

UUCS – New Strategic Plan Outline - Final 9/20/17

Strategic Plan Objectives and Action Items

Create Community

I. Membership

A. Nurture Membership

1. Establish a Membership Council to research and review best practices for member support, programming, and communication. Make recommendations and implement as appropriate.
2. Hire a Membership/Programing Coordinator to develop, support, and facilitate membership and programming activities and events that inclusively promote community and fellowship (ref. CC V.A.2., FM I.B., & FM IV.B.)
3. Explore the feasibility of providing transportation to and from Sunday services for those who cannot otherwise attend

B. Welcome Visitors

1. Make our presence visible in the community
2. Research and review the best practices for welcoming to enhance the Sunday experience. Make recommendations and implement as appropriate.

C. Support New Members

1. Research and review best practices for new member integration. Make recommendations and implement as appropriate.
2. Provide opportunities for new members to socialize and network

D. Explore Facility Expansion

1. Explore best practices around church expansion and develop a rationale for expansion
2. Hold congregational conversations around the possibility of expanding our facility to accommodate a professional-sized congregation (500+ members)
3. Prepare an outline and assessment for an expansion project
4. Develop a recommendation on facility expansion based on the findings of #3

Team	Resources Required	Reports & Other Information	Complete
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Program Council, Diane			
Personnel Team, Todd			
Erin R, Diane			

Diane, Program Council			

Program council, Diane, RE			

Todd, Team Appointed by Board			

Strategic Plan Objectives and Action Items

Create Community

II. Financial Sustainability

A. Develop Additional Sources of Revenue to Reduce Pledge Dependency to 75%

1. Establish fundraising events that include the greater community
2. Identify opportunities for rental of our facilities, including possible facility improvements
3. Apply for grants and loans available through the UUA, PNWD, and other sources (e.g. Chalice Lighter Program, etc.)

B. Encourage Generosity

1. Establish the Generosity Council to coordinate efforts for raising revenue
2. Promote awareness on how the church's mission is sustained by gifts of time and money

3. Ensure that new members are aware of their financial commitment to the church
4. Establish a policy and procedure for following up on pledge commitments
5. Develop policy and procedures for scheduling large and small fundraisers, and the pledge campaign (including Chalice Lighters)

C. Promote the Endowment Fund

1. Promote greater awareness of, and education about, the Endowment Fund through quarterly reports to the board, quarterly information sessions for the congregation, and periodic direct contacts with church members

D. Consider Multi-Year Budgeting

1. Investigate adopting a multi-year budgeting process

E. Maintain "Fair Share" Status with the UUA and PNWD by Paying our Full Dues

1. The Board shall consider instituting policy asserting that: for each budget cycle, Fair Share contributions to the UUA and PNWD must be considered as a possible priority of the Board
2. The Board shall consider instituting policy asserting that: the Board shall pursue financial support available through the UUA and PNWD

Team	Resources Required	Reports & Other Information	Complete
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Generosity Council, Board			
Generosity Council, Heather			
Generosity Council, Board			

Generosity Council			
Generosity Council, ad hoc Membership, Path to Membership			
Generosity Council, Finance Team			
Finance Team			

Endowment Team			
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Finance Team, Board, Operations Team			
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Board			
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Strategic Plan Objectives and Action Items

Create Community

III. Facilities

A. Fund Deferred Maintenance

1. Regularly review and update the Deferred Maintenance Plan (includes items such as HVAC, roofing, flooring, etc.)
2. Adequately fund the Deferred Maintenance Plan

B. Building and Grounds Management

1. Develop an improved approach to managing ongoing facility maintenance and repair
2. Adequately fund ongoing facility maintenance and repair

C. Provide Aesthetic Improvements

1. Install more visible and attractive signage
2. Install landscaping along Ft. George Wright to improve attractiveness and safety, and to honor our prior commitment to the city of Spokane
3. Install a second video screen in the sanctuary and mount both screens on ledges

D. Provide Comfort Improvements

1. Provide heat in the women's and the family restrooms
2. Provide cooling in the Thoreau Room
3. Add grab bars in restrooms as needed

E. Memorial Garden Management

1. Create a team to manage and maintain the garden
2. Create a new master plan for the garden featuring native plantings
3. Include consideration of the Memorial Garden in facility expansion options

