



UNITARIAN UNIVERSALIST CONGREGATION OF SOUTH COUNTY (UUCSC)

STRATEGIC PLAN

March 9, 2008

Strategic Planning Committee

Susan Strakosch

Virginia Carter

Jennifer Antes

Ed Burrell

Charlie Donnelly

Karl Seemann

UUCSC STRATEGIC PLAN 2008-13

FORWARD

This document has been prepared to give voice to UUCSC's future direction as we pursue our decision to purchase an existing facility to serve as "a home of our own". It is intended to represent the aspirations of the members and our plans for the future, developed through the careful, explicit deliberation of each of our committees, reviewed and edited by an overall Strategic Planning Committee, and then reviewed and accepted by the congregation in a formal vote taken on March 9, 2008.

For 15 years, UUCSC has had a vision, initially that of its 17 founders and now of its present 125 members. We have made a series of pragmatic decisions about sites for worship and a series of lay and professional ministers and we have coped with generally inadequate RE space. We have tried to overcome accessibility problems and work through the constraints of our rented spaces, moved forward by growing number of members who share our spiritual message. In finding a suitable location for a permanent site, we have been able to be consistent with our ecological and historical values and move toward our vision. As a part of the growth process, we must carefully examine all of our values and assumptions and address our potential as stewards of the facility, our congregation, and the larger community.

As we move into a new facility, we also move more fully into a congregational sense of stewardship. In becoming rooted in a particular location, we inherit responsibilities and have to ground and expand our existing stewardship more fully. Stewardship is a vital component of our ministry. It is a sharing of gifts, of calling, and of spiritual vocation. As we site ourselves in a facility we want to expand our presence in our own community and share, nurture, preserve, and sustain our congregational spirit as far as possible.

As part of stewardship, we need to practice **joyful giving**, to discover our own personal generosity. We experience this joyful giving as we participate in Small Groups, sharing with others but also ministering to them. We experience joyful giving as we prepare a lay sermon, or the service announcements, or the newsletter, or do the work of the Caring Connection, or the myriad of tasks that we share to function as a congregation. As we give of ourselves, we also learn to accept the benefits that joyful giving bestows on the giver. As we move towards a home of our own, we want to be ready to be appropriate stewards for that home and its historic presence in our community. Joyful Giving becomes the norm for our membership as we deepen and enrich our presence in the community and hope to draw on others to share with us.

What follows on these pages is our attempt to organize our mission into a careful and coherent ministry that makes explicit reference to virtually all that we seek to do. The organization of that mission is critical. We invite you to share our path.

UUCSC STRATEGIC PLAN
2008-13

TABLE OF CONTENTS

Forward	2	
Vision and Mission	4	
Spiritual Development		
Worship /Music	5	
Committee on Ministry	7	
Religious Education	8	
Caring Connection	11	
Small Groups	13	
Membership	15	
Social Action	18	
Finance	20	
Denominational Involvement	22	
Community Within		
Personnel	24	
Facilities		26
Social Events	28	
Communication		
Publicity	30	
Website	33	
Cash Flow Projections & General Assumptions	36	
Evaluation Procedures and Updates	40	

Vision Statement

The Unitarian Universalist Congregation of South County expresses the power of our faith in making choices to transform ourselves and our community.

We serve as a liberal beacon seeking truth, spiritual growth, and celebration in diverse religious traditions and theological beliefs.

As we minister to each other with caring and compassion, our strong bonds in love and friendship will sustain our children and our planet through our actions.

Our sanctuary will marshal resources for a warm, inspiring spiritual environment, inviting notice and participation from the broader community.

We will become increasingly respected as a principled religious congregation that initiates action and stimulates change to strengthen the broader community.

Our Mission

*The Unitarian Universalist Congregation of South County
is a welcoming, loving, spiritual community
practicing Unitarian Universalist principles.*

*We offer a safe, respectful environment for personal
and spiritual growth for children and adults.
The UUCSC serves as a resource for social and
environmental action and peace.*

SPIRITUAL DEVELOPMENT

We present the plans for Worship/Music, the Committee on Ministry, Religious Education, the Caring Connection, and Small Groups, in this section called Spiritual Development because they are at the core of the congregation's religious experience at UUCSC. All the activities of the congregation grouped in later sections are important in our spiritual journey, but they are externally focused.

WORSHIP AND MUSIC

Mission

The UUCSC Worship Service is the heart of our spiritual community, providing the primary occasion for a full congregational gathering and an opportunity to share important life experiences. Worship strives to encourage and support us in our quest for truth and meaning in our lives. The sermons, music, sharing of joys and concerns, intergenerational sharing, and guest presentations serve to create and sustain a worshipful environment. These elements, presented in an atmosphere of reverence, should create within us all an unmistakable feeling of that great intangible called Spirituality.

Objectives

- We will hold Worship services that are inspirational and educational, intergenerational in scope, and embody UU core values and principles.
- We look for rites of passage that respect and honor the life transitions that each of us pass through including child dedication, joining of new members, coming of age ceremonies, weddings, and memorial services.
- We wish a music program that is diverse and innovative and that contributes to a worshipful environment, brings joy to the congregation, and makes our hearts soar.
- We wish to engage our children in religious exploration and help them to develop a UU identity as well as an awareness of world religions.
- We also wish to continue to provide them opportunities to participate in the larger community.

Annual Goals

2008-2009

- To increase Minister to full time.
- To develop trained worship leaders
- To plan to have at least one staff member at every service
- To have a minister exchange once a year (preferably from a large church)
- To increase the use of lay leaders
- Continue to observe rites of passage
- At least 3 Social Justice services per year
- Greater participation by children and youth in services
- More musical variety in services
- Greater use of "Singing the Journey"
- More fully utilize our congregational musicians
- More guest musicians

UUCSC STRATEGIC PLAN 2008-13

- Resume Spiritual Journeys; children have worship separately once a month.
- Worship Committee evaluates lay services

2009-2010

- Trained worship leaders
- At least one staff member at every service
- Minister exchange once a year (preferably from a large church)
- Use of lay leaders
- Continue to observe rites of passage
- Year round worship services with separate committee planning summer services

2010-2011

- Increase time for Music Director by up to 5 hours per week
- Three minister exchanges during the year (not all UU's).
- Develop a plan to enhance services and the total worship environment that draws upon the unique qualities of our new home.
- Develop innovative multimedia capabilities to enhance our Sunday services.

2011-2012

- Four minister exchanges during the year (not all UU's).
- Increase congregational dialog re services
- Continue to develop a plan to enhance services and the total worship environment that draws upon the unique qualities of our new home.

2012-2013

- Four minister exchanges during the year (not all UU's).
- Develop two Sunday services as attendance begins to approach the space limit of our new home.
- Consider two types of services: traditional and contemporary.
- Continue developing a plan to enhance services and the total worship environment that draws upon the unique qualities of our new home

COMMITTEE ON MINISTRY

Mission

The mission of the Committee on Ministry is to support and nurture the shared ministry and the Stewardship of the congregation.

Objectives

- To support the work of the Minister, and provide feedback to the Minister.
- To facilitate congregation-wide communication, and nurture the shared ministry of the congregation.
- Listen for issues of concern among the congregation that need to be addressed by the Minister or through our shared ministry.
- Evaluate the shared ministry of the congregation on an on-going basis.

Annual Goals

2008-2009

- Formulate a plan for an ongoing evaluation of the shared ministry.
- Reinstate a Comment Box, to solicit congregational feedback on the shared ministry.
- Continue to meet monthly with the Minister.
- Consider issues that need to be addressed in open congregational forums.

