

**Unitarian Church of Underwood  
Strategic Planning  
2017-18 Goals and Objectives**

**Section 4. Statement of Strategic Plan Goals (2013 to 2018), 2017-18 Goals and Objectives** (As Adopted by Board of Directors March 15, 2017)

(Long term objectives in **Bold** (2013-2018), short term objectives (2017-18) in *italics*)

**Governance/Administration Strategic Goal: The Board of Directors and committee chairpersons will:**

**Manage the fiscal and human resources of the church in a manner that is inclusive, transparent, efficient and effective.**

- *Adhere to adopted by-laws and policies and procedures, and*
- *Adopt/modify policies and procedures as deemed necessary through the governing procedures.*
- *Oversee and manage church assets and maintain financial integrity.*

**Oversee committee nomenclature, roles, responsibilities and accountabilities.**

- *Maintain support for the volunteers that perform the various administrative and operational duties of the church to fulfill the UCU mission, goals and objectives.*
- *Invite additional members to the committees as needed.*
- *Upon recognized need for added responsibilities or oversight, the Board President will issue to the appointed chair/lead of the new function, a charge outlining the responsibilities.*
- *Consider the recommendations and offerings of the various committees and individual members that promote opportunities for spiritual growth, social and environmental justice and community connections.*

**Develop annual budgets that reflect our values and finance our priorities in accordance to our strategic plan and established policies and procedures.**

- *Monitor collections and expenditures and adjust spending to stay within the annual approved budget.*
- *Consider unexpected expenditures and determine available assets or funding campaigns needed to meet the expenditure.*

**Oversee and maintain Sverdrup Suites Apartments**

- *Maintain contractual responsibilities and other liabilities under the loan terms, tax codes and/or other regulating agencies.*
- *Monitor tenant agreements and rent payments to comply with lease agreements.*
- *Fulfill landlord responsibilities for maintaining Sverdrup Suites property and grounds.*
- *Foster “good neighbor” acts and communications with the tenants and the community.*

- *Upon a unit vacancy, determine the possibilities for additional space to meet the growing needs of UCU.*

**Continue UCU Newsletter and website development and maintenance for communication purposes.**

A newly appointed Communications Committee is responsible for establishment and maintenance of an electronic record keeping system, a monthly newsletter, social media presence to maintain and support church record keeping, and out-going communications to UCU members and friends.

**The Communication Teams Objectives are to:**

- *Update and maintain church records using electronic storage in an economical, safe and secure way.*
- *Provide up-to-date information through electronic and hard-copy means to UCU members and friends to inform them of church services, events, outreach activities and recognition of service through the church and its members though-out the community.*
- *Provide a means to increase church visibility through social media.*

**A technology team will provide sound and technical support for Sunday services and pre-arranged church events. The team will:**

- *Maintain scheduling of volunteers to provide sound and technical assistance for Sunday services.*
- *Work to ensure that the equipment works and speakers are informed on its usage.*
- *Coordinate with the Communications Committee the transfer of recorded talks for on-line access.*
- *Improve sound capabilities for musicians.*

**The established Foundation Advisory Committee** will oversee the operation of the Foundation and advise the Board regarding the Foundation structure, management, and operations.

UCU Foundation Advisory Committee will:

- *Personally contact UCU members & friends to offer them the opportunity to make a bequest to the UCU Foundation. The completed bequest forms will be held confidentially in the UCU Foundation safety deposit box with limited access to the Foundation chair and the UCU Treasurer.  
Keep a separate discrete list of bequests to avoid duplicating contacts and monitored by the Foundation Chair.*
- *Review the new church directory to evaluate possible contacts.*
- *Follow the procedures outlined in the Foundation Advisory Operational Plan, Gift Acceptance Policy for all bequests received.*

**The Board of Directors will monitor that the needs of the membership are being met and seek ways through volunteers to meet them.**

- *The Membership Committee will continue to monitor the needs/wants of the membership and report monthly to the Board.*
- *The Board will consider ways to continue to further meet member needs when developing the 2018-23 Strategic Plan prior to the end of the 2017-18 Fiscal Year.*

