

# **Long Range Plan**

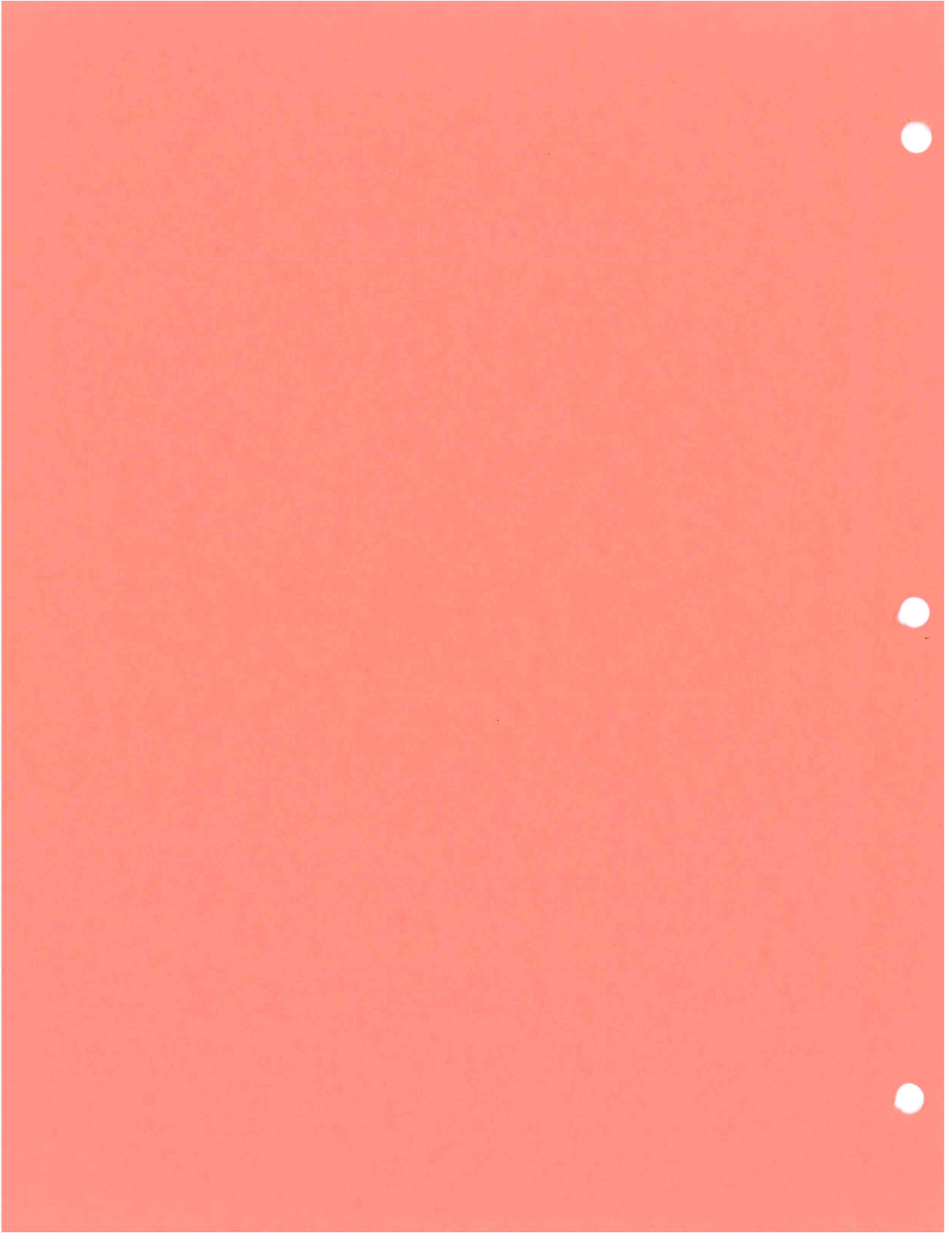
**Unitarian Universalist Fellowship of Columbia**

## **Comprehensive Report**

Presented to the Board of Trustees

April 29, 2006

Final revisions: May 18, 2006

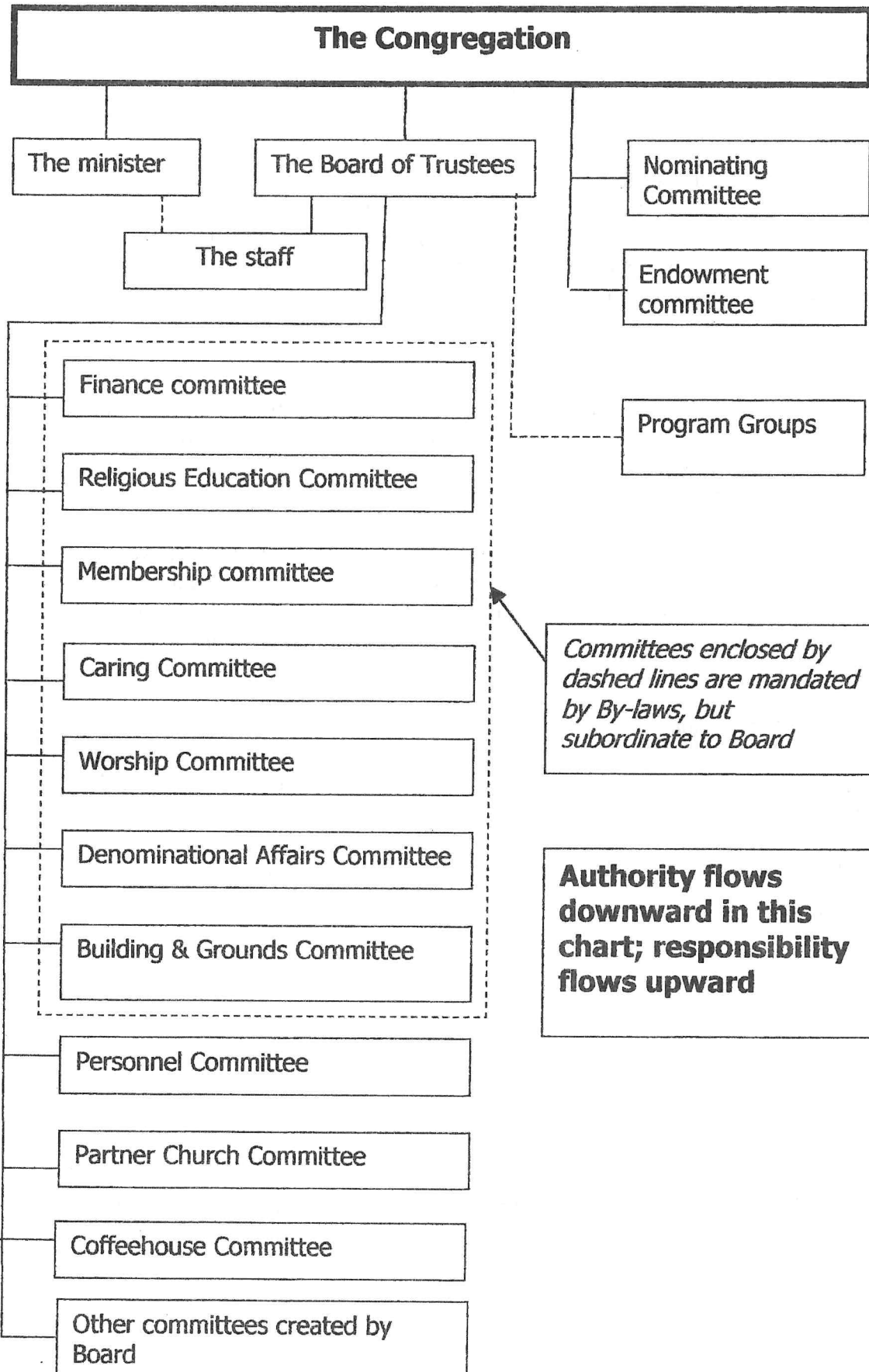


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## **Report of the Long Range Planning Committee April 2006**

### ***Overview and Process for the Long Range Plan***

#### **Background**

The Unitarian Universalist Fellowship of Columbia (UUFC) was established fifty-six years ago. During its history the UUFC has experienced significant growth, and more recently, a slight decline in membership. Membership currently stands at approximately 150. While there seems to be very little sentiment to “grow for growth’s sake”, there is a strong sense among members that many individuals in the Columbia area might find a church and spiritual home at the UUFC. There is a sense that our membership is poised for growth.