2009-2010

- Oversee and implement a congregational evaluation of the shared ministry, making use of a simple survey to elicit feedback from the congregation.
- Facilitate at least one open congregational forum on a topic relating to healthy congregational communication.
- Continue to meet monthly with the Minister.
- Continue to consider issues that need to be addressed in open congregational forums.

2010-2011

- Continue using simple surveys to elicit congregational feedback on the shared ministry.
- Continue to meet monthly with the Minister.
- Continue to consider issues that need to be addressed in open congregational forums.

2011-2012

- Continue to incorporate survey results into an evaluation of the shared ministry.
- Continue to meet monthly with the Minister.
- Continue to consider issues that need to be addressed in open congregational forums.

2012-2013

- Consider the feasibility of having a part-time Intern Minister.
- Continue to meet monthly with the Minister.
- Continue to consider issues that need to be addressed in open congregational forums.

RELIGIOUS EDUCATION

Mission

To give our children and youth the tools and support they need to build their self-esteem, broaden their awareness of our diverse and beautiful world and provide joyful and meaningful opportunities to grow spiritually.

To support an Adult Religious Education Program that will encourage and promote personal and spiritual growth, raise social consciousness, and encourage appreciation for diversity and clarity for our shared values. It will have a high level of lay leadership and participation.

To deepen our relationships between parents and other adults in the congregation as they give generously of their time and talents to implement a cooperative and intergenerational program.

Through exploration, experience and effective communication, we encourage a range of religious celebration integrated with and home and family activities. With a broad range of Unitarian Universalism and world religions, we also seek opportunities to explore and participate in social responsibilities within our congregation and in our wider community.

To provide a comfortable, secure space, with diverse curriculum to invite and challenge children and youth.

Objectives

- To provide an inviting, enriching, coherent and well-planned series of classes with curricula that are topical, spiritual and educational. To provide an integrated curriculum which progresses with age, building on previous concepts and knitting the children into the fabric of the church and the greater community.
- To have an active and involved RE Committee and to organize an Adult RE Committee to address the needs of our adult members. The RE Committee will recruit and train adult individuals to lead the classes and Youth programming.
- To increase the RE enrollment in accordance with the plan's overall benchmarks. Provide safe, comfortable, accessible classrooms that will invite children, youth and their families to participate. Given the improved space and the projection that the membership will grow to 215 members over 5 years, we project a growth of child/youth enrollment to grow from the present 40 to approximately 70.
- Provide 4 rooms that are organized for different aged children and youth and provide safe, accessible, comfortable, and aesthetically pleasing spaces that will invite children and youth to attend and participate. These will include a nursery, 2 RE classrooms and 1-2 classrooms for Junior and Senior Youth Groups.
- For safety purposes, all classrooms will have windows on the doors to allow the Director of Religious Education immediate visual access to all classroom activities.
- To provide a dedicated, well equipped space for the children's RE programs and a separate nursery space for the very young.
- To provide appropriate supervision for all age groups and engage members of the congregation in a vibrant and exciting program for all children.
- To provide a varied curriculum of adult RE classes, meeting in a dedicated space, and enjoying a high level of lay leadership and participation.

Annual Goals

2008-2009

- Ensure that the safety standards both for supervising children and for use of facilities are properly carried out in the use of the new facility.
- Develop and monitor furnishing, supplies, and space use meet the standards required including a small space for library and filing cabinet, hallway enclosed cases for displays, and access for handicapped children.
- Develop the use of outdoors for play areas with green eco-friendly equipment and picnic area; also develop paths and access to exploration of the natural environment in the immediate area .
- Develop and implement “events” for before and after service with invitations for the congregation so that they may become familiar and comfortable in the RE setting.
- Continue and expand participation in the RE committee to insure that the interests and values of the congregation are maintained and expanded.
- Continue participation by the Director of Religious Education in the cooperative training events of the Ballou Channing District and the UUA and the use of those resources in planning and developing our program.
- Once that full operation of the new facility is initially completed, the RE Committee and other groups (Personnel, Administration, Program Council) can consider more complete Youth, Young Adult, and Adult Spiritual Education Programs
- Evaluate the Director of Religious Education’s position to become $\frac{3}{4}$ time.
- Provide a training stipend for active RE Leadership Development.

2009-2010

- Ensure that the safety standards for supervising children and use of facilities are met.
- Establish and chair an Adult RE Committee of at least four members.
- Make sure that furnishings, supplies, and space use meet the required standards.
- Continue and expand the community participation in the RE committee to insure that the interests and values of the congregation are maintained and expanded.
- Continue the DRE participation in the cooperative training events of the Ballou Channing District and the UUA and the use of those resources in planning and developing our program.
- Consider hiring a Youth Coordinator for 10 hours per week and expanding service and activities.
- Review the use of the library and consider more development activities for its use by children and their families.
- Review child distribution by age and consider implementing the Coming of Age Program and/or OWL (Our Whole Lives: Sexuality Curriculum).

2010-2011

- Ensure that the safety standards both for supervising children and for use of facilities are met in the use of the new facility.
- Make sure furnishings, supplies, and space use meet the required standards.
- Continue and expand participation in the RE committee to insure that the interests and values of the congregation are maintained.
- Continue the DRE participation in the cooperative training events of the Ballou Channing District and the UUA and the use of those resources in planning and developing our program.

UUCSC STRATEGIC PLAN 2008-13

2011-2012

- Ensure that the safety standards both for supervising children and for use of facilities are met.
- Make sure furnishings, supplies, and space use meet the standards required.
- Continue and expand participation in the RE committee to insure that the interests and values of the congregation are maintained.
- Continue the DRE participation in the cooperative training events of the Ballou Channing District and the UUA and the use of those resources in planning and developing our program.
- Evaluate the DRE's position to become full time

2012-2013

- Ensure that the safety standards both for supervising children and for use of facilities are met.
- Make sure furnishings, supplies, and space use meet the standards required.
- Continue and expand participation in the RE committee to insure that the interests and values of the congregation are maintained.
- Continue the DRE participation in the cooperative training events of the Ballou Channing District and the UUA and the use of those resources in planning and developing our program.

CARING CONNECTION

Mission

The Caring Connection listens for concerns and needs among the congregation. It then relies on members and friends of the UUCSC to let us know if there are folks in need of our help during times of illness, emergency or other crisis. Our members send cards and make telephone calls to provide a friendly and concerned touch to many who are in need of comfort. We have aided parishioners by providing meals, rides to church, helping those without transportation to get to the supermarket, bank, or medical appointment.

Objectives

- We propose to increase functions of the Caring Committee in supporting the Minister in making visits to hospital patients and the homebound.
- We will expand coordination of driving services for those who cannot drive.
- We will inform the Minister of those who might be in need of pastoral support or ongoing support.
- We intend to make the Caring Connection more visible by increasing information flow to the congregation.
- We plan to increase the membership of Caring Committee each year.

Annual Goals

2008-2009

- Coordinate training with Minister for hospital visits and visits to the home-bound.
- Attend training for hospital visits.
- Drive those who need services with Providence doctors and/or hospitals in Providence.
- Create a list of those willing to drive within South County and to Providence .
- Inform Minister of those who might be in need of pastoral support and ongoing support.
- Increase membership of Caring Committee by 4 people.
+2 each successive year to help with increased services.
- Advertise our services in the newsletter by including a list of our contact persons. Share Joys and Concerns with Director of RE, teachers, and childcare workers, especially as they involve children in Sunday School.

2009-10

- Investigate possibility of childcare for families with a seriously ill member.
- Attend training in Pastoral Presence.
- Investigate subcommittee system to help with increased services.
- Share coordination of meals and other services amongst congregation.
- Create a culture where folks tell Caring Committee about their own needs or those of others.
- Investigate improved uses of email to contact Caring Committee.
- Set up link to our website.

