

# Unitarian Universalist Church of Kent Master Plan FY2011-FY2017

## **Preface**

This document represents the best efforts to articulate our strategic thinking for the next five years. compiled from Master Planning Team notes and notes from April 2, 2011 strategic planning meeting, the updated Strategic Master Plan is an “evergreen” document founded on the assumption that ideas may, and should, change over time as we collaboratively move into the future.

## **I Vision Statement**

Our Vitality and passion call us to restore and expand our space to equal the energy of our dreams. As we do we are better equipped to carry on our historic legacy and embrace our potential for connection, service, programming and outreach.

## **II Mission Statement**

Through spirited worship and open-minded religious exploration, our mission is to inspire people to live caring lives of meaning and purpose. We seek to encourage curiosity, strive to create peace and justice, and care for the living Earth with reverence and gratitude.

## **NOTES:**

- FY means fiscal year starting on the previous July 1, ending on June 30 of the year.
- This revision includes inputs from the April 2, 2011 planning meeting.
- We will continue working to clarify this plan and coordinate activities between different entities within the church community.

## **III Board**

### **A. Review and consider revising our plan for governance**

1. Move toward adopting policy based governance
  - a) Reconfigure a task force to examine various forms of policy based governance (FY2011-2012)
  - b) Provide opportunities for the congregation to learn about policy based governance. (FY2011-FY2012)
  - c) Ask congregation to consider endorsing a decision to adopt policy based governance (FY2012-FY2013)
2. Review and revise the congregation’s bylaws in light of needed changes to reflect our changing organization such as a change to policy based governance. (FY2011-FY2015)
3. Review and revise the organizational structure in light of needed changes such as policy based governance (FY2011-FY2016)
4. Develop a plan for documenting policy and procedure and for clarifying each to the congregation (FY2011-FY2013)

**B. Strengthen our District and Associational connections**

1. To the extent that it is prudent to do so for each annual budget, maintain our Ohio-Meadville dues at fair share and increase our UUA pledge by \$2000 per year until we are at fair share levels (FY2011-FY2016)
2. Continue to promote congregational participation in district and association events and conferences (FY2011-FY2016)

**C. Develop a brochure/booklet listing Board, Councils, and committees with current description of work and leadership activities (Annually)**

**D. Have a committee fair (Annually)**

**IV. Board Committees:**

**A. Committee on Ministry:** Develop a plan for assessing the strength of our ministries on a regular and ongoing basis (FY2011-FY2013)

1. Learn Policy Governance process and use it for CoM actions (FY 2012-2013).
2. Develop a Right Relationship workshop for the congregation (FY 2012-2013).
3. Study strategies related to preventing volunteer burnout. (FY2012-2013)
4. Learn about the cycle of change and how to support the congregation through the change process (2012-2014)

**B. Endowment:** Develop a plan to educate the congregation regarding endowment giving (FY2011-FY2013)

1. Develop a brochure describing the Endowment Fund and encouraging planned giving (FY2011)

**C. Master Plan:** Update the Strategic Plan stating goals for the next 5 years (Annually)

**D. Nominating and Leadership Development Team:** Set up an ongoing process for identifying, empowering and equipping emerging leadership in the congregation (FY2011-FY2012)

1. Including a mentorship program
2. Including a succession management protocol

**E. Personnel:**

1. Continue to review and update Staffing and compensation
2. Change the title of the Religious Education Director to Director of Lifespan Religious Education (FY TBD)
  - a) Add Young Adult and Adult education to the job description for Director of Lifespan Religious Education
  - b) Increase the hours for the Director of Lifespan Religious Education to a  $\frac{3}{4}$  time position
  - c) Add a  $\frac{1}{4}$  time Religious Education assistant
    - (1) Create a position description for RE assistant
3. Hire and fund a ministerial intern (FY TBD)

4. Perform a wage/compensation study resulting in a January recommendation to Finance Committee for staff salary and benefits in the coming fiscal year (Annually)

#### **F. Building Committee**

1. Plan for the implementation of building recommendations, with congregational approval, from the Expansion Committee (FY2011-FY2013)
  - a) Plan for the restoration and expansion of our physical facilities if appropriate (FY2012-FY2014)
2. Determine target dates for completion of the chosen recommendation from the Expansion Committee (FY2011-FY2012)

#### **IV Councils:**

##### **A. Building and Grounds Council:** Access, Construction, Maintenance Scheduling, Repairs, Upkeep

1. Repairs: Develop a Maintenance Schedule and update as needed (FY2011)
  - a) Annually develop a contingency plan (10% of our budget) for unexpected repair/expenses (FY2012-FY2016)
2. Upkeep: Develop a plan to remove the garage and reuse the land for a green space (FY2011-FY2013)
3. Technology: Evaluate potential for adding multi media production ability for the sanctuary (FY2011-FY2013)