Team	Resources Required	Reports & Other Information	Complete
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Operations Team			

Operations Team, B&G			

Aesthetics, Operations			
Aesthetics, Congregation			

Heather, Operations			

Operations, B&G, Heather			
Operations Team			
Board			

Strategic Plan Objectives and Action Items

Create Community

IV. Safety and Security

A. Enhance Building Access and Security

1. Periodically perform a professional security evaluation of the church property
2. Devise improved security procedures
3. Install a security system with cameras, intercoms, and locks
4. Install outside lighting
5. Investigate the use of safety/security sextons for Sunday services

B. Improve Child Safety

1. Maintain a child protection and safety policy for the Children and Family Ministry
2. Install windows in the doors of the RE wing to provide visibility into rooms

C. Emergency Preparedness

1. Periodically conduct an assessment of potential hazards
2. Prepare emergency plans
3. Conduct regular fire drills
4. Provide emergency training for leadership

D. Enhance Accessibility and Safety

1. Improve doors, handles
2. Improve entryway in bad weather

V. Personnel

A. Staff Appropriately

1. Hire a full-time, accredited, experienced Director of Children and Family Ministry (ref. FM II.A.)
2. Hire a Membership/Programming Coordinator (ref. CC I.A.2., FM I.B., & FM IV.B.)
3. Secure administrative support commensurate with our size congregation
4. Hire an Associate Minister or Ministerial Intern (ref. FM VI., WJ I.C.)
5. Plan for the Minister's sabbatical

Team	Resources Required	Reports & Other Information	Complete
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Risk Management, Operations Team			

CFM, Risk Management, Operations			

Risk Management			

Risk Management, Operations			
Operations Team + Staff			

Board, Minister, Operations Team, Generosity Team, Personnel Team			

Strategic Plan Objectives and Action Items

Find Meaning

I. Adult Enrichment and Community Fellowship

A. Establish an Adult Enrichment/Programming Council

1. Research and review best practices for adult enrichment programming
2. Make recommendations and implement as appropriate

B. Add Personnel to Expand Adult Enrichment

1. Hire a Membership/Programing Coordinator to develop, support, and facilitate membership and programming activities (ref. CC I.A.2., CC V.A.2., & FM IV.B.)

C. Provide a Wide Varsity of Program Offerings

1. Programs to appeal to a variety of people
2. Educational/spiritual programs
3. Small group opportunities, including both Small Group Ministries and affinity groups
4. Social, fun activities and events

II. Children and Family Ministry

A. Hire a Director of Children and Family Ministry

1. Hire a full-time, accredited, experienced Director of Children and Family Ministry (ref. CC V.A.1.)

B. Foster Community

1. Create events to foster community for families and children, both on Sundays and outside of Sunday services

C. Maintain Important Curricula, Including:

1. Our Whole Lives
2. Neighboring Faiths
3. Coming of Age

D. Improve Religious Education Practices

1. Research and stay abreast of best religious education practices in the UUA

E. Develop a Written Plan for the Children and Family Ministry

1. Establish a written plan for the Children and Family Ministry that speaks broadly to address the needs of children, families, and caregivers in their whole lives, both within and outside more traditional religious education

Team	Resources Required	Reports & Other Information	Complete
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Program Council, Diane			

Program Council, Diane			
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Program Council, Diane			

Personnel, Generosity			
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DCFM			
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RE Council, OWL Task Force, DCFM, YAC, Youth Advisors			

DCFM			
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DCFM, RELT			
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Strategic Plan Objectives and Action Items

Find Meaning

III. Music

A. Create a Music Team

1. Research best practices for establishing and operating a church Music Team
2. Create job descriptions for the Music Team
3. Empower the Music Team to advise and support the Music Director in enhancing our musical experience

B. Provide Music in Response to Congregational Preferences

1. Research and follow through on the best methods to obtain feedback from the congregation
2. Increase the use of professional musicians as the budget allows, consistent with congregational feedback

C. Enhance the Musical Life of out Children & Family Ministry Program

1. Increase integration of the Children and Family Ministry into the congregation as a whole

IV. Young Adult Ministry

A. Secure Funding for a Young Adult Ministry

B. Expand Activities for Young Adults

1. Explore events and activities of interest to young adults
2. Hire a Membership Coordinator to create events and activities for Young Adults (ref. CC I.A.2., CC V.A.2., & FM I.B.)