UUCSC STRATEGIC PLAN 2008-13

2010-11

- Bulletin Boards with community services available.
- Develop Library of Helpful Resources
- Investigate possibility of weekly email announcements, especially about people who are homebound and in need of cards, calls.
- Develop Caring Connection Web Site link.

2011-12

- Investigate subcommittee system to help with increased services
- Continue to develop library of helpful resources.
- Expand membership by another 2 people.

2012-13

- Investigate subcommittee system to help with increased services
- Continue to develop library of helpful resources.
- Expand membership by another 2 people.

SMALL GROUPS

Mission

The Small Group Ministry aims to be the church with one another. It is a place to explore spiritual questions. It is a place to bond with intentional sharing of spiritual development. Each group is part of the whole church's interconnection.

Objectives

- We strive to maintain robust enrollment in Small Group Ministry.
- We provide support for facilitators and groups.
- We will create our own original materials and make use of available resources.

Annual Goals

2008-2009

- Participate as Small Group in congregational projects and community needs.
- Hold Small Group Ministry service on third service in the year (September).
- Have back-up/co-facilitators.
- Hold mid-year, after-service program and enrollment.
- Develop communication between groups.
- Create Small Group Ministry Coordinator position..
- Hold pot luck for small groups. Use that opportunity to develop a yearly topic book as resource for the groups
- Provide training for new facilitators as well as ongoing training for current facilitators.
- Put SGM box in every newsletter to include testimonials, list of some of the topics discussed, and enrollment procedures.
- Increase service aspect of SGM. Start with one per year – move up to maybe 3 by year 5.
- Participate in congregational and community activities/needs as service projects

2009-2010

- Participate as Small Group in congregational projects and community needs.
- Start enrollment in September with articles in summer and September newsletters to enhance visibility of the SGM program.
- Hold mid-year, after-service program and enrollment.
- Promote communication between groups.
- Create Small Group Ministry Coordinator position.
- Hold a pot-luck for small groups. Use that opportunity to develop a yearly topic book as resource for the groups.
- Train new facilitators as well as continuing ongoing training for current facilitators.
- Create our own brochure.
- Participate in congregational and community activities/needs as service projects.
- Do preparation in summer to plan for SGM program, updated brochure and Sunday service.

UUCSC STRATEGIC PLAN 2008-13

2010-2011

- Participate as Small Group in congregational projects and community needs.
- Hold Small Group Ministry service on third service in the year (September)
- Hold mid-year, after-service program and enrollment.
- Promote communication between groups.
- Hold a potluck for small groups. Use that opportunity to develop a yearly topic book as resource for the groups.
- Train new facilitators as well as continuing ongoing training for current facilitators.

2011-2012

- Participate as Small Group in congregational projects and community needs.
- Start enrollment in September with articles in summer and September newsletters to enhance visibility of the SGM program.
- Hold mid-year, after-service program and enrollment.
- Promote communication between groups.
- Hold a potluck for small groups. Use that opportunity to develop a yearly topic book as resource for the groups.
- Provide training for new facilitators as well as ongoing training for current facilitators.
- Put SGM box in every Newsletter with testimonials, list of some of the topics that were discussed, and enrollment procedure.
- Increase service aspect of SGM. Start with one per year – move up to maybe 3 by year 5.
- Do preparation in summer to plan for SGM program, updated brochure and Sunday service.

2012-2013

- Participate as Small Group in congregational projects and community needs.
- Start enrollment in September with articles in summer and September newsletters to enhance visibility of the SGM program.
- Hold mid-year, after-service program and enrollment.
- Train new facilitators as well as continuing ongoing training for current facilitators.
- Do preparation in summer to plan for SGM program, updated brochure and Sunday service.

MEMBERSHIP

Mission

The membership committee will warmly welcome people who come through our doors searching for spiritual and personal growth. We will provide information for visitors, guide newcomers on the path to membership and facilitate the integration of new members into the life of the congregation.

Objectives

Growth – Work towards achieving a membership of 215 by 2013.

Policies and procedures – Develop an effective membership process with all policies and procedures documented in a manual.

Assessment – Maintain records of actual membership, Sunday attendance and assess member satisfaction.

Annual Goals

2008-09

- Increase membership to 149.
- Have clear time line and procedures written for all Membership activities and processes.

Visitors

- Develop system for tracking return visitors.
- Follow up phone calls to visitors kept in a record book with dates & comments.
- Buddy system for visitors matching similarly situated people; match families with visiting families; orientation for buddies.
- Establish monthly newcomers coffee with minister.
- Continue 2 or 3 newcomer potlucks.
- Offer “Invite a friend” Sunday.
- Recruit and train new greeters and ushers.

Path to membership

- Show the introduction to UU video every other month.
- Set timeline and establish regular path to membership program twice a year.
- Have an R.E. and finance representative at the second meeting.

UUCSC STRATEGIC PLAN 2008-13

New members

- Hold Circle Dinners with special invitations to new members.
- Create membership brochure on our congregation.
- Create a mentoring program for new members matching similarly situated people.
- Create training program for mentors and continue that program consistently.
- Establish a procedure for using Gifts and Interests information more effectively.

Established members

- Establish a phone tree.
- Improve directory update system.
- Create a system for tracking membership and maintaining it.
- Keep in touch with people who don't come often or are away.
- Create a member satisfaction survey form.

2009-10

- Increase membership to 163.

Visitors

- Track returning visitors.
- Assign buddies to visitors and continue training.
- Continue to recruit and train greeters and ushers.
- Continue monthly coffee with minister and newcomer potlucks.
- Continue offering "Invite a Friend Sunday".

Path to Membership

- Continue showing video.
- Conduct path to membership class twice a year, fall and spring.

New members

- Continue Circle Dinners.
- Assign mentors to new members and continue training.
- Connect new members to committees based on gifts and interests.

Established members

- Update directory and phone tree.
- Connect with members we don't see often.
- Survey member satisfaction.

2010-11

- Increase membership to 179.
- Review policies and procedures manual.

Visitors

- Look into more advertising.
- Keep tracking visitors.
- Continue coffee with minister and newcomer potlucks.
- Continue "Invite a Friend Sunday".

UUCSC STRATEGIC PLAN 2008-13

Path to membership

- Continue showing video.
- Continue path to membership classes twice a year.

New members

- Continue Circle Dinners.
- Continue connecting new members to committees using gifts and interests form.

Established members

- Update directory and phone tree.
- Create a photo Directory.
- Explore Adult Education programs.
- Create emergency profile sheets to be kept in the office.
- Survey member satisfaction.

2011-12

- Increase membership to 197.

Visitors

- Begin to advertise.
- Continue to track visitors.
- Maintain buddies and greeters.
- Continue coffee with the minister and newcomer potlucks.
- Continue “Invite a Friend Sunday”.

Path to membership

- Show video every other month.
- Hold path to membership classes twice a year.
- New members.
- Continue Circle Dinners.
- Continue to connect new members to committees.

Established members

- Update directory, phone tree and photo directory.
- Offer adult education program.
- Conduct member satisfaction survey.

2012-13

- Increase membership to 215.
- Review policies and procedures.
- Continue goals of 2011-12.

SOCIAL ACTION

Mission

The Social Action mission is to be a “Conscience for South County”. We strive to educate and promote community and public discourse about moral values and civic virtues, to witness and advocate for social and economic justice and to touch people’s lives in an uplifting manner. The Social Action Committee seeks to serve as catalyst for individuals/families to participate in these value-driven, pro-social behaviors. We seek to follow the dictum of St. Francis: “Preach the gospel. And if necessary, use words.” To increase involvement, we will publicize potential opportunities, facilitate individual/family participation, and honor noteworthy contributions to our immediate and broader community.

