

# Unitarian Universalist Church of Rockville

## Strategic Plan 2012-2016

November 28, 2011

### INTRODUCTION

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The Unitarian Universalist Church of Rockville was founded in 1956 as a small family congregation with a strong focus on children's religious education. It grew quickly in its first decade and, although its membership has fluctuated over the years, today it remains a mid-size church with a wide array of programming. To help sustain and shape its development, UUCR has had several long-range plans in the past, most recently a growth plan approved by the Board in 2007. Many of the goals set out in that plan have been achieved and UUCR redefined its vision and mission in 2010. Hence, the Board of Trustees initiated the creation of a new strategic plan in 2010.

Planning for the 2012-2016 strategy was carried out under the guidance of a Strategic Planning Leadership Team. The process, facilitated by a consultant hired for the purpose, was organized around three focus area teams with team leaders and facilitators and sought to engage as much of the congregation as possible in providing inputs. Once the inputs were assembled, additional consultations were done with the Board and staff of UUCR to focus the strategy. The aim of the process was to develop a set of goals and objectives that were specific, measurable, attainable, relevant, and timely. This process, detailed in an appendix to this strategy, produced the goals and objectives described in this document.

The 2007 growth plan set out a long-range plan that is continued in the strategy for calendar years 2012-2016, which aims to help UUCR become a center for liberal spiritual life and social justice in central Montgomery County and to achieve its long-term goal of becoming a larger congregation. The strategy is intended to guide the work of the Board, the Program Council, and UUCR committees and staff over the five-year period 2012-2016. The Board will have primary oversight responsibility for achievement of the goals and objectives and will approve a specific action plan each year to implement the strategy. A new strategic planning process is expected to begin before the end of the period so that a new plan will be in place at the end of year five of this plan.

### WHERE WE ARE NOW

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UUCR has much to be proud of as it embarks on this new strategy. At the end of fiscal 2010, the congregation completed a successful sabbatical period and celebrated six years of ministry with Reverend Lynn Strauss. We have creative and inspiring worship services and a dynamic music program. This explains why a large percentage of our members attend Sunday services.

We have been in our spacious and attractive sanctuary for five years and enhanced it recently with new features and plantings. We also have made continuous improvements to our older buildings, and in the fall of 2011, we will reroof Buildings 1, 2, 3, and 4.

We are financially stable and have a growing endowment fund. Over the past few years the Finance Committee and skilled volunteers have significantly improved church records record keeping, including both paper and electronic files. Accounting procedures have been improved with the hiring of a part-time bookkeeper.

We have a strong Lifespan Religious Education program, including a popular youth program, two levels (7th-9th and 10th-12th) of the highly respected Our Whole Lives curriculum, a Coming of Age class, engaging classes for our children to explore the big questions, and adult education classes that encourage spiritual growth. We are fortunate to have a paid Youth Coordinator position and have recently been able to increase the hours for that position.

We have an effective pastoral care program led by our professional ministry and supplemented with a strong lay pastoral group. Our adult programs also include a stable small group ministry program and other spiritual and affinity groups that build a sense of community and commitment to UUCR.

We also know how to have fun. Our community-focused fundraisers are joyous occasions and our social events draw our multigenerational congregation into closer fellowship. In addition, we sponsor a wide variety of social groups including clubs for readers, writers, walkers, quilters, and bridge players. We have social activities such as Dinners for Eight, the Lunch Bunch, and SpectrUUm.

Under the leadership of Reverend Strauss, UUCR has revived and expanded UUCR's role as a teaching congregation. We have completed three internships and ordained three new ministers. A new internship will begin in the fall of 2011.

We have a strong positive reputation as a liberal religious voice in central Montgomery County. We have just completed five successful years of outreach to LGBTQ youth with the Rainbow Youth Alliance, a project initiated at UUCR. This is in addition to our continued dedication to other important social justice projects, including support for Manna, the Mansfield Kaseman Clinic, Chase Men's Shelter, Women's Community Based Shelter, Beacon House, Habitat for Humanity Summer Work Camp, Partner Church scholarships, and the Unitarian Universalist Service Committee. We also participate in the Community Ministries of Rockville and in Action in Montgomery.

Of course, none of this would be possible without our core of diverse and dedicated lay volunteers, strong Board of Trustees, and capable, committed, and trustworthy staff. It would also not be possible without our strong rental income and successful canvasses.