Periodically the fellowship has undertaken various forms of self-review. Whether to refocus the mission of the UUFC, to solicit feedback from members regarding how the church is meeting members’ needs and desires, or to simply regroup, the UUFC has many documents that summarize past reviews.

In August 2004, the minister of nine years, Rev. Patrick Price, resigned. Between that time and the fall of 2005, there was a growing sense that the UUFC needed a long-range plan. To better serve the membership within the UUFC, and to review our relationship to the community beyond the UUFC, the Board of Trustees (“Board”) convened a Long Range Planning team in November 2005.

#### **Selection of the LRP Team**

UUFC members interested in serving on the LRP team (“team”) submitted applications. From those applicants, the Board selected three members and a chairperson, and the nominations committee selected three members.

The following members of the UUFC were appointed to the LRP team:

Mike Paget, Chair  
Ann Cargill  
David Crockett  
Caroline Eastman  
Joe Long  
Cheryl Sochl  
Janet Swigler

#### **Time Required for the Work**

To document the effort required for this report, and to serve as information for future such endeavors, the team compiled a summary of the time required. The time is documented as person-hours, based on a compilation of time spent by six committee members and one chairperson.

- Research and information gathering: 15 hours per member, for a total of 105 hours

- Team meetings: 30 hours per member, for a total of 210 hours
- Input sessions: 9 hours per team member, for a total of 63 hours
- Writing reports: 15 hours per team member, for a total of 105 hours

*Total person-hours spent to bring the initial report to the Board: 483 hours*

### **Topics and Issues Recommended by the Board for LRP Review**

Previous discussions have focused on long range planning. The Board reviewed evidence of those discussions, and produced the following list for consideration of the LRP Team.

#### **Long Range Planning Tasks 2005**

##### **1. DATA.**

- Begin with the 1998 data (collected but never put into a real LRP). Examine this data, which was collected during a visioning process that took place through cottage meetings & work groups about what we'd like our future to look like. The categories established for that plan were publicity/visibility/ evangelical efforts, building/space/ environment, congregational polity, management of resources, nurturing of ourselves, nurturing of the larger community, caring for our staff, and worshipping together. These are addressed in more detail below.
- Collect new data (paper/phone/email surveys, meetings, dinners, etc.) and analyze.

##### **2. MINISTER.** Develop plan for search and hiring of minister with timelines.

##### **3. STAFF.** Is our current staffing sufficient? If not, what changes are needed? What will our staffing needs be over the next 5 years? What should we plan for?

##### **4. RELIGIOUS EDUCATION.** What is needed in RE over the next 5 years? What kind of changes would increase the numbers of children attending and the quality of the curriculum and teaching? Any recommendations for recruiting/providing more teachers?

##### **5. BUILDING & GROUNDS:** Use all data (e.g., from above and on current membership and finances) to recommend any changes, e.g., major renovations or new building, etc., including how we would finance it (e.g., arrangements/mechanisms such as mortgages, loans, capital drive, etc.).

**All of the items below are possibilities for the LRP. The team will have to decide which ones it can/should address in the six-month time frame.**

##### **6. POLITY/GOVERNANCE.** Are changes needed in the by-laws (& if so, in what areas)? Do we need changes in the structure, number, or nature of our committees? In the structure or functioning of the board? In the relationships of the board, committees, staff, and the congregation? Do current structures assure accountability, transparency, and inclusiveness?

##### **7. MEMBERSHIP.** How can we turn more visitors into members and retain the current members? Recommendations? Set goals for yearly growth of congregation over next 5 years.

##### **8. LEADERSHIP.** What can we do to develop new leaders? How can we lead better in the absence of a minister?

##### **9. WORSHIP.** Are current services satisfactory? Recommendations for change in topics, order or content of services, etc.?

10. **FINANCES.** How can we increase our financial base? Are changes needed in the structure of our financial system (& if so, what)? Are we tracking and reporting often enough and/or in the right way? Recommendations for change?
11. **PUBLICITY/OUTREACH.** How do we attract more visitors and connect with other faith organizations? How can we become more of a presence in Columbia?
12. **SOCIAL JUSTICE.** How can the UUFC (as a congregation) do more in the community? Are there any issues/causes we should focus on in the next few years?

### **Initial Response of the LRP Team**

The team's initial response to the Board follows.

- All suggestions from the "Long Range Planning Tasks 2005" would be addressed.
- The items were clustered into six topical areas:
  - **Leadership** - committee structures (including rotation of committee membership), special interest groups (such as social justice groups), the UUFC leadership, relationships between the Board, committees, and how we interface with the community.
  - **Growth Goals**
  - **Staffing** - Minister, Staff, Religious Education, and volunteers
  - **Building and grounds**
  - **Finances**
  - **Membership** (including publicity and outreach issues)
- It was suggested that long range planning become part of the normal cycle of activity at the UUFC, and that long-range plans be thought of as five-year plans.
- Annual reviews and adjustments of the long-range plans should be conducted.
- The UUFC develop processes to ensure that decisions are made, and actions are taken.

### **Process for developing the LRP**

Develop recommendations using the following guidelines.

- Review the input received from members in open forums, and in writing.
- Input should be organized in four categories, represented by the acronym "SWOT":
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats
- Review information, including notes and records from previous discussions, and information from the UUA website.

- Analyze strengths and opportunities to identify goals and objectives most likely to be accomplished.
- Analyze weaknesses and threats to recognize trends that could limit positive accomplishments.
- For each of the six topical areas, develop three to five goals based on the SWOT analysis.
- Project periods for goals, including short term (one to six months), medium term (six to twelve months), and long term (two to five years).
- For each goal, suggest action steps to accomplish the goal – Think concretely, “What activities and actions will lead to accomplishing this goal?”
- For each action step or activity, attempt to determine/project the resources needed to accomplish it. Those resources may include money or time allocations. It may be useful to suggest that the action step or activity be taken on by an individual or by a team. Appropriate teams may include existing committees, or ad hoc committees.
- Regarding the “human resources” needed, consider recommendations regarding whom, or what structure, will be responsible to track activity towards the goal.
- For each goal, and for some action steps or activities, comment on the interaction that this issue may have with goals in other areas. For example, hiring a full time minister might affect membership, which might affect fund-raising, which might affect the ability to pay for the full time minister.
- Be brief and clear. This is important so that the membership will see the linkages between goals and activities, and so that the membership will be able to join in support of the goals and activities.