Objectives

- Encourage and facilitate the exercise of responsible citizenship by: advocating for just legislation and treatment of individuals in society, modeling sustainability and environmental justice as a life choice, and partnering in local and global community humanitarian efforts.
- Engage in the dissemination and discussion of ideas and alternative viewpoints.
- Embrace and promote a multicultural society based on ‘Just Sustainability’ and the inherent worth and dignity of all; both globally and in our neighborhoods.

STRATEGIES

We live our values through programs and activities focused on the following social needs:

Adequate Shelter/Affordable Housing

For example: Habitat for Humanity, Journey Home, RIUUs for Social Justice, Welcome House, Walk for Shelter for Welcome House

Anti Hunger/Poverty

For example: Welcome House, Guest at Your Table, UU Service Committee], Christmas Family Adoption, Hunger Free Task Force, Buy Nothing Day, Coat drive

Sustainability

For example: Simplicity group & newsletter, Global Warming study group: services, newsletter “Green Tips” and comments on the UU Statement of Conscience “Threat of Global Warming”, RIUUs for Social Justice, Green Congregation activities, legion hall energy audit, ink cartridge collection, recycling, carpooling project, promotion & sale of Fair Trade coffee, co-sponsorship of ‘An Inconvenient Truth’ event w/ St. Augustine’s Episcopal Church

Education

For example: RE teaching program, SKJPAG film series, Youth group anti-racism film series, hosting performance of the Ellen Craft story, Legislative Ministry (RIUUSJ), UU Service Committee projects, Simplicity newsletter, Volunteering, participating & scholarships for World Music Festival at URI).

Justice

For example: RIUUSJ, Fair Trade Coffee, Amnesty International, Gay Pride/WC, Voter Reg., Justice Sunday, Becoming a Welcoming Congregation.

Multiculturalism/Antiracism

UUCSC STRATEGIC PLAN 2008-13

For example: Common Ground, Collaborative efforts in Mali, Kenya, Ethiopia, New Orleans, Journey to Wholeness service, Dealing with Racism discussion series, participation in Anti-Violence Workshop at URI's Center for Non-Violence.

Peace

For example: RIUUSJ, Peace Pole, participation in antiwar demonstrations and rallies.

**Please see Evaluation Procedures page for performance measures and goals for the various activities and programs mentioned above.*

Annual Goals

2008-2009

- Board and Congregation commit to Green Sanctuary Program from UUA and local members.
- Attainment of LEED certification (or optimal Green functionality) for new church.
- Attain Green Sanctuary certification.
- Completion of interfaith Habitat faithbuild project.
- Attain Legislative Ministry participation at STRONG level.
- Congregation Membership in UU Service Committee (\$100) and encourage individual memberships at STRONG.
- Congregational Finance Commitment to Social Action/sustainability support: \$200-\$1000 annually for sponsorships for varied interdenominational and community activities and projects.

2009-10, 2010-11, 2011-12, 2012-3

- Attain STRONG PARTICIPATION for a minimum of two categories.
- Attain CONSCIENCE participation in one category.
- Attain Legislative Ministry: CONSCIENCE participation by 55+%
- CONSCIENCE: passage of significant legislation in two or more categories.
- Attain Congregational Finance commitment to Social Action support at \$1000 to \$3,000 for sponsorships and support for varied interdenominational activities.
- Attain Congregation financial commitment to RIUUSJ activities \$2,000 to \$5,000.

FINANCE

Mission

To promote and monitor the financial health of the Congregation through sound management and an ever vigilant eye on the Congregation's long term plans.

Objectives

- To serve as an advisory body to the Coordinating Committee and Board for the duration of the Home of Our Own process.
- To provide teaching and education on the duties and obligations of stewardship by providing clear financial information to the Congregation.
- To provide checks and balances for all proposed major expenditures.
- To advise and assist the Congregation in its goals of staffing; facility requirements; programs; and other elements necessary to the Congregation's mission.

Annual Goals

2008-2009

- Conduct a Capital Campaign that raises enough money for a payment at closing equal to 30% of the purchase price and total cost of renovation.
- Conduct our annual Stewardship Campaign and increase our overall pledged amount by 25%.
- Finance staff/program expansion as determined by our Strategic Plan – especially bringing the Minister to 100% and raising the RE Director to 75%.
- Continue our fair share level support for UUA and the District.

2009-2010

- Continue Capital Campaign collections.
- Conduct our annual Stewardship Campaign and increase our overall pledged amount by 20%.
- Finance staff/program expansion as determined by our Strategic Plan – especially bringing the RE Director to 80%.
- Continue our fair share level support for UUA and the District.

2010-2011

- Complete Capital Campaign collections.
- Conduct our annual Stewardship Campaign and increase our overall pledged amount by 15%.
- Finance staff/program expansion as determined by our Strategic Plan – especially bringing the RE Director to 85%.
- Continue our fair share level support for UUA and the District.

UUCSC STRATEGIC PLAN 2008-13

2011-2012

- Conduct our annual Stewardship Campaign and increase our overall pledged amount by 10%.
- Finance staff/program expansion as determined by our Strategic Plan – especially bringing RE Director to 90%.
- Reduce dependence on fundraising to no more than 3% of budget income over next two years.
- Continue our fair share level support for UUA and the District.
- Reserve funds for minister's sabbatical.

2012-2013

- Conduct our annual Stewardship Campaign and increase our overall pledged amount by 7.5%.
- Finance staff/program expansion as determined by our Strategic Plan – especially bringing RE Director to 100%.
- Reduce dependence on fundraising to no more than 3% of budget income.
- Continue our fair share level support for UUA and the District.
- Reserve funds for minister's sabbatical.
- Establish an Endowment Fund by end of year.

DENOMINATIONAL INVOLVEMENT

Mission

As a Unitarian Universalist (UU) Congregation in South County, RI, we will strive to interact with other UU congregations. Working with other UU churches, meeting their members, and sharing ideas are excellent ways not only to feel more connected to the denomination, but also to put valuable perspective on our own way of doing things.

Interacting with the larger denomination through the RI Cluster of Congregations, the Ballou Channing District (BCD), and the Unitarian Universalist Association (UUA) connects our group to valuable sources of information, experience and history. By sending our leaders to training sponsored by the denomination, we are able to bring this knowledge back home, thereby enriching our collective experience. The education and spiritual growth opportunities provided through leadership development benefit not only those individuals directly receiving them, but also our congregation as we build a strong leadership foundation to ensure our continued success.

Objectives

Involvement – To create a culture shift towards participation in cluster, district and national programs and activities.

Leadership Training – To make increased use of leadership training and development opportunities, e.g. New England Leadership School (NELS), UU University at General Assembly (GA), as well as those offered by the BCD and the RI cluster.

Relationships – To create and expand relationships with other UU congregations in our cluster and the BCD by means of joint programs and social events.

Resources – To improve our utilization of the resources available to UUCSC members through our participation in the larger UU world.

Annual Goals

2008-2009

- To encourage all leaders, most notably the President, Vice President, Music Director and Director of Religious Education to attend appropriate denominational meetings including the Ballou Channing District's (BCD's) Fall & Spring meetings and General Assembly (GA).
- To encourage President and Vice President to attend UU University at GA.
- To continue our unbroken tradition of being a Fair Share contributor to BCD & UUA.
- To send two members to NELS.
- To continue our Social Action committee's active participation in the RI UU's for Social Justice.
- To continue to increase involvement in the Green Sanctuary movement within the RI Cluster.
- To continue Minister's active participation in the monthly cluster meetings.
- To encourage Committee Chairs to lead their group in attending appropriate trainings and meetings.
- To encourage each committee to designate one member to keep on top of UUA and BCD websites for relevant opportunities.