**The Board will monitor the needs of the growing membership and consider the findings and recommendations of the Plan to Grow Task Force and other information gathering surveys to develop and establish the 2018-23 5-year Strategic Plan. Strategic Planning direction could/should include:**

- *Monitoring of Programs, religious education, membership, communications and community connections to remain apprised of member needs satisfaction and expansion opportunities.*
- *Remaining cognizant of UCU offerings and actions so that they reflect our UU Principles at work both within our church and within our communities.*
- *Encouraging ways to become a more “welcoming congregation.”*
- *Striving for increased UCU visibility through the enhanced web site, Facebook, twitter, recordings of Sunday services, media features, etc.*
- *Continuing collaborative activities with area UU churches, the UUA, and the MidAmerica Region.*
- *Sharing what UCU has done with UUA and MidAmerica Region.*
- *Increasing connectivity to UUA and MidAmerica Region for ministerial services and/or other assists.*

**Develop policies to keep the church running smoothly. The policy manual will be available to the Board and congregation.**

- *Upon changes or new adoptions, assign responsibilities to update the UCU Policy and Procedures Manual, both hard-copy and electronic version.*
- *Inform leaders and members of adopted policies and procedures through Board minutes and other communications to committee leaders and members.*

**Continue to implement and maintain the Safety Plan to insure the safety of the congregation.**

The Safety Committee will continue to assume the roles and responsibilities and follow policies and procedures outlined in the adopted Policy and Procedures Manual. In addition, the Safety Committee will engage in the following projects for 2017-18:

- *Work with the Communications Committee to develop social media guidelines with standards that provide personal privacy and identity protections*
- *Work with the Communications Committee in the use of Google Docs to provide standards on data security and privacy protection guidelines*
- *Provide de-escalation risk training*
- *Update and install child street crossing designation*
- *Install inside church evacuation maps.*
- *Label toxic cleaner locations*
- *Provide training and a tip sheet to help assure child safety*

- *Provide appropriate AED training*

**Organize and secure church archives.**

The Communications Committee will assume responsibility to:

- *Continue the transfer of archived and current records to the electronic record keeping system.*
- *Update and maintain church records using electronic storage in an economical, safe and secure way.*

**Improve member intake, hospitality, and retention.**

**The Membership Committee will be responsible to:**

- *Maintain the roles and responsibilities as itemized in the UCU Policy and Procedures Manual.*
- *Organize and sponsor a volunteer recognition/appreciation event.*
- *Recognize visitors and new attendees to UCU and determine their interest in becoming new members or be otherwise actively involved in UCU activities.*
- *Recognize opportunities to provide care and support to members experiencing life changes and/or difficulties.*
- *Provide new members with a copy of the 2017 church directory along with the other new member welcoming materials.*

**Program Strategic Goal: Support the spiritual journeys of members by providing a broad range of opportunities for personal reflection, discussion, intellectual stimulation, artistic expression, and social interaction.**

**Celebrants:**

- ***The Celebrants will offer opportunities for spiritual enrichment for individuals and the church body that are varied and appropriate.***
  - *Celebrants will address spirituality as it is practiced in our church and seek ways to assist with people's spiritual needs.*
- ***Celebrants will continue to officiate weddings, funerals, and/or other special family or church related events.***
  - *Celebrants will maintain a brochure with information and contacts.*
  - *Information about Celebrants and the services provided will continue to be available on the UCU website.*
- ***Celebrants will receive on-going training***
  - *Celebrants will meet at least quarterly to address Celebrant issues, share books and ideas, and continue training.*
  - *Celebrants will include a request for training opportunities/materials in the annual budget.*

**The Speakers Committee will plan and provide stimulating and inspirational Sunday service programs and speakers relevant to UCU mission, UU principles and Living Traditions.**