Once the LRP is presented to the Board, the LRP team recommends that the UUFC:

- Commit to a doable number of goals and activities,
- Commit to clear timetables for accomplishing goals and activities,
- Expect accountability and timeliness in working towards goals,
- Annually review the long range plan and modify it as needed, and
- Anticipate continued short, medium, and long range planning as the way that business is done at the UUFC.

#### **Starting Point for all Recommendations**

The LRP team determined that all recommendations would be made with a commitment to ensure that each is compatible with the UUFC Affirmation and mission statement, and with the principles of the UUA. Those items follow.

### **UUFC Affirmation: The Way We Are With Each Other**

*We* will make ours a positive, welcoming environment -- one that includes the diverse perspectives of our spiritual community and builds a sense of connectedness.

*We* will practice direct communication in all facets of UUFC life, using the power of our words to work toward solutions rather than additional problems.

*We* will refrain from spreading hearsay.

*We* will nurture each other's spiritual and personal growth by entering into conversations and interactions with compassion, deep listening, and respect for differences of opinion without judgment.

*We* will value and express appreciation for each contribution, whether it is time, money or effort.

*We* will acknowledge conflicts, address them openly and honestly, and resolve them as close to their source as possible, using mediation if necessary.

*We* will practice forgiving each other and ourselves.

**The Mission of the UUFC is to nurture and respect each other in our spiritual growth and pursuit of meaning, create a welcoming and engaging environment through which we work for positive change in our community and the world.**

**UUA Principles:** We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote

- The inherent worth and dignity of every person;
- Justice, equity and compassion in human relations;
- Acceptance of one another and encouragement to spiritual growth in our congregations;
- A free and responsible search for truth and meaning;
- The right of conscience and the use of the democratic process within our congregations and in society at large;
- The goal of world community with peace, liberty, and justice for all;
- Respect for the interdependent web of all existence of which we are a part.

## *Major Findings and Recommendations*

### **Optimism**

The team appreciated the candor, constructive thought, and guarded optimism prevalent during input sessions. There seemed to be a mature sense of willingness to work towards something larger than individual agendas.

### **Action**

A frequent comment made across the input sessions was the sense that the UUFC does well at receiving input, but little comes of the input. It was the perception of the team that this issue may represent the growth struggles of moving from a pastoral to a mid-size congregation. Inherent in that transition is a need to go from individual to organizational decisions and actions. There was also some conjecture that the “dysfunction of poor organizational leadership and action” probably serves some purpose for selected members. That is, there may be some members who struggle to turn over authority to the organization due to a lack of trust in organizations, as well as recognition that some may feel a sense of having less personal control as the organization takes on more authority.

It will be very important that the Board determine a means to ensure that those designated as responsible for selected tasks complete any required work in a timely manner.

### **Trust**

An over-riding recommendation of the team is that the UUFC strengthen its commitment to, and understanding of, organizational leadership. *There needs to be a clear line of authority, decision-making, and responsibility inherent in the structure and operations of the UUFC. Parallel to this recommendation is the understanding that leadership functions best with effective “followership”. We need clear lines of input, decision-making, and action, and both the leadership and all members need to work within those lines.*

### **Future**

A long-range plan is critical as any organization moves into its future. Without a LRP, the organization simply focuses on the issues of the day, while stumbling into a future. The better alternative is to find the balance between addressing the short-term issues, while implementing actions that will build the future that the UUFC wants. In this light, the team strongly recommends that any accepted recommendations include very clear tracking of progress, including identifying responsible parties, establishing timelines, and monitoring progress towards completion of the recommendations.

### **Linkage**

Throughout the input and discussion process, repeatedly it came up that one topical area would be linked directly and indirectly to other topical areas. In writing these recommendations, the linkages became very clear. A strong membership is made stronger with a full time minister, and the full time minister is in a better position to develop resources required to complete significant improvements on the buildings and grounds. Improved buildings and grounds are likely to result in increased membership, which, in turn, supports the full time minister.



### **Long Range Planning**

The team recommends that long-range planning become part of the way of doing business at the UUFC. Specifically, it is recommended that a new long-range plan be developed every five years. Annual reviews and adjustments to a LRP are part of any effective operation. But the LRP must be in place to focus the energies of the church.

### **Enabling the Mission**

Ultimately, the mission of the fellowship is not directly about buildings and grounds and staff and committees and procedures. The LRP recommends actions regarding resources and organizational structures that provide a place and a structure to support the mission of the UUFC.

### **Organizational Issues**

At this time of developing the LRP, it was suggested that an organizational chart might supplement existing information in a beneficial way, so that it might be clearer to members what the chains of responsibility and authority are within the UUFC. That chart is provided on page 3 of this report.

### **Implementation Plan**

#### **Time Frames**

The plan offers recommendations in three time frames:

*Short-range:* One to six months

*Medium range:* Six months to one year

*Long-range:* One to five years

#### **Financial Resources**

Many of the recommendations can be implemented with no financial outlay, while others involve significant financial resources.

#### **Timeliness of Actions**

To nurture the health of the UUFC, all of the recommendations require that those responsible address the issues in a timely manner.

#### **Authority to Proceed**

It is recommended that, near or at the time of the 2006 annual meeting, the plan be presented to the membership for adoption.

#### **Responsibility for Action**

It is recommended that the Board assign all goals and goal areas to the appropriate committee(s), and develop a plan to monitor implementation of the goals.

#### **Reporting to the Membership**

Successful implementation of the plan will require ongoing support from the membership. The Board should report regularly to the membership. Initially, it is recommended that the Board report quarterly to the membership. The time for these reports will be determined at a later date, though consideration should be given to brief report sessions following Sunday worship services.



## **Topic: Leadership, organization, and polity**

**Preamble** (explain the relevance and importance of this goal to the UUFC)

We affirm and promote:

The inherent worth and dignity of every person;

The ... use of the democratic process within our congregations.

This section is directed at improving the organizational structure, to the end that the democratically determined and expressed will of the congregation is implemented and actions that will benefit the Fellowship are translated into action efficiently and promptly. Organization is a means to an end. The end in this case is to support the members' search for meaning, understanding, and purpose in their lives.

### **Goal # L1 of 3**

**New operating procedures for the Board of Trustees.**

**Short range activities/action plan** (one to six months – can be adopted directly by Board):

1. The Board will choose from among its membership at the beginning of each organizational year a liaison for each committee (except Finance, where the Board is represented by the chair and the treasurer, and Nominating, which has a member chosen by the Board). This liaison should be interested in the work of the committee, but need not be an active member. The purpose of the liaison is to give the committee chair and members a convenient point of contact on the Board, while giving the Board a person who is current on the committee's activities and challenges.
2. The Board will adopt a policy that, except in emergency, it will make its decisions using an actual physical meeting of a quorum, and not by telephone, e-mail or other remote means.
3. The Board will adopt a policy that past, current, and future minutes are placed after approval in the office, capable of being searched by a text-matching system, and accessible to any current Board member or elected officer. The approved minutes shall be placed on the website and on a publicly visible location at the Fellowship. It is the responsibility of members of the congregation to consult one of these locations. *Note: this presumes that older minutes can be scanned in using an Optical Character Recognition system. Priority in implementation will be given first to future minutes and second to past minutes that already exist in a computer-readable form.* The board will arrange for off-site backup storage of its minutes in a secure location accessible to officers of the congregation.
4. At least quarterly, the administrator shall send by US Mail a letter to any member of the congregation with whom there has been no contact for the previous six months inquiring if that person wishes to remain a member. A list of persons who have responded that they wish to terminate their membership, or who have not responded, shall be provided to the Board, which shall remove from membership all such persons except where a reason for an exception is stated and entered into the Board minutes.