UUCSC STRATEGIC PLAN 2008-13

- To communicate to the congregation at large via worship services, chalice-side chats and/or newsletter the benefits and knowledge gained by the attendees of denominational gatherings.
- To plan the worship schedule so as to include association-wide worship themes.
- To update the Vice President's denominational liaison duties to include coordinating our participation and getting appropriate information into the newsletter to make these events available to the entire congregation. For example, to present a service in the Fall reporting on GA, to share information regarding the upcoming GA beginning in March, and to maintain awareness of ongoing denominational offerings.
- To explore shared RE and Youth experiences with other UU's.
- To collaborate with another UU congregation in a joint program.
- To engage in one pulpit exchange.
- To host a Gathering to thank BCD and UUA leaders who helped us achieve our Home of Our Own.
- To create plaques to honor contributions in our Capital Campaign and display them proudly in our new Home.

2009-2010

- Same as above with the addition of contributing \$100 each to send President & Vice-President to GA.

2010-2011

- Continue previous years' goals and
- Contribute \$200 each to send President & Vice President to GA.
- Collaborate with 2 other UU Congregations for programs.
- Send 3 members to NELS.

2011-2012

- Continue above goals except:
- Contribute \$300 each to send President & Vice President to GA.
- Encourage at least 30% of members to make annual contributions to the Chalice Lighters program to support growth of UU congregations in the district.

2012-2013

- Continue above goals except:
- Contribute 50% expenses to send President & Vice President to GA.
- Collaborate with 3 other UU churches for programs.
- Send 4 members to NELS .

PERSONNEL

Mission

The Personnel Committee's mission is to compensate and treat those who work and care for our congregation generously, fairly, and respectfully. This is consistent with: the Principles of the UUA Covenant, our congregation's annual request for generous pledging, and the UUA's personnel compensation and salary policy guidelines.

The UUCSC Personnel Committee recommends and maintains staff policies, procedures, and practices, in order to promote harmonious and productive relations between staff and congregation. The Personnel Committee reviews staff needs and performance with regard to the strategic goals and objectives of the UUCSC. The Personnel Committee will ensure that the Fellowship is staffed appropriately with personnel who have the abilities to perform well or exceed the duties and responsibilities of their roles, and demonstrate commitment to the needs and goals of the UUCSC and its work in the internal and external communities.

Objectives

- Set schedule—See Calendar for scheduled tasks and responsibilities
- Set Annual Focus and Direction
- Review past actions and calendar annually
- Conduct Fall term staff reviews
- Conduct Spring contract and annual staff reviews
- Submit contract proposals to UUCSC Board
- Revise proposals as necessary
- Prepare and send copies of contracts for final signatures
- Deal with personnel issues as they arise; make recommendations to Board (includes mediation and negotiation if needed)
- Maintain and store records
- Develop & implement “final resting place” for approved documents—safe repository electronic and paper.
- Develop & implement filing system (organizational plan) for storing documents.

Annual Goals

2008-2009

- Fully implement tasks/objectives on PC Calendar
- Increase all staff & minister by UUCSC planned COLAs (Cost of Living Adjustment)
- Increase Minister position to full time (100%)
- Increase Director of Religious Education to 75% time
- Meet UUA compensation guidelines for Music Director at 25% time
- Produce Personnel Handbook
- Hire Office Manager at 20% time

UUCSC STRATEGIC PLAN 2008-13

2009-2010

- Increase DRE to ~80% (toward 100% year 5) time
- Hire Custodian at 20% time
- Increase Office Manager to 30% time
- Increase compensation by planned COLAs for current staff & minister
- Reconfigure music program & staffing

2010-2011

- Increase compensation by planned COLAs for current staff & minister
- Develop Youth Minister position
- Increase DRE to ~85% (toward 100% year 5) time
- Increase Office Manager to 40% time
- Increase Custodian to 30% time

2011-2012

- Increase compensation by planned COLAs for current staff & minister
- Hire Youth Minister
- Increase DRE to ~95% (toward 100% year 5) time
- Increase Office Manager to 50% time
- Increase Custodian to 30% time

2012-2013

- Increase compensation by planned COLAs for current staff & minister
- Increase Youth Minister if needed
- Increase DRE to 100% time

2014 and beyond

- Expand/reconfigure staff as necessary to meet UUCSC's vision and goals.

FACILITIES

Mission

The Mission of the Facilities Committee is to support the comfort and safety of the congregation. Due to the committee's supportive role, and possibility of the congregations' move in 2008, this plan focuses on immediate needs. However, despite the possible change of location of the congregation's facility, we have a clear vision. Our vision is that the congregation will be compliant with the American Disabilities Act (ADA), and will include sufficient space for worship service, social events, concerts, offices, classrooms, a kitchen, parking, storage space, meditation, and multimedia capabilities.

Objectives

The objectives of this committee fall into three main areas:

Size/Comfort/Safety

To support the functions of all committees and safety/comfort of congregation members.

Aesthetics

To provide a facility that is attractive, well-maintained, landscaped, and inspirational.

Values

To visually reflect the congregation's core values as expressed in its vision statement, mission statement, and strategic plan.

Annual Goals

2008-09

The committee's goals are written from the perspective that the congregation will move by the Fall of 2008 from the American Legion Hall to the 'Lilypads' location.

- Support the weekly attendance, safety and comfort of the congregation.
- Prioritize ADA accessibility, child safety, plumbing/heating, bathroom and kitchen functions.
- Identify and respond to issues of concern among the congregation.
- Increase committee and intra-congregation communication regarding facility needs.
- Increase meetings of committee to five, or at least bimonthly, from September to June.
- By the fall, work in collaboration with Home team's 'user group' to support congregation's anticipated move. For example, help to prioritize cleaning, furniture, purchases, RE setup, congregational meetings and social events, etc.

UUCSC STRATEGIC PLAN 2008-13

- Prioritize support of RE Strategic Plan goals. Given the improved space at the “Lilypads” location and the projection that the membership will grow to 215 members over 5 years, growth of child/youth enrollment from the present 40 to approximately 70 is anticipated. With that projection in mind, our goals are to
 - Provide safe, comfortable, accessible classrooms that will invite children, youth and their families to participate.
 - Provide 4 rooms that are organized for different aged children and youth and provide safe, accessible, comfortable, and aesthetically pleasing spaces that will invite children and youth to attend and participate. These will include a nursery, 2 RE classrooms and 1-2 classrooms for Junior and Senior Youth Groups.
 - For safety purposes, all classrooms will have windows on the doors to allow the Director of Religious Education immediate visual access to all classroom activities.
- By winter 2009, review Congregation’s entire Strategic Plan with regards to facilities and operations, providing input when pertinent, at least quarterly.
- Consider reorganizing and/or integrating Facilities committee into other congregation committees.
- Provide input to congregation regarding Personnel planning and increases.

2009-010

- Continue goals from previous year.
- Develop Facilities Guidebook for new location.
- Set goals for next 5 years based on changes to congregation’s location, with specific consideration to balancing accessibility and safety for all of our congregants.
- Make recommendations to Personnel and/or Finance Committee in the context of congregation’s changes (growth, occupancy, location) in 2008, and changes to facility requirements in the context of changes to state/federal law.

SOCIAL EVENTS

Mission

The Social Events Committee provides opportunities for our members to socialize and grow closer as a spiritual community through our shared interests in art and music happenings, social gatherings, and recreational activities.