## WHO WE ARE

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As of July 1, 2011, UUCR had 360 members and 143 religious education enrollments. Based on statistics reported in the UUCR Annual Reports, membership has increased 15 percent since 2006 and religious education enrollments have increased 8 percent.

UUCR is governed by a Board of Trustees elected by the congregation. The programs of the church are coordinated through the Program Council. The committees carrying out those programs are organized in eight clusters: Worship and Music, Life Span Religious Education, Social Justice, Membership and Communications, Financial, Buildings and Grounds, Spiritual and Caring, and Fellowship.

The staff of UUCR is headed by the Minister and includes a Director of Religious Education, and a Director of Music, Pianist, Youth Coordinator, Church Administrator, Religious Education Assistant, and part-time Bookkeeper and Buildings and Grounds Manager.

## WHAT WE HAVE ACCOMPLISHED SINCE THE LAST STRATEGY

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The UUCR Growth Plan approved by the Board on November 26, 2007, identified a large number of actions and initiatives to prepare for and stimulate the growth of UUCR. While this strategy is not the place for a full assessment of the achievements of the plan, several points are worth noting.

The 2007 plan anticipated “a growth rate of 10 to 15 percent per year in membership, attendance, and participation.” This was not achieved and UUCR has grown more slowly than expected. However, many of the actions and initiatives in the strategy were completed, positioning UUCR well for a new stage in its continuing quest to provide a spiritual home to those seeking a challenging, liberal religion.

Among the items that were achieved are the following:

- A strong internship program has been established.
- A part time Buildings and Grounds Manager has been hired.
- An endowment has been set up and has been growing steadily.
- A Pastoral Care Team has been developed.
- Publicity campaigns have expanded and improved, though largely through individual initiative and without consistent Publicity Committee support.
- The Board has compiled UUCR’s policies and procedures and begun a process to revise those that are outdated.
- The Membership Committee has been strengthened and the Greeter program improved.

Some of the actions and initiatives in the 2008 Growth Plan that were not completed appear again in the current plan. These include actions related to UUCR’s Web presence, which has been supplemented, but the website itself has yet to be upgraded to the level desired and outreach and publicity need further improvement. Volunteer recruitment and management remains a chronic problem and leadership

training and development is more haphazard than systematic. The hiring of an Associate Minister remains an unfulfilled dream, but one the new plan retains.

## OUR VISION AND MISSION

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The development of a new vision and mission for UUCR started with a vision summit on June 6, 2010. The information gathered from this congregational meeting was used, together with the outcomes of a wide-ranging assessment by the Committee on Ministry, to develop the vision and mission, which were approved by the Board of Trustees in October 2010.

### **Vision**

UUCR is a strong, vibrant, and loving religious community actively engaged in nurturing spiritual freedom and working for social justice.

### **Mission**

The mission of UUCR is to engage one another in a free and inclusive religious community that encourages lives of integrity, service, and joy. We aim to:

- Nurture, sustain and challenge people to grow spiritually and find meaning in their lives through worship, religious education, social, and creative opportunities;
- Grow together as a multi-generational, diverse, and inclusive community;
- Lead social justice, community service, and outreach activities to positively transform our community

## WHERE WE WANT TO GO

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UUCR has made considerable progress toward its goals to support growth over the past five years, but more can still be done in several areas to improve our attractiveness. Experience has shown that four things draw people to Unitarian Universalist congregations: inspiring worship services (sermons and music); a vital religious education program for children and youth; an effective pastoral care program and affinity groups where people can find friends; and a bold, relevant, outward-facing social justice program. UUCR has considerable strength in all four of these areas, so our work in the next five years will build on the strengths we already have and ensuring that the wider community knows what we offer.

This section of the strategy sets out the goals and objectives identified by the strategy development process.

## GOAL ONE

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This goal and its objectives continue the important work of building UUCR's membership, with a particular focus on making our services, events and activities more open, accessible and attractive to visitors, guests and new members.

### **GOAL 1: Grow and diversify our membership.**

**Objective 1.1** Identify and reduce our cultural and physical barriers to welcoming new members and friends.

**Objective 1.2** Grow our membership by better understanding and serving the spiritual and social justice needs of the congregation and central Montgomery County.