5. The Board will adopt a policy that requested items come before it only as part of an agenda, and preferably through a committee.
6. The Board will adopt a policy that a question pertaining to Fellowship affairs posed in writing (electronic or paper) by any voting member of the congregation to any elected officer or Board member will receive a response as a formal part of Board business not later than the second meeting after it is posed.
7. The Board will not take actions affecting a committee without prior consultation with the committee.
8. A current list of the Board members and elected officers shall be contained in each newsletter and order of service, posted on the bulletin board, and included in the website and directory.
9. An area of the bulletin board and website shall be set aside for official Board announcements and related information. They shall be kept current.
10. The president (or the officers in rotation) is encouraged to write an informational column for the newsletter.
11. Board members and elected officers shall wear distinctive nametags, identifying their position.

Resources needed:

Board action

Responsible for tracking progress:

Board of Trustees

**Medium range activities/action plan** (six to twelve months – items requiring Bylaw changes, not later than the 2007 congregational meeting but possibly at an earlier special congregational meeting):

1. The Board shall prepare an annual report to the congregation at the end of each organizational year, including at least the following:
  - a. Goals for the upcoming year, including methods of tracking progress;
  - b. Status of prior year's goals, including evidence of activity and progress; and
  - c. Comparison of the current state of the congregation with the goals and objectives of the long range planning process.
2. Any Board member or elected officer who misses three regular Board meetings within one organizational year shall be removed from office. Exceptions may be made by a two-thirds vote of the Board as part of the recorded business.
3. The Board shall identify to whom each staff member reports, either the minister or an elected officer. This action shall be renewed at the beginning of each organizational year.

Resources needed:  
Bylaw changes

Responsible for tracking progress:  
Board of Trustees

*Assurance: This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation.*

Additional comments, including any thoughts of how this goal is linked to other goals:  
The overall objective here is to create a Board process that is democratic and robust. A number of the actions are intended to encourage two-way communication between the congregation and the Board.

**Goal # L2of 3**  
**New operating procedures for Committees.**

**Short range activities/action plan** (one to six months – can be adopted directly by Board):

1. Committee chairs will be appointed by the President of the congregation (current Bylaw requirement), except for exceptions mandated by the bylaws. These appointments will be made as part of regular, recorded Board business.
2. Committee chairs shall be regular voting members of the Fellowship.
3. Committee chairs may not serve more than three years in any eight-year period.
4. Any two elected officers may at their initiative call for any committee chair to meet with the Board to discuss matters within the committee's purview.
5. Each year, at a time designated by the Board to facilitate the budget process, each committee will deliver a written report to the Congregation via the Board. This report will include:
  - a. A statement of the committee's mission, and how it relates to that of the Fellowship.
  - b. A general description of the committee's activities during the previous year.
  - c. A committee roster.
  - d. A description of the committee's expected activities for the coming year.
  - e. A budget proposal for the coming year, itemized in order to facilitate the preparation of the overall budget. Committees are encouraged to identify opportunities for the use of extra funds.

The Board will use these reports to develop a resource guide for the Fellowship, so that the appropriate committee for any concern or suggestion is readily apparent to members.

6. Each committee is expected to work within its budget to accomplish its objectives. Exceptional or changed circumstances should be raised to the Board. Expenditures on behalf of the committee will be made through the regular church disbursement process based on a request signed by the committee chair and submitted to the bookkeeper or treasurer. The treasurer or bookkeeper will transmit to the committee chair each quarter a report showing the expenditures during the quarter and the committee's current budget status. Except for exceptions mandated by the bylaws or approved by the Board, committees will not maintain separate bank accounts or funds in other form. Exceptions to this policy will be made annually by the Board as a formal part of its business.
7. In general, committees should come to the Board only with non-routine matters arising from unexpected circumstances or opportunities. A request by a committee for Board action should:
  - a. Be in writing (electronic or paper).
  - b. State a specific action that the committee desires the Board take, with an explanation of why it is appropriate and the resources required.
  - c. Be submitted in time for the Board meeting before the one at which action is requested.
8. Committee members, elected officers, board members, RE teachers, and all others who contribute volunteer effort to the Fellowship shall be recognized publicly, by name, at least once per year. If at all possible, this recognition will be made to an appropriate meeting rather than in a publication.
9. Committee chairs shall wear distinctive nametags, identifying them and their committee.
10. Committee chairs and memberships will be publicized at the Fellowship and on the website.

Resources needed:

Board action

Responsible for tracking progress:

Board of Trustees

**Medium range activities/action plan** (six to twelve months – items requiring Bylaw changes, not later than the 2007 congregational meeting but possibly at an earlier special congregational meeting):

1. The Board may create new committees at its discretion by motion and vote as part of its regular business. The function of a committee shall be stated as part of the motion that creates it. In general, these committees will be charged with accomplishing a specific purpose in a stated time frame.
2. Ongoing committees created by the Board require explicit re-authorization by the Board at the start of each organizational year.

3. The Bylaws and Adult Programming committees shall be removed from the bylaws. If it is judged later that one would be useful and there is enough interest to warrant it, the Board can create such a committee as above.
4. The Committee Council shall be removed from the by-laws.
5. The Bylaws shall be revised to clarify that the Finance Chair is a *non-voting ex-officio* Board member.
6. The Bylaws shall be revised to merge the Endowment committee with the Finance committee.
7. The Bylaws shall be revised to require an audit of the Endowment only on vote by the Board (*Comment: An audit, given the current size of the endowment, would cost more than it earns in interest each year*). However, the finance committee shall provide to the Board and Congregation an itemized written report on the endowment each quarter.
8. The Board will review committee functions and categories to assure consistency and completeness. (Note: this does not require a bylaw change, but seems more appropriate to the 6 – 12 month time frame).
9. A "Frequently Asked Questions" (FAQ) document will be developed by the Board, or under its supervision, and placed on the website and in other reference materials. (Note: this does not require a bylaw change, but seems more appropriate to the 6 – 12 month time frame). The FAQ would provide guidance regarding common questions, including which committee to approach for specific issues.

Resources needed:

By-law revision

Responsible for tracking progress:

Board of Trustees.

**Long range activities/action plan (two to five years):**

**Leadership Development**

The Nominating Committee shall be responsible for the identification, encouragement, and development of future leaders of the Fellowship. Specific actions include:

1. Contact with committee chairs and other current Fellowship leaders to identify promising future leaders.
2. Encouragement of incoming Board members and elected officers who have not attended Leadership School to do so.
3. Education about Unitarian Universalist organizational philosophy and practice to the congregation in general and leaders in particular.
4. Encouragement of current and prospective leaders to attend District Assembly and UUA General Assembly.
5. Conflict Resolution training for elected officers, Board members, committee chairs, and any other member of the congregation who wishes to receive such training.

Resources needed:  
Nominating committee time.

Responsible for tracking progress:  
Nominating committee

Additional comments, including any thoughts of how this goal is linked to other goals:  
The general intent here is to increase both the authority and the responsibility of each committee for its own affairs. Other measures are intended to increase the visibility of each committee to the congregation. The nominating committee is selected as the most appropriate to be responsible for leadership development.