The Social Events committee will plan, organize, and implement a variety of formal and informal fun, entertaining, educational, and recreational events throughout the year. These events might include on site seasonal dinners, music events, dances, or arts gatherings and off-site hikes, kayak or bike trips, or field trips to cultural venues like art museums or plays. The majority of our goals focus on introducing new programs.

Objectives

- To provide social gatherings, establish on-site and off-site events and trips, and to encourage social interaction within our congregation and the community in which we reside.
- To showcase and share talent within our congregation.
- To attract new members by offering a wide variety of fun and interesting events.
- To raise funds for our committee to continue offering programs and trips.

Annual Goals

2008-2009

Plan and organize the following events:

- Offer a contra dance
- Hold a coffee house
- Establish a family night event
- Hiking and kayak trips
- Communicate with congregation committees (Facilities, Finance, Music, etc.) regarding supplies and equipment, such as sound system, additional tables, display boards for hanging artwork, tablecloths and paper products.

2009-2010

In addition to the above:

- Host another contra dance
- Host another coffee house
- Organize potluck dinners to coincide with Peace Dale concert on the green
- Establish a schedule for hikes and kayak trips, introduce bike trips
- Plan a cultural trip

2010-2011 Continue events described above and

- Increase cultural trips
- Garden tour event
- Create a calendar of events to be posted on the website
- Summer Solstice pot luck

2011- 2012

Continue events described above and

- Organize a fundraising event

UUCSC STRATEGIC PLAN 2008-13

- Work with membership to create an inventory of membership talents and interests.

2012-2013

- All events described above, plus
- Create a regular schedule of coffee houses and contra dances
- Establish an artist showcase event
- Organize more cultural trips

2014-2015

In addition to the above,

- Provide advance schedules for contra dances, cultural trips, outdoor recreation trips, and monthly coffee house schedule
- Annual Artist Showcase event –Consider as fundraising opportunities

PUBLICITY

Mission

To increase overall awareness of our Congregation, and its activities, within South County and throughout Rhode Island.

Objectives

- To increase the visibility and participation of the UUCSC with the greater community.
- To promote the various events and activities of the UUCSC to increase the success of our fund-raising efforts.
- To provide information to the community to invite anyone seeking personal and spiritual growth to see the UUCSC as a “Church with an Open Mind, Helping Hands, and a Loving Heart”.
- To improve regular communications with members, friends and visitors of our Congregation.
- To promote a consistent visual image of our Congregation through our brochures, signage, and all other materials.

The work of the Publicity Committee is primarily that of external communications (media, other Ballou Channing District congregations, etc.) but communication within the congregation is equally important in order to receive the necessary information to release. It is important at this time to increase the number of people who are working on the committee and to create a structure that will more easily allow the work to be shared. For this reason there are three areas in which goals will need to be met: Committee Structure, External Communications and Internal Communications.

Annual Goals

2008-2009

Committee Structure

- Enlist at least 3 new members to the committee.
- Define tasks for new members.
- Hold monthly committee meetings.

External Communication: Media and Targeted Outreach Ongoing

- Submit weekly notices, via email, to local media with weekly service announcements.
- Maintain current media contact list for local and appropriate statewide newspaper, and special publications.
- Maintain current list of non-media contacts to forward information to: Chambers of Commerce, BCD Congregations, local churches.
- Issue press releases, as needed, of activities, events, issues of social action interest, member news, concerts, lectures, fundraisers, etc. to inform members and the general public before or after scheduled events.
- As often as possible, include photographs of UUCSC members in press releases; maintain and expand a “Photo Library” of generic photos for use as needed.
- Submit one Letter to the Editor, Op-Ed article, or suggestion for a feature story per quarter.

UUCSC STRATEGIC PLAN 2008-13

- Communicate with Webmaster to ensure event information is correct, timely and consistent for access by members and the general public.

2008-2009

- Investigate and purchase reusable sign for events in addition to the “UUCSC Auction” banner.
- Establish contact with Public Access station in South County. Add to media list for publicizing events.
- Identify specific groups within the community and appropriate methods of invitation for participation in weekly services, events, or activities.
- Identify a congregation member to submit “green tips” to the newspaper on a regular basis.

Internal Communication

Ongoing

- Communicate with webmaster to ensure all messages are consistent.
- Maintain a notice in the *South County Unitarian Universalist* regarding how to contact the Publicity Committee when planning an event.
- Attend quarterly Program Council meetings and maintain regular communication with the Board Trustee.
- Prepare and submit regular (monthly and yearly) reports from the Publicity Committee for orderly recordkeeping of efforts and actions taken.

2008-2009

- Create form to consistently gather necessary information to promote Committee events and communicate with Committee chairs regarding publicity. Have form available on the website.

2009-2010

Committee Structure

- Enlist congregational member from URI to help target outreach to URI community.
- Review roles and responsibilities for members of the Publicity Committee. Reconfigure as necessary. The Chair of the Committee shall oversee the required tasks appropriate to this Committee, including delegating to and monitoring assignments to Committee members, soliciting feedback and new ideas from Committee members and/or members of the Congregation, and requesting assistance from other Congregation members for specific tasks or input as may be necessary.

External Communication: Media and Targeted Outreach

- Establish contacts with local radio stations and submit Public Service Announcements (PSAs) for events.
- Identify appropriate venues and promotional vehicles to present information about the UUCSC to increase the awareness of our Congregation on the URI campus.
- Identify other non-media contacts to whom we should be sending press releases (Food Coop, libraries?). Add to current list.

Internal communication

- Develop an overview of the Publicity Committee for inclusion in the Congregational Handbook, including information on roles, responsibilities, procedures and policies.
- Archives: Maintain files of all materials and photos prepared and distributed by the Publicity Committee for historical and reference purposes.

2010-2011

Committee Structure

- Begin discussions with Webmaster concerning merging Publicity and Web Site into one committee known as Communications Committee to help facilitate seamless flow of information. Investigate how this works in other organizations. Present findings to the Board.

- Review and update Timelines for weekly, monthly, quarterly and annual tasks.

External Communication: Media and Targeted Outreach

- Submit Letters to the Editor or Op-Ed articles on specific topics and/or issues as may be appropriate, with goal of one letter or op-ed each month (increase from quarterly).
- Consider paid notices in local media, or other forms of budgeted presence, as financial resources permit.
- Organize images in photo library for easy access.

Internal communication

- Review practices of using *South County Unitarian Universalist* and email to ensure that they are being effectively utilized.

2011-2012

Committee Structure

- Implement any changes decided upon regarding aforementioned Communications Committee.

External Communication: Media and Targeted Outreach

- Contact specific media with suggested feature stories or articles on specific issues or individual members who may be of general and community-wide interest, with goal of submitting three ideas during each year.
- Consider having a presence at one public/community event, such as the Peace Dale Peace Fair.
- Work with Webmaster to research additional features possible for website i.e.: podcasts of weekly sermons.

Internal communication

- Propose standards for all printed materials that will display a consistent “image” for the UUCSC including, but not limited to colors, logos, design, layout, Mission statement, message content, etc.

2012-2013

Committee Structure

- Review how any of changes made in previous year are working and adjust structure as necessary.

External Communication: Media and Targeted Outreach

- Investigate new media to tie into (web links, blogs etc.).
- Investigate having a presence at two or more community events and festivals to promote UUCSC such as the South County Hot Air Balloon Festival.
- Seek opportunities to promote UUCSC in the community by providing community agencies and organizations with current printed information (via Chambers of Commerce, bed and breakfast establishments, area hotels, specific locations such as the Alternative Food Co-op and All That Matters, public and private schools, etc.).

Internal communication

- Propose similar standards for signage required for building identification, event promotion, etc. that maintains and promotes the objectives of the UUCSC.