## GOAL TWO

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This goal aims to improve communications within UUCR and to serve well those who are already members, intentionally developing our current and future leaders. The objectives particularly seek to enhance multigenerational interactions.

### **GOAL 2: Strengthen and enhance congregational practices that support and connect all members and friends.**

**Objective 2.1** Complete the revitalization of the UUCR website to function as a Visitor Center and real-time information kiosk for congregational news and information.

**Objective 2.2** Create and implement a leadership development program that encourages and prepares members to assume leadership positions.

**Objective 2.3** Assess existing programs and find ways to ensure that they reach multiple generations and increase the level of enjoyment in the lives of members, friends, and visitors.

## GOAL THREE

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This goal aims to improve UUCR's governance structures and develop our staffing to ensure efficiency of operation. The staffing objective has both short-term and long-term components that are discussed further in the section on the ways we can achieve our goals.

### **Goal 3: Improve UUCR governance and staffing.**

**Objective 3.1** Create more effective structures for governance and ministry.

**Objective 3.2** Staff effectively for growth and support of a 550 member congregation (UUA threshold for large congregation).

## GOAL FOUR

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This goal zeroes in on furthering the development of one of UUCR's greatest strengths, its social justice programs. Achievement of this goal will help increase our visibility, enhance our attractiveness, and secure for UUCR a leadership role in social justice.

### **GOAL 4: Cultivate UUCR's spiritual practice of engaging both the congregation and the wider community as a leader and partner in social change.**

**Objective 4.1** Energize congregational participation and enthusiasm for social justice issues and facilitate the use of UUCR as a center for social justice in Montgomery County.

**Objective 4.2** Create a sustainable process involving the entire congregation in selecting a multi-year congregation-wide, intergenerational, outward-oriented, social justice project.

## HOW WE AIM TO GET THERE

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This section identifies some specific actions that UUCR can take to achieve its goals and objectives; it should be considered a starting point and a guide for more specific plans to be made by the Board, Program Council (eventually the Lay Ministry Council), and others. While many of these actions will be the responsibility of individual committees and groups within the congregation, everything we do together in the next five years will contribute to achieving our goals.

It is important to note from the outset that some of the suggested actions have budget implications that will need to be anticipated. For example, although the action of hiring a membership coordinator appears in the first year, if this will not fit within the budget, it may need to be postponed for a year or two.

While this section of the strategy sets out suggested actions we can take year by year, some actions are independent of time. For example, welcoming and membership growth are something we can all contribute to every day. And if we begin to grow rapidly, we may need to add an associate minister sooner than year five, as long as the budget is available to do so.

The strategy process also identified some general approaches to meeting our objectives, such as studying and visiting other congregations and congregational leadership that have been successful in achieving goals similar to ours, particularly regarding growth and social justice action. In some cases, such as the audit of barriers, we may be able to achieve an action through an exchange of services with another local congregation of similar size.

## ACTIONS WE CAN TAKE

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The actions identified below are distilled from a variety of sources and are arranged chronologically to help those responsible to set priorities. In most cases these actions

are connected with the activities of particular committees or groups within the church and can serve as a work program outline for the next few years. Many of these actions, and more, were identified by goal development teams. Additional information on these goals can be found in the documentation produced by those groups.

Year One (2012)		
Goal 1	Get assistance from someone outside of UUCR to help us understand our barriers by conducting an audit of current church culture, practices, and physical spaces. (Objective 1.1)	CPC
	Establish a volunteer membership team to prepare for the hiring of a membership coordinator and to oversee visitor relations and membership growth. (Objective 1.2)	Membership committee
	Acquire one or more headset microphones for the sound system to allow greater freedom of movement by Minister and other speakers. (Objective 1.1)	Worship Committee
	Test the viability and sustainability of a regular Saturday vespers service. (Objective 1.1)	Ministerial intern, Worship Committee
	Hire a publicity/membership/volunteer coordinator who can help to attract prospective members and involve them and newer members in our congregational life by, among other things, publicizing our signature social justice program, coordinating our outreach to Montgomery College, and matching people with our volunteer opportunities. (Objectives 1.1, 3.2)	Board and staff
Goal 2	Complete revision of the UUCR website to realize our vision of a home page that is an online visitor's center and make the site easier to update and use. Develop policies for using and communicating through the website. (Objective 2.1)	Web team, Board
	Investigate leadership development programs available through the UUA, Joseph Priestley District (JPD), and other districts, and provide information to the Program (Lay Ministry) Council. (Objective 2.2)	Nominating Committee