- **Program objectives will address the following topics (one or more per program):**
  - *UU topics (principles, sources, history, etc.)*
  - *Spiritual experiences, Religion, and Philosophy, Mystery and Wonder*
  - *Social Justice*
  - *Arts (music, visual, drama, written)*
  - *UCU Community subjects*
  - *Local issues and history*
  - *Health (mental and physical)*
  - *Environment (agriculture, food, climate)*
  - *Science*
  - *UU Empowerment Grant recipients*
  - *Cultural Diversity (such as Black, Native American, etc.)*
  - *Empowerment Grant recipients*
  - *Other related subjects.*
- *An “after service” structured discussion hour with the morning speaker will be offered at least twice annually.*
- *Workshops will be offered at least twice (example; Ashley Horan and Social Justice).*
- *Continue to tap into UCU member resources*
- *Schedule two services annually that involve the children*
- *Pursue Unitarian Universalist ministers to speak four times annually*

**The Worship Committee will maintain coordination of all the elements that comprise Sunday services and provide quality music with opportunities for members of the congregation to perform. Goals:**

- *Incorporate hymns familiar to the children.*
- *Incorporate ways for the congregation to learn a few more unfamiliar hymns.*
- *Assist with transition of adult and children's religious education classes to Sverdrup Suites upon church occupation of a unit.*

**Offer Religious Education based on the Unitarian Universalist principles and/or other traditions.**

#### **Adult Religious Education**

- *Involve two or more adults who have interest, knowledge and ability to act as Adult Religious Education leaders.*
- *Encourage adult education topics/themes that support the UU Principles, Living Traditions, social and environmental justice issues to meet the interest of members and friends of UCU.*
- *Schedule classes on Sunday mornings to accommodate attendance.*

#### **Children’s Religious Education**

- *Involve at least two adults as Children’s Religious Education leaders.*
- *Involve volunteers as assistants in RE activities.*
- *Provide Sunday morning religious education activities at least once a month for children of all ages.*

- *Plan for children to participate in Sunday services at least twice a year.*
- *Hold a “Sunday School Picnic” in late spring or early summer, involving RE kids, teens, staff, and families.*
- *Organize space and materials in RE/office/library room or other acquired space.*
- *Upon availability of a Sverdrup Suites unit, coordinate with the Facilities Committee and the Safety Committee to refurbish and furnish a designated space for children’s activities.*
- *Provide annual safety training and review child protection procedures.*

***Offer mindfulness sitting at least one time per month***

***Objectives of Mindfulness Sitting:***

- *Realize our UU Principles through practice, individually and as a group.*
- *Practice is silence and through silence to come to a deeper understanding of our UU Principles*
- *Constantly practice the UU Principles to create the kind of world we want to live in.*
- *Bring our UU Principles to life in our daily lives.*

***Offer Child care on an ongoing basis.***

***The Board of Directors will contract annually for child care services to:***

- *Provide a safe, secure environment for children so their parents/grandparents are free to attend Sunday services.*
- *Provide attendants to supervise and oversee the activities of the children in the lower level or other designated space during Sunday services.*
- *Provide healthy snacks for the children during their activity hour.*
- *Encourage child care providers to report to the child’s parent any achievement or conflict and the method used to reinforce/adjust behaviors.*

***U-Groups.***

U Groups are the UCU designated name for Small Group or Covenant Groups that are comprised of UCU members and friends that meet once per month in various locations. The U Group Goals are to provide a safe, secure environment for member reflection and sharing. The U Groups objectives are to:

- *Follow the UCU Manual Policies and Procedures for U Groups for logistics and organization.*
- *Invite members/friends to act as U Group Facilitators to meet the needs of lead Facilitators and group facilitators.*
- *Offer sufficient locations with volunteer hosts assuring the need for a safe and sacred space for deep listening and sharing.*
- *Facilitate the lesson format and assist facilitators in leading their assigned groups as needed*
- *Provide lesson materials in a format conducive to easy copying and sharing*
- *Coordinate lesson topics with other UCU speaker topics, social and environmental and/or societal issues as appropriate.*

- *Encourage each U Group to select and complete yearly projects that meet our UU principles; one to benefit the church itself and a second project that will benefit the U Group's home community.*
- *Provide care and support for all members of all U Group members.*
- *Consider interest in a summer U Group and determine the logistics necessary to accommodate the group.*
- *Provide training for potential Lead Facilitators and transition responsibilities.*