Website

Mission

To increase the visibility of UUCSC within the greater community and to foster enhanced communications within the congregation.

Summary

The UUCSC website should be the primary communications vehicle within the congregation and particularly for the community-at-large. Unlike flyers and press communiqués, the web has potential for a more dynamic up-to-date interactive experience and is readily available to the general public at any time of the day or night. The Webmaster will work in partnership with the Minister, the Board of Directors, the Membership, Publicity, Religious Education, Social Action and Worship Committees, and the editor of congregation's newsletter, The South County Unitarian Universalist, to enhance and deepen the sense of involvement and belonging for members and friends. The Webmaster will continue to highlight Sunday Services, Religious Education, fund-raisers, as well as a full range of religious exploration opportunities.

The website can only be as informative as the words and images supplied to the Webmaster. It is a mirror of our congregation, and the image is completely dependent on what is set before it.

Objectives

Communications

- To design and foster guidelines for more effective and efficient electronic and telephonic communications.

WebSite

- To be UUCSC's primary means of interactive communication, within both the congregation and the community-at-large.
- To use the UUCSC website to increase visibility of concerts, auctions, and arts and crafts events for the greater South County community.
- To decentralize production of monthly web updates by identifying and enlisting "talent" within the congregation, developing page templates to ensure consistency from page to page, and assigning individuals to specific sections.
- To promote the use of on-line forms for Visitor registration, address and email change requests, event planning, and similar activities.
- To investigate the feasibility and benefits of a "virtual office" for the UUCSC, including the purchase of 3rd party software and acquisition of, or leasing space on a host server with Virtual Private Network (VPN) connections to responsible committee heads and their designees to include:
 - Membership (track attendance, member contact details, generate reports and publish documents such as the Congregational Directory).
 - Treasury/Finance (integrate contributions and expenditures into a *bona fide* General Ledger and accounting system. Optional: Electronic contributions by credit/debit card).
 - Religious Education (event scheduling/facility availability conflicts).
 - Social Action (event scheduling/facility availability conflicts).

UUCSC STRATEGIC PLAN 2008-13

Annual Goals

2008– 2009

- To continue offering the *South County Unitarian Universalist* on the web in a downloadable PDF version.
- To continue to support other UUCSC Committees and groups with publication of supplied content and images promoting their activities.
- To petition the Board to include "www.uusouthcountyri.org" in all of UUCSC's letterhead, signs, brochures, orders of service, newsletters, and other materials, both printed and digital.
- Formalize communications guidelines for updating web pages and coordinate content contributions from committees and responsible parties. Said guidelines to include the increased use of email groups to ensure consistent communications, e.g., a typical group email address for an external event must include Publicity and the Webmaster, in addition to those organizing the event. This procedure will yield maximum exposure to the general public.
- To provide Internet support help to UUCSC members.
- To petition Board approval for publication of an online survey to obtain feedback from Visitors, Members and Friends. Survey contents to include (but not limited to) input from the Minister, the Board, Membership, Religious Education.
- To poll members of the congregation and identify those willing and able to participate in the monthly publication updates of the church website.

2009 – 2010

- To continue offering the *South County Unitarian Universalist* on the web in a downloadable PDF version.
- To continue to support other UUCSC Committees and groups with publication of supplied content and images promoting their activities.
- To continue to promote the use of formalized guidelines for intra-congregational communications.
- To continue to provide Internet support help to UUCSC members.
- To implement the use of online surveys to obtain feedback from Visitors, Members and Friends.
- To promote on-line forms for Visitor registration, address and email change requests, event planning, and similar activities.
- To delegate routine monthly web page updates to identified talent using standardized templates with centralized review prior to publication to maintain quality.

2010 – 2011

- To continue offering the *South County Unitarian Universalist* on the web in a downloadable PDF version.
- To continue to support other UUCSC Committees and groups with publication of supplied content and images promoting their activities.
- To continue to promote the use of formalized guidelines for intra-congregational communications.
- To continue to provide Internet support help to UUCSC members.
- To continue the use of online surveys to obtain feedback from Visitors, Members and Friends.

UUCSC STRATEGIC PLAN 2008-13

- To continue delegation of routine monthly web page updates to identified talent using standardized templates with centralized review prior to publication to maintain quality.
- To continue the use of on-line forms for Visitor registration, address and email change requests, event planning, and similar activities.
- To investigate the feasibility and benefits of a “virtual office” for the UUCSC.

2011 – 2012

- To continue offering the *South County Unitarian Universalist* on the web in a downloadable PDF version.
- To continue to support other UUCSC Committees and groups with publication of supplied content and images promoting their activities.
- To continue to promote the use of formalized guidelines for intra-congregational communications.
- To continue to provide Internet support help to UUCSC members.
- To continue the use of online surveys to obtain feedback from Visitors, Members and Friends.
- To continue delegation of routine monthly web page updates to identified talent using standardized templates with centralized review prior to publication to maintain quality.
- To continue the use of on-line forms for Visitor registration, address and email change requests, event planning, and similar activities.
- Determine the cost to benefit ratio of the purchase of 3rd party software and acquisition of, or leasing space on a host server to create a “virtual office”, and present the results to the Board for review, authorization and budgeting.

2012 - 2013

- To continue offering the *South County Unitarian Universalist* on the web in a downloadable PDF version.
- To continue to support other UUCSC Committees and groups with publication of supplied content and images promoting their activities.
- To continue to promote the use of formalized guidelines for intra-congregational communications.
- To continue to provide Internet support help to UUCSC members.
- To continue the use of online surveys to obtain feedback from Visitors, Members and Friends.
- To continue delegation of routine monthly web page updates to identified talent using standardized templates with centralized review prior to publication to maintain quality.
- To continue the use of on-line forms for Visitor registration, address and email change requests, event planning, and similar activities.
- Begin “virtual office” training, including the creation of function-specific “how to” manuals to address functional use of specific modules and basic tasks.
- Begin supervision of “virtual office” go-live and address questions regarding tasks not considered in the original training manual. Updating the training manual as required.

CASH FLOW and GENERAL ASSUMPTIONS

Cash Flow Projection Spreadsheet								
	A							
		<i>Previous</i>	<i>Current</i>	<i>Next 1</i>	<i>Next 2</i>	<i>Next 3</i>	<i>Next 4</i>	<i>Next 5</i>
	Year ending	2007	2008	2009	2010	2011	2012	2013
1. Income								
	a. Pledges	94,649	101,000	126,250	151,500	174,225	191,648	210,812
	b. Gifts and Endowments	6,885	3,000	18,450	18,795	18,795	19,175	19,593
	c. Fundraising	16,673	9,000	10,350	11,903	13,688	15,741	18,102
	d. Rental Income			13,800	15,180	17,457	20,076	23,087
	e. Plate Collections	6,373	5,500	6,325	7,274	8,365	9,620	11,062
	f. District of UUA Grants		25,000			100,000		
	g. Other - Interest	72	3,600	6,000	3,000	3,000	3,000	3,000
	h. Cap Fund Receipts		500,000	150,000	125,000			
	i. Other:							
	j. Other:							
	Total Income	124,652	647,100	331,175	332,651	335,530	259,259	285,657