<b>Goal 3</b>	Restructure Program Council into a Lay Ministry Council (Objective 3.1)	Board, Lay Ministry (Program) Council, and Minister
	Provide the Board with recommendations/proposal on an appropriate committee/team structure to support the Board in the functions of nominating, governance, and leadership development. Governance would include parliamentary guidance, congregational meeting facilitation, and board member training. (Objective 3.1)	Nominating Committee
	Fill all current staff vacancies: Publication and Communications Office Assistant (part time) and Building Manager (part time professional). (Objective 3.2)	Board and staff
<b>Goal 4</b>	Develop a Green Sanctuary certification plan with twelve projects to submit to Board. (Objective 4.1)	Social Justice Committee
	Select a multi-year church-wide social justice program through a Social Justice Empowerment Workshop. (Objective 4.2)	Social Justice Committee

<b>Year Two (2013)</b>		
<b>Goal 1</b>	Identify creative new ways to publicize sermon titles and music. (Objective 1.1)	Web team, publicity team
	Improve accessibility of UUCR activities and welcoming and nurturing practices based on barriers audit. (Objective 1.1)	Various
	Identify and regularly take advantage of ways to make UUCR a public church by enhancing its visibility in the community, specifically by creating links with the interfaith community and other groups. (Objective 1.1)	Various
	Acquire a new pulpit that will accommodate the varying needs of its many users. (Objective 1.1)	Worship Committee
	Get assistance to assess needs of central Montgomery County that might be filled by UUCR.	CPC

	(Objective 1.2, Goal 4)	
	Establish wireless access throughout the UUCR buildings (Objective 1.1)	Web team and staff
Goal 2	Establish appropriate division of labor between volunteer Webmaster/mistress with responsibility for site maintenance and staff member with content management responsibility. (Objective 2.1)	Web team and staff
	Plan and prepare for new leadership development training for Lay Ministry Council and other leadership roles. (Objective 2.2) (first six months)	Lay Ministry Council and Board
	Create or revitalize social activities that bring generations together and build a stronger family orientation in our programming. (Objective 2.3)	Various
Goal 3	Implement Leadership Development Program for Lay Ministry Council. (Objective 3.1) (second six months)	Lay Ministry Council
Goal 4	Implement social justice program started by the Social Justice Workshop (Objective 4.2)	
	Create a process for Social Justice Committee approval of new social justice efforts and for review and possible closing of ongoing efforts. This should include a mechanism for soliciting and evaluating proposals for subsequent church-wide social justice programs. (Objective 4.2)	Social Justice Committee
	Use internet-based social media to better connect UUCR with the larger community, including prospective members and friends, and engage on important social justice issues. (Objective 4.1)	Staff and Web team

<b>Year Three (2014)</b>		
<b>Goal 1</b>	Design and implement a thorough welcoming process for visitors from their first contact through integration into the congregation. (Objective 1.1)	Membership Coordinator
	Identify training program for lay worship leadership with particular focus on story-telling and liturgical drama (Objective 1.1)	Worship Committee
<b>Goal 2</b>	Develop and offer current members an “on the membership path” leadership development program that prepares them to step into leadership positions in the congregation and facilitates the process by which leadership positions are announced and recruited. (Objective 2.2)	Membership Coordinator, Membership Committee, Lay Ministry (Program) Council
<b>Goal 4</b>	Complete Green Sanctuary (GS) certification by the UUA. (Objective 4.1)	Social Justice Committee

<b>Year Four (2015)</b>		
<b>Goal 1</b>	Staff and support a second Sunday worship service. (Objective 1.1)	Board, Lay Ministry Council, Worship Committee
	Provide lay worship training in story-telling and liturgical drama. (Objective 1.1)	Worship Committee
	Identify ways to create more hours for music programming. (Objective 1.1)	Various committees and staff
	Contract for a professional assessment of the acoustics in the sanctuary and identify possible physical improvements. (Objective 1.1)	Worship Committee with Sound Team
<b>Planning</b>	Assess progress on the strategy and begin preparation for development of the next five-year strategy.	Board and CPC

