produces through the underground pipes it uses. Fortunately the boiler has gone down at a good time (we can survive without it until next winter) but in winter we would have had to just replace it. Having a committee in place with plan for phasing out these types boilers would be a better solution.

*Bruce Craig
PMC co-chair
March 2009*

Appendix G. Goals 4 and 7

1. Physically move the sound equipment into the Sanctuary. It is very difficult to monitor sound levels during worship service with the equipment in the storage room. This is especially true now that we're recording on a regular basis and we manage the system much more actively. This will probably call for at least some modest remodeling and rewiring. Property Maintenance (esp. Bruce Craig) is already thinking about this with us.

2. Upgrade the sound board and replace other equipment as necessary so it's more versatile. We have an eight-channel mixer, and are using the whole thing. This is fine most of the time, but we're running into issues now with recording music -- we basically have to run the music to a separate board so we can record without running the piano and choir through the PA system.

3. As our music program grows, we'll need to think about expanding capacity to support different kinds of music and ensemble configurations. We currently have two free microphone connections, and we use both of them when we record the choir. Anything beyond that, and we're in trouble. Thomas has also pointed out the shortcomings of our sound capacity for special worship features like the holiday play and the panel discussion they tried during service a couple years ago. Passing the microphone is kind of awkward. I'm picturing wireless headsets as an alternative. We've also thought out loud about hanging microphones from the ceiling over the choir, and Jim Helton mentioned the possibility of installing sound reflectors over the choir (an idea attributed to you!).

4. The church might want Sights & Sounds to have its own budget line. Short term, Property Maintenance is letting us buy a few things, like mic cords, so the old frayed ones we have don't burn down the church. Call it an insurance premium.

One important strategic point came up in our meeting. We realize that if other parts of the strategic plan result in physical changes to the Sanctuary, upgrades to the sound system should coordinate. We don't want to sink thousands of dollars into new equipment, then have it be the wrong kind of equipment.

In terms of supporting Worship, I'd like to mention the importance of communication. As I said, S&S is a more active and proactive enterprise now, and it will be increasingly helpful for us to know well in advance when, say, the choir is performing, when there will be other special music, when there will be guest speakers, when the projection system will be needed, and so forth. What would help improve communication?

As it happens, I attended service at UU Bloomington on Easter... I noticed some nice things. The sound equipment is in a wall-mounted cabinet at the back of the sanctuary. They provide wireless headphones to folks who have trouble hearing. Two of the three ministers used headset mics during the service....

*Jim Hammons
Sights and Sounds Committee
April 2009*

Appendix H. Goal 8

Suggested ideas for year calendar

*council members coordinate church activities for maximum effectiveness, such as scheduling a cluster of activities after each Open Book Ceremony. These could include Build Your Own Theology, UU History, Next Steps Class, or meditation courses in Adult R, plus social justice, fellowship, community outreach activities.

*Bea Sousa
LRPC co-chair
March 2009*

Appendix I. Goal 2

Ideas from the Social Justice Committee

a) **SERVICE:** The purpose of social service is to meet the needs of persons in distress.

Examples: collecting money, donating food or clothing, tutoring, sheltering the homeless, homes for senior citizens, programs for senior citizens, childcare programs, food programs, youth clubs, scouts, hospitals.
themselves act as co-leaders of the project.

b) **EDUCATION:** The purpose of social education is to educate people about the importance of a social issue. The goal is to inform people about the aspects of the issues and also interpret the issue within the context of liberal religious values.

Examples: Public meetings, workshops, resolutions, drama, public forums, worship services and sermons.

c) **WITNESS:** The purpose of social witness is to make public by word or deed the convictions of an individual or organization regarding a particular issue.

Examples: Participating in demonstrations, vigils, and marches, writing letters to the editor, passing resolutions, communicating to the wider community through press releases and/or press conferences, organizing petition campaigns, changing our lifestyles.

d) **ADVOCACY:** The purpose of advocacy is to work through the legislative process to impact public policy.

Examples: Visiting elected representatives in a delegation, writing letters to elected officials, giving testimony at public hearings.

e) **COMMUNITY ORGANIZING:** The purpose of community organizing is to participate in the process by which decisions are made in places of power. The focus is on the power of institutional structures and how that power is used for good or evil. This approach is based on the recognition that individuals have little power to change their situations without the empowerment of groups who know how to organize and influence power.

Examples: Developing a strong organization, influencing policy and decision makers and holding them accountable, empowering people so they can achieve self-determination.

*Ron Burton Chair
April 2009*

Appendix J: Goal 3 Response from Wayne Meyer

Presently, contributions of time and talent (including those already being made) are underemphasized and undervalued in our congregation (as in most UU congregations). This does not seem right for a faith that characterizes itself as one of “deeds, not creeds.” This does not seem right for a congregation where two of the three statements which define our “Core Vision” (on page 3 of this Long Range Strategic Plan) describe “putting our principles into practice” and “working in partnership with other UU congregations and like-minded groups on programs and projects.” Presently, deliberate and careful methods are used, chiefly by the Stewardship Committee, for motivating, tracking, and recognizing financial contributions to our church – and that is essential and good and needs to be continued. The same general approach needs to be applied to contributions of time and talent.

The results of this new approach would help achieve several of the other goals included in this Long Range Strategic Plan. In regard to goal #1, Develop and Grow our Committed Core Membership, increasing volunteer service would lead to increasing new members’ assimilation into the congregation, opportunities for effective marketing of our church, and members’ sense of commitment and connections to the church and to one another – since actively working together toward shared goals is a primary way to get to know others better and establish a sense of camaraderie. New members have often stated that their awareness of our members’ volunteer service in the greater community attracted them to our church; thus, increased volunteer service should lead to increased attraction of more new members. Next, increasing volunteer service would obviously help to achieve goal #2, Expand the congregation’s participation in social actions for community and world issues. Obviously, achieving goal #8, Provide adequate

ministerial, administrative, and volunteer support to ensure effective functioning of a growing church, would be helped by increasing overall volunteer service of our membership. And as important as the rest, achieving goal #3, Develop and Strengthen Stewardship, as presently described, would be helped, since, an enhanced sense of commitment and connections to the church should also lead to increased financial support of our church.

In summary, increased volunteer service of our membership will help achieve many of the goals of this Long Range Strategic, and that is why that issue needs to be addressed in a direct, deliberate, careful, and congregation-wide manner. And it is one way for taking membership in this church more seriously, which is what membership in this church deserves.

Appendix K: Goal 1

PATH AFTER MEMBERSHIP BEGINS

WHEN	WHO/WHAT
New member signs book-	Witness is present - Must be Minister or Board Officer. Witness gives New Member Packet to New Member.
Within 24 hours of signing-	Witness informs Church Administrator, Membership Chair, President, Vice President, and Stewardship Committee.
Within a week of notice-	Administrator adds to membership list in database. Administrator prints out welcome letters for Minister and President to sign. Administrator informs Membership Chair when this is done.
Within two weeks of notice-	Welcome letters are signed and mailed.
Within a month of signing-	Finance Committee canvasses New Member. Vice President contacts New Member to talk about volunteer involvement in the church. Vice President contacts appropriate committee chairs.
Within three months-	Membership Committee checks each New Member's involvement with the church and addresses any problems or lack of connection.
Within six months-	Membership Committee celebrates New Member. (As desired by Committee: with meal, program, articles in Unigram, or etc.)