UUCSC STRATEGIC PLAN 2008-13

		Previous	Current	Next 1	Next 2	Next 3	Next 4	Next 5
	Year ending	2007	2008	2009	2010	2011	2012	2013
2. Expenses								
	a. Personnel	77,762	88,391	110,013	115,755	121,752	127,951	134,416
	a1. Additional Personnel			8,800	11,300	24,268	27,592	28,418
	b. Administration	1,374	1,940	2,231	2,454	2,700	2,969	3,266
	c. Programming	7,234	9,620	11,063	12,169	13,386	14,725	16,197
	c1. Additional programming			750	1,250	3,000	6,000	6,000
	d. Contributions	8,488	9,288	10,681	11,749	12,924	14,217	15,638
	e. Building Maintenance	12,972	15,760	23,575	25,933	28,526	31,379	34,517
	e2. Rent 3 months			3,270				
	f. Bank Debt Service 1st			44,000	44,000	44,000	44,000	44,000
	h. Down Payment		400,000					
	i. Other:							
	j. Other:							
	Total Expenses	107,830	524,999	214,383	224,611	250,556	268,833	282,453
3. Debt Service as a percentage of operating budget								
	Debt Service	0.00%	0.00%	24.29%	21.19%	13.11%	16.97%	15.40%
<i>(Debt Service must not exceed 25% of operating budget. Do not include construction financing.)</i>								
	Surplus/Deficit	16,822	122,101	116,792	108,041	84,973	-9,574	3,204

Annual Benchmarks and Assumptions

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-2013
Membership	129	149	163	179	197	215
Growth rate		15%	10%	10%	10%	10%
Pledge growth		25%	20%	15%	10%	10%
RE Enrollment	40	46	51	57	63	70
Enroll growth		15%	10%	10%	10%	10%
RE Classes		4	4	4	4	4

- Growth rates as specified above.
- The mortgage calculation assumes a purchase price including renovations of \$950,000 with a down payment of \$400,000 at closing a rate of 6.2% for 25 years. Consistent with terms offered by the Lender, Newport Federal.
- The capital campaign goal of \$775,000 is realized with \$500,000 collected the first year and the remainder collected in years 09 and 2010.
- \$25,000 in grants in 2008 from UUA and an additional \$100,000 in 2011 from District Ministers Challenge and matching funds)
- Increase all staff & minister by UUCSC planned COLAs (Cost of Living Adjustment) each year.
- Fundraising and gifts estimated very conservatively due to Capital Campaign, but gifts reflect \$15K per year for 5 years for \$75K operating gift.
- Interest at a conservative rate of 3%.
- Building maintenance from current owner for Insurance (est.), electricity, fuel and condo fees increased at 10% per year.

2008-2009

- Increase Minister position to full time (100%)
- Increase Director of Religious Education to 75% time
- Continue Music Director at 25% time.
- Hire Office Manager at 20% time
- Hire Custodian at 20% time
- Rental Income from 3rd floor of LilyPads
- Social Action \$750

2009-2010

- Increase DRE to ~80% (toward 100% year 5) time
- Increase Office Manager to 30% time
- Rental Income from LilyPads
- Social Action \$1250

2010-2011

UUCSC STRATEGIC PLAN 2008-13

- •Develop Youth Minister/Coordinator position at 25% time
- Increase Music Director from 10 to 15 hours/week (38% time).
- •Increase DRE to ~85% (toward 100% year 5) time
- •Increase Office Manager to 40% time
- •Increase Custodian to 30% time
- Rental Income from LilyPads
- Increased GA and NELS scholarships
- Social Action \$2000

2011-2012

- •Increase DRE to ~90% (toward 100% year 5) time
- •Increase Office Manager to 50% time
- •Increase Custodian to 30% time
- Purchase Virtual Office Software and host server space (\$2000)
- Rental Income from LilyPads
- Social Action \$3000

2012-2013

- •Increase DRE to 100% time
- Increased GA and NELS scholarships
- Rental Income from LilyPads
- Social Action \$4000.

EVALUATION PROCEDURE and UPDATES

Process for Monitoring and Evaluating Annual Goals

The description of each element comprising the five-year Strategic Plan consists of three parts: **mission, objectives and annual goals**. This section describes the general process for monitoring and evaluating progress toward these goals.

Form of the annual goals. With the exception of Social Action, the annual goals found in the Plan consist of both quantitative and qualitative statements. Examples of quantitative statements:

- Increase membership to 149 by 2008-2009
- Conduct our annual Stewardship Campaign and increase our overall pledged amount by 20% in 2008-2009.

Examples of qualitative statements:

- Explore adult education programs
- Consider issues that need to be addressed in open congregational forums

Goal Evaluation Procedure: The committees or those most involved in implementing the goals will evaluate each component. Each committee shall submit an annual report to the Strategic Plan Committee or other designee of the Board. This report shall contain an evaluative commentary, expressed in qualitative and/or quantitative terms covering: (1) extent to which a goal has been accomplished, (2) an analysis of possible reasons for success or failure, (3) current relevance of goal, and (4) suggestions for improvement or goal completion.

Goals Accomplishment Evaluation Scale: The following evaluation scale is recommended for all forms of statements except those for Social Action.

- 3 = Goal substantially accomplished
- 2 = Some progress has been made, but much remains to be done
- 1 = No progress at all

Social Action Goals Evaluation Scale: The annual goals for Social Action are unusual as they are to be evaluated according to the level of commitment represented in the pooled behavior of our congregation as:

STRONG: a rating when 25/33% of our membership is involved.

CONSCIENCE; a rating when 55+% of our membership is involved

EXCEPTIONAL; a rating of very high commitment, parallel to Conscience, with a unique standard, i.e. 15 members flying to Washington to participate in a national anti-war protest with other UUs.

The performance measures for Social Action Activities and Programs are itemized below:

- **Adequate Shelter/Affordable Housing**
 - **Welcome House:** Number of families providing annual meals [1 meal per month], Number of participants in annual walk for fundraising.
 - **Habitant for Humanity:** number of participants and participant/days in Faithbuilt effort
 - **RIUUSJ:** Housing related legislation passed
 - **Social Action:** passage of town legislation supporting and increasing affordable housing support

- **Anti Hunger/Poverty**
 - **Guest at Your Table:** amount contributed; number of UUCSC members
 - Participant leaders/members in:
 - Coat Drive
 - Christmas Family Adoption
 - Buy Nothing Day
 - Hunger-free Task Force
 - **RIUUSJ:** Hunger/poverty legislation
- **Sustainability**
 - **Simplicity Newsletters:** number of editions produced and number of writers distributed to members; collaboration with other congregations
 - **Green Congregation:** number and listing of activities/projects and number of participants
 - Carpooling: average number of monthly participants and CO2 saved
 - Energy Audits (individual/family) completed; new projects initiated
 - **Fair Trade Coffee:** amount of coffee and number of buyers per session
- **Education**
 - **RE Instruction** for One/third of annual classes by Social Action Members
 - **RIUUSJ Congregation workshops:** number and total attendees
 - **Film Series and drama performances:** number Sponsored with members and community participants
- **UU Service Committee Projects**
 - **Justice**
 - **Amnesty International;** signatures for monthly Freedom letters
 - **Annual Providence Gay Pride March:** number of participants
 - **RIUUSJ:** number/percentage of members; legislators meetings, legislative outcomes: Poverty/anti-hunger; Sustainability; Justice (Fair Elections)
- **Multiculturalism/Antiracism**
 - **Common Ground:** Annual Journey to wholeness Service, Racism dialogue series, film series, collaboration
 - **Just Sustainability:** support for projects
 - **Third World Development Projects:** Collaborations in Mali, Ethiopia, New Orleans;
 - Scholarships for children in developing nations (number)
- **Peace**
 - # local events and participants; # of state events and participants, # of regional/national events and participants; leadership and sponsorship.

Strategic Plan Updates

The Strategic Plan will be updated annually to reflect changes in accomplishments and priorities. In addition, the plan will be extended to include a running five-year set of goals. The Ad Hoc Strategic Plan Committee or another Board designee will be responsible for reminding committee chairs of the annual update and revising the Strategic Plan. The annual plan updates will be submitted to the congregation for approval.