Both committees and program groups can:

- Provide new and current members with deeper connections in the Fellowship
- Nurture future leaders.

### **Goal # L3 of 3**

#### **Defined operating procedures for Program Groups.**

Note: A "Program Group" is a recognized group that functions for the benefit of its members, and not for the benefit of the entire membership of the UUFC.

**Short range activities/action plan** (one to six months – can be adopted directly by Board):

Voluntary organizations which are largely made up of Church members and friends, and who support the purpose of the Church, may be recognized as Program Groups by the Board of Trustees. This recognition shall lapse if not renewed annually, Program Groups shall meet the following criteria:

1. Each Program Group shall direct its own programs and functions.
2. Each Program Group shall be responsible for its finances. The Program Group shall pay for direct expenses incurred on its behalf, and at its request, by the Church.
3. Each Program Group shall appoint a representative to UUFC to provide information and communication on the activities and programs of the group. This representative shall be a Fellowship member.

UUFC cannot sanction groups that would threaten its status as a tax-exempt organization.

If the membership of a group is limited to only members of certain groups, those restrictions must be explicitly stated justified and approved by the Board. They must be essential to the function of the group. (For example, restrictions by race or gender must be justified.)

Resources needed:  
Board action

Responsible for tracking progress:  
Board of Trustees

*Assurance: This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation.*

Additional comments, including any thoughts of how this goal is linked to other goals:

Both committees and program groups can:

- Provide new and current members with deeper connections in the Fellowship
- Nurture future leaders.



## **Topic: Growth**

### **Preamble (explain the relevance and importance of this goal to the UUFC)**

The Long Range Planning Committee is charged with providing guidance to the Board of Trustees by setting growth goals in terms of membership, money and activities for the next five years. We have considered our priorities in relation to finance, staffing and the building.

### **Analysis of strengths, weaknesses, opportunities, and threats (SWOT)**

#### *Strengths*

The UUFC occupies a unique and well-defined niche in the Columbia community. We are a liberal congregation with a solid core group of members that includes people of all ages and a good mix of veteran and new participants. We hold strong convictions and many of our members are socially active in the larger community. We have a long history of religious development to share and are backed by a strong national organization. We welcome newcomers and are generally open to new and diverse programs. We have a good reputation in the community, have many ties with the University of South Carolina and can access a wealth of programming resources.

#### *Weaknesses*

We tend to be apologetic about our beliefs and worried about our image in the community. In general, our members tend to be introverted and anti-evangelical, with the result that we are not vocal about our beliefs and do not seek publicity. Although we welcome like-minded newcomers, we have little impulse to increase the size of our congregation and do a poor job of integrating new members into the life of our Fellowship. We are minimally diverse with respect to race. We have been accused of having an anti-Christian bias and of being elitist. Although we are open to new worship experiences, we do not accommodate diverse worship styles well on an on-going basis.

#### *Opportunities*

With more attention to public relations, we could become more visible in the community and continue to play a role in interfaith activities. We can also work internally to help our members become more comfortable with and vocal about their faith. Columbia is growing, with many new people moving into the area from other parts of the country who are likely to find our Fellowship attractive. We could build on our ties to the USC community and reach out to young people who are likely to be seeking a non-traditional religious home. Many ideas for new programs were mentioned: more diverse worship programs, a theater group, more discussion groups, particularly some with adult education as a focus, a folk choir, more social action groups, possibly applying for faith-based grants.



**Threats**

We believe that the surrounding community is biased against non-Christians and that they do not understand our point of view. The media tends to ignore us. Newcomers may fear our unfamiliar beliefs. Some members believe that there is a bias in Columbia against integrated congregations. Internally, we tend toward isolationism and are complacent and lack the energy to grow. If we wish the congregation to grow in size, we must also deal with our limited facilities.

**Discussion**

There is little inclination within the congregation to grow just for the sake of growth, but there is much interest in improving and deepening the participation of our current members and in stabilizing the Fellowship with a fulltime minister and a part-time support staff. We believe that it is important to continue our commitment to a strong RE program for children and to begin expand programming for adults.

Although we have recommended that, financially, our primary emphasis should be on increasing current member's contributions, we believe that it is important to pay some attention to numbers and to lay the foundation for future growth. As one committee member put it, "We are stuck at a size that limits our options."

Our current sanctuary can accommodate an increase from 80-90 to approximately 120 attendees before we would have to consider a larger facility or more than one Sunday service; this increase would not substantially change the character of our Fellowship. According to Alice Mann in Raising the Roof, we would then approach a size which would require us to consider changes that would pave the way for a shift from a "pastor-centered" congregation (one of 50-150 Sunday attendees) to one which is "program-centered" (about 150-400 Sunday attendees). If we could successfully make this transition, we believe our options for outreach and programming would increase dramatically.

**Goal # G1 of 5 for Growth**

Continue to emphasize expanding and improving RE for children and youth.

**Discussion**

Good youth programs help us to attract new members and to retain existing ones with children.

**Short range activities/action plan (one to six months):**

Hire a part-time RE director.

Resources needed:

Time for interviews and hiring process.

Budget allocation for salary and benefits.

Responsible for tracking progress:

Board of Trustees

<p><b>Medium range activities/action plan (six to twelve months):</b> Emphasize improved programming for youth and young adults.</p> <p>Resources needed: RE Director's time.</p> <p>Responsible for tracking progress: RE Committee</p>
<p><b>Long range activities/action plan (two to five years):</b> Make DRE position full-time.</p> <p>Resources needed: Additional budget allocation.</p> <p>Responsible for tracking progress: Board of Trustees</p>
<p><i>Assurance: This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation.</i></p>
<p>Additional comments, including any thoughts of how this goal is linked to other goals:</p>

<p><b>Goal G2 of 4 for Growth</b> Offer more religious education programs for adults.</p>
<p><b>Discussion</b> Our existing members and friends are interested in improving the quality of their participation in our Fellowship. We also need a way to better integrate new members into the life of our congregation.</p>
<p><b>Short range activities (one to six months)</b> Worship committee work with the minister to develop basic training courses on Unitarian Universalism.</p>
<p><b>Medium range activities/action plan (six to twelve months):</b> Institute a basic training course for new members and other adults in Unitarian Universalism.</p> <p>Resources needed: Minister's time for advisement and expertise. Volunteers to develop and teach course.</p> <p>Responsible for tracking progress: Membership committee</p>

<p><b>Long range activities/action plan (two to five years):</b> Start a regular study course for adults.</p> <p>Resources needed: Budget allocation for materials. Life span DRE's time for coordination. Volunteer leaders.</p> <p>Responsible for tracking progress: DRE.</p>
<p><i>Assurance: This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation.</i></p>
<p>Additional comments, including any thoughts of how this goal is linked to other goals:</p>

<p><b>Goal G3 of 4 for growth</b> Expand our outreach and visibility in the community.</p>
<p><b>Discussion</b> We believe that increased visibility will facilitate our work for social justice in the community and will attract like-minded newcomers.</p>
<p><b>Short range activities/action plan (one to six months):</b> Activate the Publicity committee. Use the committee to organize more community awareness and participation.</p> <p>Resources needed: Fully functioning publicity committee</p> <p>Responsible for tracking progress: Board of Trustees.</p>
<p><b>Medium range activities/action plan (six to twelve months):</b> Share more by donating the unpledged collection to a local charity one Sunday each month.</p> <p>Resources needed: Board of Trustee's approval. PR volunteer's time to develop and administer plan for selecting charity and publicizing purpose of collection.</p> <p>Responsible for tracking progress: Board of Trustees. Membership committee to evaluate effect on attendance.</p>

**Long range activities/action plan (two to five years):**

Evaluate effect of unpledged collection donation; expand if feasible.