Year Five (2016)		
<b>Goal 1</b>	Assess the potential for projection equipment in the sanctuary for use during worship and special events. (Objective 1.1)	Worship Committee
<b>Goal 3</b>	When the congregation reaches 425-450 members, add a part-time associate minister. (Objective 3.2)	Board and staff
<b>Planning</b>	Complete process for developing the next five-year strategy.	Board and CPC

## MEASURING THE RESULTS OF OUR ACTIONS

How will we know if the actions we take are helping us to achieve our goals? Some aspects of congregational life are readily measured, such as the rate of growth in membership, religious education enrollments, participation in leadership training, and number of social justice activities undertaken and completed. It is much more difficult to measure how those numbers affect our reputation, our governance, our satisfaction with congregational life.

This strategy has not set any specific targets to be achieved for each goal, although some were suggested as part of the process. In many cases, the objectives and actions to be taken imply ways to quantify our achievements (though not the impact of those achievements). It is recommended that the annual implementation plans identify specific measures of success for particular activities.

## RISKS TO ACHIEVING OUR GOALS

### **Finances**

UUCR is on a path to securing long-term financial stability, has increasing annual pledges, and has a healthy balance sheet. The resources required to carry out the strategy for 2012-2016 in most cases do not require significant new outlays and can be anticipated and planned within the regular budget.

**High-cost items:** Staff positions (Publicity and Communications Assistant, Building Manager, Volunteer and Membership Coordinator, Associate Minister).

**Moderate-cost items:** Pulpit, website update, training for leadership development and lay worship volunteers, and consultants for barriers audit, social justice workshop, county needs assessment, and acoustic assessment.

**Low-cost items:** Social justice programming, publicity, headset microphones, wireless access.

### **Volunteers and staffing**

UUCR staff members are often overextended just with the day-to-day demands of the congregation and its physical plant. While the addition of an Intern Minister has helped spread the ministerial burdens, it does not have the same benefit as the continuous attention of a staff minister. As we grow we will ensure that the scope and scale of the demands on staff do not increase beyond their capacity to meet the needs of the congregation.

The congregation is not yet large enough (or endowed well enough) to justify the addition of a part time associate minister. This strategy targets a level of growth greater than in the past. However, if we continue to grow only as we have for the past five years, it will take nearly 20 years to reach 450 members, the point at which we might justify adding a part time associate, and 30 years to reach 550, the threshold for a large congregation. In the meantime, the burdens on staff will continue to grow.

Our volunteers are as overcommitted as our staff. Many of the ideas that came out of the strategic planning process call for more commitment from volunteers. Increasing membership can help increase the pool of volunteers, but it will not fully solve this problem, as those who volunteer the most tend to be longer-term members. More time and energy must be placed on volunteer development to achieve the goals of this plan.

While the strategy sets out clear directions for programs that will be the major focus of the church during the next five years, it does not identify existing programs that could be cut back or eliminated to free up volunteer resources. The reconfigured Lay Ministry Council should make this a priority; volunteer burn-out is a real and significant threat to the needs of a growing congregation. The recent effort to redesign the fall fund-raising bazaar used an approach that might be applied to other programs.

### **Culture**

Several of the goals in this strategy require shifts in the culture of the congregation. For example, while we have experienced net growth over the past five years, we still lose many visitors and potential members. A key feature of the strategy is the proposal to audit our culture, practices, and facilities to identify barriers. We may find, for example, that the loss of potential members is due to a lack of openness in our social structures that makes it difficult for new people to find a place. If that is the case, changing such behavior would be critical to achieving our goals. However, changing the culture of any institution is difficult, and can only be done over a relatively long period.

## APPENDIXES

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### TIMELINE OF EVENTS IN THE PLANNING PROCESS

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#### **2007–2009**

CPC-developed UUCR Growth Plan is in effect; many of its initiatives were completed, but the target for growth is not reached.

#### **2009–2010**

Committee on Ministry conducts a church-wide assessment of lay ministry. The COM concludes that the lay ministry is healthy and vibrant with a palpable sense of shared community and vitality. Assessment findings also point to:

- a need for better internal and external communication systems and processes;
- the need to thoughtfully establish and commit to goals in keeping with our core values;
- congregational discussions to decide on priorities and then developing plans to implement those priorities.