##### **B. Communications Council:** Newsletter, Thread, e-nUUs, Publicity, Archives, Library, Website

1. **Structure and Organization** (FY2011-2015)
  - a) Create and maintain documentation for all communications positions that outline duties procedures
  - b) Create unified release of information form for audio, photos, personal information releases, written consent etc.
  - c) Create/obtain IT systems that facilitate group documentation sharing communication and collaboration
  - d) Consolidate all IT communications systems to the ownership of UUCK specifically the website
  - e) Develop a Communications Policy for all written communications plus communication channels for the church and all other types of communications
2. **Publicity:** (FY2011-FY2015)
  - a) Advertise most, if not all of the church's events in the local paper and the Terry Kettering Portage Community Events on-line calendar.
  - b) Find a 'go-to' person who could pass on information for upcoming events to keep the communication up-to-date.

##### **3. Archives:**

- a) Create clear written policy concerning use of information, ownership of information, information retention and long term archiving worthiness including financial documents (FY2011-FY2013)

**4. Library Action Team:**

- a) Continue to improve lighting
  - b) Continue to work on service, education & reference aspects of the library.
    - (1) Greater use of volunteers in our programming.
    - (2) Further public programs.
    - (3) Selecting books of interest for our collection.
- [FY 2012-FY 2016]

**5. Website:**

- a) Add a How to, how do I section to current website (FY2011-FY2012)
  - b) Timely postings and removal of outdated notices,
  - c) Contact people to give webmaster the information from each committee.
  - d) iPhone compatibility.
- [Items b through d: FY 2011-2015]

**C. Fellowship Council:** Volunteers, Social Activities, Coffee hour, Ministry of Caring, Membership

**1. Ministry of Caring: Pastoral Associates:**

- a) Develop a comprehensive Elder Care outreach ministry (with Minister, FY2011-FY2013)
  - b) Include improved handicap access in facility plans
  - c) Explore ways of meeting transportation needs of congregation
- [Items b and c: FY2011-FY2015]

**2. Membership (FY2011-FY2013)**

- a) Continue to offer New Unitarian Universalist courses at least once per Quarter
- b) Continue to encourage wearing of name tags
- c) Find ways to incorporate new friends and members into the life of the church
  - (1) Establish new member mentoring program
  - (2) Find ways to better use information on volunteer forms (FY 2011-2012)
- d) Improve Pathway to membership program

**3. Social Activities (FY 2011-2012)** Work with Faith Development programming to investigate and establish diverse events...e.g. by age, interest, activity level.

**D. Finance Council:**

**1. Finance Committee:**

- a) Create an annual program based budget that reflects the abilities of the congregation to fund the goals of the strategic plan (Annually)

- b) Develop a plan for archiving finance materials with the Archives committee (FY2011-FY2013)

**2. Stewardship:**

- a) Work with the RE Director to develop a Stewardship process for the children in the RE and Youth programs (FY2011-FY2013)
- b) Coordinate capital fund raising and chosen restoration and expansion (FY2011-FY2015 and possibly beyond)
- c) Develop a set procedures for the stewardship campaign and follow-up (FY2011-FY2013)
- d) Develop a plan for succession of leadership

**3. Fund Raising:**

- a) Create a Coordinator position and position description for fundraising (FY2011-FY2012)
- b) Develop other major fund raising opportunities in addition to Service Auction (FY2011-FY2015)

**4. Service Auction Committee:** (FY2011-FY2013)

- a) Develop a plan for succession of leadership
- b) Develop a set of procedures for achievement of the Service Auction.

**E. Programming Council:** RE, Sunday Program, Music Ministry, Worship Associates, Adult RE, Aesthetics, Hogwarts, Anti Racism, Chalice Groups

**1. Adult RE Committee:** with RE Director and Minister

- a) Establish a rotation schedule for Adult RE (FY2011-FY2012)
- b) Offer at least 2 multi session Adult RE courses per quarter (Annually)
- c) Offer Welcoming Congregation II
- d) Offer Stewardship Education

**2. Children's RE Committee**

- a) Move toward offering OWL for more age levels beyond junior high.
- b) Offer Stewardship Education

**3. Develop a Special Programs Committee**

- a) Recruit people to be on a team to identify opportunities for special programs such as :
  - (1) speakers/lecturers
  - (2) film screenings
  - (3) plays and other such events
- b) Organize support for special programs including child care and greeters

**4. Music Ministry:** Evaluate potential for a youth choir (FY2011-FY2013)

**F. Outreach to the Wider World:** Denominational Affairs, Recycling

- 1. Support all church Green Sanctuary Project with a goal of becoming certified (FY2011-FY2015)
- 2. Support local community actions such as Kent Social Services, Kent Environmental Council, Portage County Clothing Center, etc. (with the Minister FY2011–FY2016)

3. Participate in Living Our Faith projects like Living the Welcoming Congregation and/or Congregational Peace Advocacy (FY2011– FY2016).