Update web page.

Publicize outreach activities

Begin outreach program to local institutions of higher education.

Investigate faith-based funding for a prison ministry

Begin a speakers bureau of members prepared to explain Unitarian Universalism.

Resources needed:

PR volunteer's time

Additional volunteers

Web master

Responsible for tracking progress:

Board of Trustees

*Assurance: This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation.*

Additional comments, including any thoughts of how this goal is linked to other goals:

**Goal G4 of 4 for growth**

Increase attendance.

**Discussion**

We need more people to carry out all these recommendations. While not interested in growth for growth's sake, it is widely believed that the Columbia and Midlands area includes many who would respond to the mission and activities of Unitarian Universalism.

**Short range activities/action plan (one to six months):**

Adopt a sign-in roster to be placed in each pew on Sunday to be used for collecting attendance data. Make sure the data collected is summarized and stored properly and that the results are easily accessible.

Resources needed:

Membership committee time.

Printing costs.

Responsible for tracking progress:

Membership committee.

**Medium range activities/action plan (six to twelve months):**

Increase attendance by 5% through the following activities:

Advertise our Sunday Services.

Personally contact newcomers to welcome them and answer questions.

Improve the appearance of the entry foyer.

Make sure newcomers sign up for the online Unigram.

Follow up on people who leave.

<p>Resources needed: Membership committee time. PR Volunteer time.</p> <p>Responsible for tracking progress: Membership committee.</p>
<p><b>Long range activities/action plan</b> (two to five years): Increase attendance by 5% each year by continuing the activities above. Institute a second Sunday morning service. Increase the size of sanctuary when planning for renovation of building.</p> <p>Resources needed: Membership committee time. PR Volunteer time. Additional building funds.</p> <p>Responsible for tracking progress: Membership committee. Board of Trustees.</p>
<p>Additional comments, including any thoughts of how this goal is linked to other goals:</p>

<p><b>Goal # G5 of 5</b> Enhance communications.</p>
<p><b>Short range activities/action plan</b> (one to six months – can be adopted directly by Board):</p> <p>It is recommended that the publicity committee be assigned to review and develop policies and activities regarding publicity and information distribution, including the management and operation of the website. With the importance placed on information as a tool for soliciting new members and providing current information for members, the Board may determine that an ad hoc committee be established specifically to address these issues.</p> <p>Among other website issues, the publicity committee should address:</p> <ul style="list-style-type: none"> <li>• Guidelines for the provision and approval of information for the website</li> <li>• Privacy guidelines for information placed on the website</li> <li>• Procedures and policies regarding financial transactions handled through the website</li> <li>• Guidelines regarding the timely submission of information for the website</li> <li>• Guidelines regarding ongoing review to ensure currency of information on the website</li> </ul> <p>The publicity committee may determine that, as part of a review of the website, members may be asked to visit the website, and identify elements that are satisfactory, and ideas for improvements.</p>

## **Topic: Minister, Staff, Religious Education (RE), and Volunteers**

### **Preamble**

The minister, staff, RE, and volunteers are instrumental in our efforts at UUFC to

- nurture and respect each other in our spiritual growth and pursuit of meaning, and to create a welcoming and engaging environment through which we work for positive change in our community and the world. (UUFC Mission Statement),
- make ours a positive, welcoming environment – one that includes the diverse perspective of our spiritual community and builds a sense of connectedness. (UUFC Affirmation), and
- affirm and promote our Unitarian Universalist Principles.

### **Analysis of strengths, weaknesses, opportunities, and threats (SWOT)**

The LRP utilizes the SWOT framework commonly employed in corporate planning to summarize our review of the Fellowship's internal and external performance, issues, and concerns in this topic area.

#### *Strengths*

One of UUFC's greatest strengths is its people, its human resources. We have a dedicated staff: 2 part-time ministers, a part-time office administrator, and a long-time custodian who possesses a wealth of knowledge about our building. An employee handbook has been developed and adopted. We have a small core of active volunteers. While all volunteers are critical to our community, the RE committee is noted as being particularly vital. They are well organized, provide a well-balanced curriculum, have a strong chair and reliable teachers, and train future RE committee leaders. An active search is currently underway to hire a part-time DRE.

#### *Weaknesses*

Our greatest weakness is management of our human resources. Compensation has been at a consistently low level. There is a lack of consensus on hiring part or full-time employees. Inadequate job descriptions, supervision, and evaluations have resulted in inconsistent job performances and unnecessary, demoralizing criticisms. Programs have not been established or grown in the absence of several paid positions – nursery staff, shared ministry facilitator (also known as a "volunteer facilitator"), director of music, and web master. The lack of clear job descriptions for the staff has not established their roles and has made it difficult for us to define the working relationships between staff, volunteers, and the congregation.

There is total agreement that our volunteers are poorly managed and coordinated. Since they are insufficiently thanked and rarely trained, we have not involved a large percentage of the congregation; we have continually over-used a small number of members. Committee participation is often viewed as work rather than personal ministry. Low volunteer participation has meant that some essential procedures, in particular RE background checks and risk management policies, have not been implemented. There is a critical need for suitable programming for youth, young adults, and adults.

### *Opportunities*

UUFC will be in a better position to fulfill its mission if it expands its paid staff. This expansion includes hiring a full-time minister, life span DRE, full-time office administrator, bookkeeper, shared ministry facilitator, and web master. Having a staff member in the building during business hours will enable the business of UUFC to be run more effectively and efficiently.

While hiring a competent staff is important, it is crucial to consider the relationship between the staff, volunteers, and congregation. Each participant, regardless of title, is responsible for and capable of ministry in our community. Our individual gifts and talents are invaluable but only if they are identified, developed, and used appropriately. Definition of and training for leadership roles and committee positions is necessary to maintain vitality and balance.

### *Threats*

A paramount concern is the loss of our current part-time ministers. The complacency regarding our finances has restricted our ability to afford experienced staff, give pay raises, and provide our staff with employment and financial security. We attract only a small pool of qualified applicants from which to hire. This same apathy reveals itself in the congregation's lack of willingness to truly accept and support the diversity of our community. As a result there is little agreement on the balance of spiritual, pastoral, and intellectual qualities we desire in our minister. We are fearful of hiring the wrong person.

We are dysfunctional in the management of our staff. There are inadequate descriptions of positions and responsibilities and no regular evaluations. We are not enforcing our risk-management policy.

Taking the position of "it's easier to just do it myself" has prevented us from involving a large number of potentially active members and developing future leaders. We have failed to be inclusive and have suffered from the lack of invigorating new energy and ideas. We have been self-limiting.

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### **Discussion**

Our minister's role ranges from being the most visible and public representative of our Fellowship to the confidante of our most personal concerns and revelations. Our staff is the key to the consistent management and running of our church business and facilities. Regardless of one's age, cradle to grave, Religious Education provides the opportunity to investigate and nourish our spiritual quests. Volunteers are the lifeblood of our community without whom our undertakings will not flourish. A strong minister, a highly functioning staff, a life-span RE program, and invested volunteers will enable UUFC to grow and prosper as a spiritual community and become a significant religious presence in the larger community.