#### **June 6, 2010**

Reverend Strauss convenes a Vision Summit with participation of nearly 100 members and friends. With that input, the Board and minister ascertain that UUCR is a strong congregation with great energy, capable leadership, and an almost bewildering array of programs and offerings.

#### **August 2010**

The Board establishes a goal to lead the congregation in development of a five-year strategic plan to achieve our Mission and grow the congregation. A strategic planning leadership team (SPLT) is established consisting of the President, Vice-President, and Immediate Past President of the Board; the Minister; the Chair of the Committee on Ministry; and the Chair of the Comprehensive Planning Committee.

#### **September 2010**

The SPLT identifies three broad focus areas for the plan and the Board approves those focus areas. Roles are defined for the SPLT, Goal Development Teams, and a Writing Task Force.

#### **October 2010**

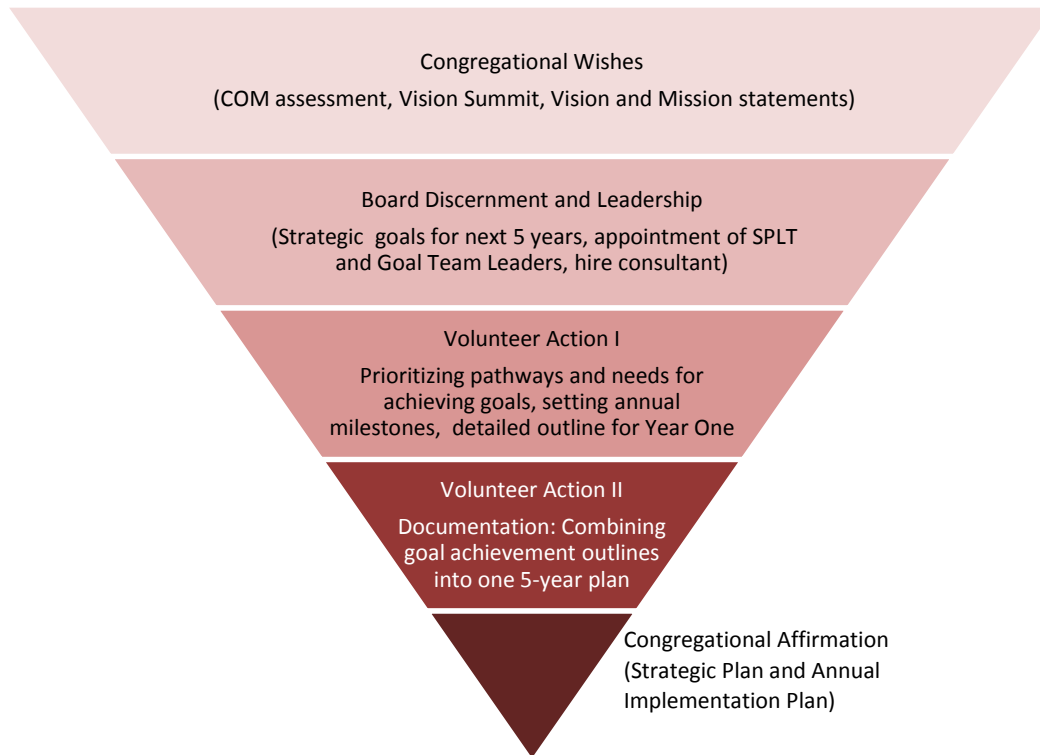
The Board approves the new Vision and Mission statements.

#### **November 2010**

The Board shares the approved Vision and Mission statements with the congregation at a Town Hall meeting and the strategic planning process is introduced.

#### **January 2011**

Susan Still, of UUC Annapolis, is contracted for six months to facilitate the strategic planning process and a process flow is envisioned.



### **January 23, 2011**

Congregation affirms new Vision and Mission statements and the three broad focus areas of the Strategic Plan are discussed at a congregational meeting. A Call to Action is extended as an open invitation for all church members and friends to join the strategic planning initiative.

### **February 2011**

Leaders and facilitators are recruited for the three focus area teams.

### **March 12, 2011**

At retreat of members and friends facilitated by Susan Still, participants arrive at consensus on five goals and engage in a creative process of imagining how these goals could become reality: how UUCR will change and who we will be.

### **March 27, 2011**

At all-church Strategic Planning Event, we affirm the five-year goals and begin to identify pathways for achieving them (describing new programs, objectives, etc.) Participants also consider how to decide which of many possible activities/programs will be a priority.