**The Facilities Committee Goal is to maintain and improve the buildings and grounds of the church and Sverdrup Suite Apartments for maximum serviceability, efficiency, and longevity.**

**The objectives of the Facilities Committee are to:**

- **Keep the church grounds in attractive shape.**
  - *Janitorial service, the Facilities Committee, contractors and volunteers will maintain landscape plantings, mowing, snow removal, and other church grounds upkeep as needed by season.*
  - *Oversee contract services for water and landscaping remediation.*
  - *Consider adding children's play equipment.*
- **Maintain the physical condition and aesthetic appeal of the building.**
  - *Continue to evaluate the condition and appeal of both buildings, making repairs and improvements as needed.*
  - *Ensure that the floor of the sanctuary is repainted.*
  - *Replace the lower level back entry door and install crash bars on all doors.*
  - *If approved by the general membership, proceed with installation of an additional exit in the sanctuary.*
  - *Install coffee counter with storage.*
- **Schedule the maintenance of building service systems.**
  - *Maintain lift and schedule annual maintenance by 9/17.*
  - *Schedule maintenance service for the furnace 9/17.*
- **Install and update communication technology as needed.**
  - *Work with the Technology Task Force whenever enhancements to the sound system and other needed technology is considered or installed.*
- **Maximize the flexibility and utility of the church's space.**
  - *Consider the needs and recommendations of the Board and other work groups to maximize efficient use of the space.*
  - *When a Sverdrup Suite unit becomes available, oversee refurbishing and furnishings to meet the church needs for meetings, office, storage and adult and children's education activities.*
  - *Assist in acquiring and installing fixtures and features to facilitate comfort of members, worship activities and other church activities, both in the current church building and additional property acquired.*
- **Recommend targets for growing and policies for spending the building reserve fund.**

- *Coordinate efforts with the Safety Committee and the Green Committee to determine building enhancements, costs, priority order and implementation plans and schedules.*
- *Make recommendation to the Board if additional needs arise on the facility.*

**Community Outreach Committee Strategic Goal:** Encourage and support members, affiliates, and collaborators to engage in community service, social justice efforts, and environmental causes from local to world levels.

- *Promote Community Outreach projects and events that meet UU Principles.*
- *Develop a resource list of community service agencies, social justice and environmental justice action groups, other faith communities that need volunteers/members.*
- *Invite/encourage UCU members/friends to join or volunteer in community service, social and environmental justice.*
- *Continue to communicate and collaborate with other committees and work groups to engage guest speakers and incorporate social justice information into Sunday services and Adult and Children’s Religious Education classes.*
- *Give recognition to the programs or UCU member/friends engaged with community service, social and environmental justice action.*
- *Promote coordination and communications of social justice actions between UCU and MUUSJA with the appointment of a MUUSJA Liaison.*
- *Assist with showcasing UCU Community Outreach activities during the UU Area Fall Workshop that will be hosted by UCU in October, 2017.*

**Administer Empowerment Grants**

The Empowerment Grant Committee shall follow the guidelines for grant application, selection, monitoring and reporting outlined in the UCU Policy and Procedures Manual. The Committee’s objectives are to:

- *Increase visibility of grant awardees and their programs to recognize and promote the important work being done by UCU..*
- *Let the community know of UCU’s involvement/contribution through annual Empowerment Awards.*
- *Expand the visibility of the award application process to encourage more applications.*

**Green Committee (Environmental Justice)**

The Goal of the Green Committee is to help build awareness of environmental concerns, educate members/friends and foster action to address environmental justice. Objectives include:

- *Continue work to complete the charge to the Solar Task Force to identify solar options and plan for presentation to the annual meeting, April 2018*
- *Continue to communicate and collaborate with other committees and work groups to engage guest speakers and incorporate environmental justice information into Sunday services and Adult and Children’s Religious Education classes.*



- *Coordinate environmental specific projects priorities and/or installations with the Facilities Committee and other relevant committees, ie., serving healthy treats.*
- *Appoint a “connector” as liaison between UCU and the Minnesota Interfaith Power and Light (MNIPL).*
- *Assist with a session on Environmental Justice for the Area Fall Workshop that will be hosted by UCU in October, 2017.*