**Goal S1 of 4**

Hire a full complement of staff.

**Short range activities/action plan (one to six months):**

Hire a part-time DRE.

Strengthen RE committee.

Create a Search Committee that will develop a ministerial profile with the desired criteria.

The ministerial characteristics would include organizational skills, the ability to strengthen membership, skills that nurture leadership, and the capacity to work well with people of all ages.

Define roles of all paid positions.

Resources needed:

Financial commitment

Recruitment of volunteers by RE Committee

Board and congregational action

Staffing/Personnel Committee

Responsible for tracking progress:

Board

RE committee

**Medium range activities/action plan (six to twelve months):**

Begin process to hire full-time minister, who might be an interim minister.

Hire nursery staff.

Strengthen web function and integrate it with church's organization.

Resources needed:

Search Committee

Financial commitment

Board and congregational action

Responsible for tracking progress:

Board

**Long range activities/action plan (one to five years):**

Hire a full-time minister.

Hire a full-time life span DRE.

Hire a full-time Office Administrator.

Hire a part-time bookkeeper.

Create a position of shared ministry facilitator (volunteer coordination function).

Resources needed:

Congregational support and financial commitment

Personnel Committee

Responsible for tracking progress:

Board



Additional comments, including any thoughts of how this goal is linked to other goals: Development of a comprehensive cradle to grave RE program is essential to nurture our entire congregation and attract new members and their families. We are faced with the common UU problem of failing to maintain a dynamic program for senior high and provide sufficient youth ministry for our young people after they bridge and graduate. A very high percentage of youth leave our denomination permanently at this point in their lives. Our young adult groups develop if a personal initiative is taken. Adult programming has been sporadic, though well-attended when offered. The employment of a life span DRE must be a high priority for UUFC.

**Goal S2 of 4**

Define job descriptions and evaluation guidelines for staff.

**Short range activities/action plan (one to six months):**

Assign Board to review 2004 draft personnel handbook job descriptions and evaluation procedures for the existing positions of minister, custodian, office administrator, and DRE, as well as new positions of bookkeeper and nursery staff.

Resources needed:

Board action

Responsible for tracking progress:

Board

**Medium range activities/action plan (six to twelve months):**

Board will approve a manual of job descriptions and evaluation procedures.  
Implement the procedures set out in the manual.

Resources needed:

Board action, which might include designating an ad hoc Personnel Committee.

Responsible for tracking progress:

Board

**Long range activities/action plan (one to five years):**

Update job descriptions and manual as needed.

Resources needed:

Board to allocate time,

Responsible for tracking progress:

Board

Additional comments, including any thoughts of how this goal is linked to other goals: Completion of this goal will begin to clarify the roles of and relationships between staff, volunteers, and congregation. The overlaps and gaps in positions will be revealed and can then be corrected.

<p><b>Goal S3 of 4</b> Provide staff compensation and benefits that are consistent with UUA standards for UUFC's size and location.</p>
<p><b>Short range activities/action plan</b> (one to six months): The Board will study appropriate salaries and benefits according to UUA standards, and decide on priorities for enactment. Salary increases will need to be accomplished in stages. Resources needed: Board action  Responsible for tracking progress: Board</p>
<p><b>Medium range activities/action plan</b> (six to twelve months): Act on decisions regarding priorities for staff compensation and benefits, moving incrementally toward the long-range goal. If possible, new hires should be paid at the UUA standard.  Resources needed: Board action Congregational support and financial commitment  Responsible for tracking progress: Board</p>
<p><b>Long range activities/action plan</b> (two to five years): All staff members will be receiving fair compensation and benefits.  Resources needed: Board action Congregational support and financial commitment  Responsible for tracking progress: Board</p>
<p>Additional comments, including any thoughts of how this goal is linked to other goals: This goal is dependent on growth, improved finances, and membership support. Decisions will have to be made that will involve some well-calculated risks in order to provide our staff with just levels of compensation and benefits. Accomplishment of this goal will demonstrate that we truly "affirm and promote the inherent worth and dignity of every person."</p>
<p><b>Goal S4 of 4</b> Develop gifts and personal ministry of members with the result being a shared ministry at our Fellowship.</p>

**Short range activities/action plan (one to six months):**

Expand Membership Committee's role to include study of personal and shared ministry of members. The committee may decide to create a sub-committee on personal ministry.

Resources needed:

Board action

Membership Committee action on Personal Ministry

(Suggested reference: Raising the Roof by Alice Mann)

Responsible for tracking progress:

Board

**Medium range activities/action plan (six to twelve months):**

Educate congregation about personal ministry and finding their gifts, and the resulting shared ministry, in volunteer roles at UUFC.

Resources needed:

Board action

Membership committee work on Personal Ministry

Responsible for tracking progress:

Board

Additional comments, including any thoughts of how this goal is linked to other goals: This definition of gifts and personal ministry is very broad. Part of our role as a congregation is to help members "discover and develop their gifts, to discern their purpose and mission in life, or to learn how to apply those gifts to their daily lives every day of the week." (Raising the Roof by Alice Mann) Gift identification focuses primarily on ministry in everyday life and secondarily on ministry within our congregation. Rather than simply finding someone to do a particular job on a particular committee, the intention is to link our members' gifts with specific ministries, both inside **and** outside our Fellowship's walls.

Our gifts are more than our most visible talents and skills. They include our interests, motivations, styles, values, hopes and vulnerabilities - in other words the very essence of our beings. If we involve our volunteers using this model, people will be committed and passionate about a very particular ministry, instead of just doing a job on a committee. Some of this work is already being done but we will experience significant improvement in both the quality and quantity of participation at our Fellowship if a concerted effort is made to find and nurture each member's gifts. This process is fluid, ever changing, and never ending but essential to our spiritual community.

## **Topic: Building and Grounds**

### **Preamble (explain the relevance and importance of this goal to the UUFC)**

Our Fellowship Hall and its surrounding grounds provide the primary location where we meet together and worship together. It is important that they provide a supportive environment for these activities. The Long Range Planning Committee has conducted a SWOT analysis and considered other relevant information in its formulation of the recommendations described in detail below.

1. Adopt Green Sanctuary principles. (BG2)
2. Improve the cosmetic appearance of the buildings and grounds. (BG4)
3. Remain in the current location with appropriate renovations to the buildings and grounds to meet congregational goals. (BG1, BG3, BG5, BG6)

### **Analysis of strengths, weaknesses, opportunities, and threats (SWOT)**

The LRP utilizes the SWOT framework commonly employed in corporate planning to summarize our review of the Fellowship's internal and external performance, issues, and concerns in this topic area. In this discussion we generally focus on the main building.

#### *Strengths*

The UUFC building is in reasonable condition from a structural perspective, and its mortgage was paid off some years ago. It is located in Shandon, convenient for many members, and is on a well-traveled street visible to passersby. It provides diverse meeting spaces. It is free of asbestos. We have the original architectural drawings, which would facilitate renovations if desired. Critical maintenance has generally been performed in a timely manner. It has reasonable grounds, including a large playground and some large trees; appropriate barriers provide separation from neighbors.