V. Intergenerational Events and Activities

A. Increase the Number of Inclusive Events and Activities that Promote Community and Fellowship

1. All-church events and activities (e.g. picnics, after-church lunches, etc.)
2. Affinity events and activities (e.g. hiking, birding, dancing, etc.)

VI. Become a Teaching Congregation to Help Prepare Future UU Ministers (ref. CC V.A.4., WJ I.C.)

A. Verify the UUCS as a Teaching Congregation for the education and development of future ministers

B. Form an Intern Committee to work with an intern in conjunction with the Minister

Team	Resources Required	Reports & Other Information	Complete
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Deb, Operations Team			

Music Team			

Deb, DCFM			
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Generosity Team, Operations, Grant Writer			
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Programming Council, Diane			

DCF, Program Council, Diane			

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Strategic Plan Objectives and Action Items

Work for Justice

I. Outreach Ministry - Develop an Outreach Ministry to Support and Grow Unitarian-Universalism within our Region

A. Expand the Use of Streaming Technology

1. Expand the use of our streaming technology to interact with and extend worship opportunities for small Unitarian Universalist groups in the region and at large

B. Establish an Outreach Team

1. Establish an Outreach Team for supporting small UU groups in the region and potentially start UU Fellowships in places like Sandpoint, ID, and Newport, WA

C. Explore Hiring an Associate Minister

1. Explore the possibility of hiring or calling an Associate Minister or Ministerial Intern (ref. CC V.A.4., FM VI.)

D. Establish an Organization Devoted to the Practical Application of Critical Thinking

1. Establish an organization to promote a more peaceful society and advance human potential through the practice, promotion, and discipline of logic and emotional intelligence

Team	Resources Required	Reports & Other Information	Complete
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Minister, Outreach Team			
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Minister, Outreach Team			
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Minister, Outreach Team			
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Minister, Outreach Team			
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Strategic Plan Objectives and Action Items

Work for Justice

II. Advocate for Social Justice

A. Defend Our Democracy

1. Provide support for initiatives and actions to ensure the democratic process is maintained in our community, state, and region

B. Environmental Protection and Activism

1. Promote the replacement of fossil fuels with environmentally-friendly energy sources such as solar and wind power (e.g. Safer Spokane)
2. Support efforts to mitigate climate change

C. Stand with Marginalized Groups

1. Support the Sanctuary Church Movement through financial and practical support
2. Initiate a new team dedicated to the support of marginalized people and groups such as Black Lives Matter/Syrian Refugees/Native Americans/LGBTQA community/etc.

D. Work to Reform Criminal Justice

1. Advocate and work for the abolishment of the Death Penalty
2. Work to eliminate racial disparity in the criminal justice system
3. Advocate for a law enforcement jail crisis diversion center in Spokane
4. Help assure that procedural justice and community engagement are institutionalized in the criminal justice system

E. Respond to Social Justice Issues as They Arise

1. Identify specific actions that are effective and practical for the UUCS to pursue in response to emerging social justice issues in our wider community

III. Support Community Social Justice Organizations

A. UUCS Spokane Alliance Team

1. Provide a quarterly report to the congregation on current efforts of the Spokane Alliance and extend invitations to participate in action
2. Periodically hold 'Listening Sessions' to discover what our members think about Spokane Alliance campaigns and about church topics
3. Participate in the identification and training of leadership for the church

B. Explore the possibility of UUCS participation in a symposium on Smart Justice

C. Explore the possibility of obtaining grants to help support a second organizer for the "All in for Washington" campaign

Team	Resources Required	Reports & Other Information	Complete
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Social Justice Coord Council, Congregation, Erin R, Todd			
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Social Justice Coord Council, Congregation, Erin R, Todd			
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Social Justice Coord Council, Congregation, Erin, Todd			
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Social Justice Coord Council, Congregation, Erin R, Todd			
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Social Justice Coord Council, Congregation, Erin R, Todd			
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Social Justice Coord Council, CORE Team			
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Social Justice Coord Council			
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Social Justice Coord Council			
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