#### *Weaknesses*

Many of the weaknesses of the main building result from its age; it was constructed in 1950. It has archaic heating and cooling; currently the heating system is not adequate to heat the entire building, resulting in chilly rooms and use of space heaters. The electrical system is also old and needs to be upgraded to meet current codes. The windows are leaky. The sanctuary and the social hall are not sound-isolated. The sound system is old. Although the main building is in acceptable structural shape, this is not the case for the RE wing. There have been roots in the foundation, problems with mold, and termite damage (now repaired).

Many complaints were received about the interior and exterior appearance of the building, including but probably not limited to the sanctuary seating, the lighting, the kitchen, the wooden chairs, the bathrooms, the RE furniture, the outdoor lighting, and the grounds in general. Terms used included incoherent, ugly, uncomfortable, dated, lacking, shabby, not clean, bad shape, poor shape, rough shape, and very poor. Accessibility is marginal, with

concerns raised specifically about the parking, the chancel, and the bathrooms. Storage is viewed as inadequate. Bathrooms are small and lack hot water and privacy. Maintenance is marginal. Parking is inadequate and does not meet current city codes. There is poison ivy growing by the side of the building.

### *Opportunities*

Many of the weaknesses, especially those dealing with the appearance of the buildings and grounds could be easily corrected. Work in this area could provide opportunities for community building and re-examination of processes related to buildings and grounds. A more attractive building might also generate additional rental income.

Major renovation would allow for congregational growth. There appear to be sufficient funds to fund a design study if needed, and the building has sufficient mortgage value to pay for renovations. These would also allow the congregation to demonstrate the use of green design principles. There is available space to provide additional parking and attractive outdoor spaces. Some of the renovations might be cost-effective.

### *Threats*

The threats identified include potential injuries and possible lawsuits resulting from inadequate maintenance. In addition, concerns were raised about potential insurance problems, again resulting from inadequate maintenance. The possibility of selling or mortgaging all or part of the property to cover operational expenses was also regarded as a threat. The rundown appearance of the property could potentially lead to loss of members. Termites could prove expensive.

Many of the threats identified result from internal processes. Concerns were raised about fragmented responsibility resulting from the current committee structure, the lack of a clear consensus about appropriate actions, and the lack of a comprehensive plan. There is an excessive amount of clutter resulting from a packrat mentality and an inability to deal with unwanted donations. There is a potential to burn out volunteers working on the buildings and grounds.

### **Discussion**

The original charge to the Long Range Planning committee was the following:

What do we need? What do we want, and how would we finance it (current budget, mortgage, capital drive, sell part of property)? Use all data (e.g., from above and on current membership and financing) to recommend any changes, e.g., major renovations or new building, etc.

We recommend that the Fellowship adopt the Green Sanctuary program, which encourages the use of sustainable technology and practices, in making decisions about changes to the building and grounds. The Unitarian Universalist Ministry for Earth, an Independent Affiliated Organization of the Unitarian Universalist Association, manages

the formal program for the UUA. It was formerly known as the Seventh Principle Project. This is an area being given increasing emphasis by UUA and General Assembly. Our size of our current building is more than adequate for our current membership and attendance levels. This conclusion was reached by considering recommendations on building size relative to membership and attendance, which use 80% utilization of the space as the point at which increased capacity should be provided. Based upon limited data provided by the worship committee, attendance at Sunday services has recently been approximately 80-90.

Although the current building is of sufficient size at the present time, we recommend that a process be set in place immediately that will provide the information needed to make major decisions concerning the buildings and grounds during the 2006-2007 year. It is clear that at least some repairs and renovations, especially to the HVAC system, are needed soon. We need professional guidance on possible specific renovations and their costs. This should be handled by distributing a request for proposals to selected architectural and/or general contracting firms.

Many concerns were expressed about the condition of the building, from both an aesthetic and a structural perspective. The building appears to have sufficient structural integrity, at least for the short term, and these concerns can be addressed within the context of a broader architectural study. However, the interior and exterior of the building could be made significantly more attractive in the short term without major expense. We thus recommend that essentially cosmetic and relatively inexpensive enhancements, such as new paint and more plants, be made to the building and grounds at this time. This effort will be a continuation and perhaps formalization of previous efforts in this area.

**Goal BG1 of 6**

Remain in the current location. Anticipate comprehensive renovations to the buildings and grounds.

**Goal BG2 of 6:**

Adopt Green Sanctuary principles.

**Short range activities/action plan (one to six months):**

Commit to Green Sanctuary principles.

Establish an ad hoc Green Sanctuary committee.

**Resources needed:**

Time and effort for initial organization.

Approximately \$200 for affiliation with program and manuals.

**Responsible for tracking progress:**

Board of Trustees



<p><b>Medium range activities/action plan</b> (six to twelve months):</p> <p>Review recommendations for renovation for adherence to Green Sanctuary principles.</p> <p>Resources needed: Time and effort for review.</p> <p>Responsible for tracking progress: Board of Trustees</p>
<p><b>Long range activities/action plan</b> (one to five years):</p> <p>Review participation in Green Sanctuary program and recommend to Board whether or not to continue formal participation.</p> <p>Resources needed: Time and effort for review.</p> <p>Responsible for tracking progress: Board of Trustees</p>
<p><i>This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation. It supports the following in particular:</i></p> <p><i>UUFC Principles: Respect for the interdependent web of all existence of which we are a part.</i></p> <p><i>UUFC Mission: "work for positive change in our community and the world"</i></p> <p><i>UUFC Affirmation: We will make ours a positive, welcoming environment – one that includes the diverse perspectives of our spiritual community and builds a sense of connectedness'</i></p>
<p>Additional comments, including any thoughts of how this goal is linked to other goals:</p> <p>The Green Sanctuary recommendations for sustainable architecture should be balanced against the costs of possible renovations or construction.</p>
<p><b>Goal # <u>BG3</u> of <u>6</u>:</b></p> <p>Carry out appropriate renovations to the buildings and grounds to meet congregational goals.</p>
<p><b>Short range activities/action plan</b> (one to six months):</p> <p>Send RFPs (Requests for Proposals) to selected architectural and/or general contracting firms.</p> <p>A list of items to be included in the RFP is attached in Appendix D.</p>

<p>Resources needed: Time and effort for preparation and review.</p> <p>Responsible for tracking progress: Board of Trustees</p>
<p><b>Medium range activities/action plan</b> (six to twelve months): Select firm for renovations and develop a staged plan for implementation. Start renovations.</p> <p>Resources needed: Time and effort for review and management. Renovation costs to be determined during the first phase.</p> <p>Responsible for tracking progress: Board of Trustees</p>
<p><b>Long range activities/action plan</b> (one to five years): Continue implement of renovations as identified in previous stage.</p> <p>Resources needed: Time and effort for review and management. Renovation costs to be determined during the first phase.</p> <p>Responsible for tracking progress: Board of Trustees</p>
<p><i>This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation. It supports the following in particular:</i></p> <p><i>UUFC Principles: Acceptance of one another and encouragement to spiritual growth in our congregations.</i></p> <p><i>UUFC Mission: "create a welcoming and engaging environment's"</i></p> <p><i>UUFC Affirmation: We will make ours a positive, welcoming environment – one that includes the diverse perspectives of our spiritual community and builds a sense of connectedness'</i></p>
<p>Additional comments, including any thoughts of how this goal is linked to other goals:</p> <p>Activities undertaken under this goal should be consistent to the extent possible with Goal BG2 (Green Sanctuary).</p> <p>Achievement of this goal requires improved tracking of membership, attendance at services, and participation in activities.</p>