### **April – May 2011**

The Focus Area Development teams work intensively to fine-tune goal statements, objectives, and tactics or activities for achieving objectives.

### **May 22, 2011**

An outline of the strategic plan goals and objectives is distributed at the Annual Meeting for discussion and feedback. Feedback is also received from UUCR staff members.

**June–July 2011**

A detailed matrix of goals, objectives and tactics/activities with a projected timeframe is studied by the Board and staff. Goals and objectives are prioritized and approved by the Board.

**July–August 2011**

The writing task force works with the Board to produce the UUCR 2012-2016 Strategic Plan document with clear goals and objectives and priority tactics/activities.

**August 2011**

UUCR staff members provide input on the plan document.

**September 2011**

Program Council and the Expanded SPLT (SPLT plus the team leaders and facilitators) reviewed the Plan and provide any additional input.

**September 25, 2011**

The 2012-2016 Strategic Plan was discussed at a Town Hall meeting.

**October – December 2011**

The 2012 Annual Implementation Plan (AIP) was prepared by the SPLT, Program Council, Committees and Minister.

**November 28, 2011**

The five-year Strategic Plan was approved by the Board of Trustees.

**January 2, 2012**

The Board approved the 2012 AIP.

**NEXT STEPS****January 29, 2012**

The congregation will be asked to affirm the five-year Strategic Plan at the Mid-year Congregational Meeting.

**January–December 2012**

The Board will monitor progress on the Strategic Plan and the AIP. The 2013 AIP will be created by October 31, 2012.

## TIMELINE OF ACTIONS

Year One (2012)			Year Two (2013)			Year Three (2014)			Year Four (2015)			Year Five (2016)		
Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs
<b>GOAL 1</b>														
Outside assistance to help us understand our barriers by conducting an audit of current church culture, practices, and physical spaces. (Ob. 1.1)	CPC	Exchange services with other congregations, moderate costs; volunteer and staff time	Improve accessibility of UUCR activities and practices based on barriers audit. (Ob. 1.1)	Various	Low to moderate cost; volunteer time	Welcoming process for visitors from their first contact through integration into the congregation (Ob. 1.1)	Membership Coordinator	Volunteer time	Staff and support a second Sunday worship service. (Ob. 1.1)	Board, Lay Ministry Council, Worship Com	Moderate to high cost; volunteer and staff time	Assess project ion equipment for sanctuary. (Ob. 1.1)	Worship Com	Low cost; volunteer time
Volunteer membership team to prepare for a membership coordinator and to oversee visitor relations and growth. (Ob. 1.2)	Membership Com	Volunteer time	Identify creative new ways to publicize sermon titles and music. (Ob. 1.1)	Web team, publicity team	Volunteer time	Training program for lay worship leadership focused on story-telling and liturgical drama (Ob. 1.1)	Worship Com	Volunteer time	Provide lay worship training in story-telling and liturgical drama. (Ob. 1.1)	Worship Com	Moderate cost; volunteer time			
Headset microphones for the sound system for Minister and other speakers. (Ob. 1.1)	Worship Com	Volunteer time	New pulpit. (Ob. 1.1)	Worship Com	Moderate cost; volunteer time				Identify ways to create more hours for music programming. (Ob. 1.1)	Various committees and staff	Volunteer and staff time			
Test viability of a regular Saturday vespers service (Ob. 1.1)	Ministerial intern, Worship Committee	Staff time, volunteer time	Make UUCR a public church by enhancing its visibility in the community, creating links with interfaith community and other groups. (Ob. 1.1)	Various	Low cost; volunteer time				Professional assessment of acoustics in sanctuary and identify physical improvements. (Ob. 1.1)	Worship Com with Sound Team	Moderate cost			

Year One (2012)			Year Two (2013)			Year Three (2014)			Year Four (2015)			Year Five (2016)		
Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs
Hire a membership coordinator (Ob. 1.1)	Board and staff	High cost; volunteer and staff time	Assess needs of central Montgomery County that might be filled by UUCR. (Ob. 1.2, Goal 4)	CPC	Moderate cost; volunteer time									
			Establish wireless access throughout UUCR	Web team and staff	Low cost; volunteer and staff time									

## GOAL 2

Revise UUCR website to be an online visitor's center and make site easier to update and use. Develop policies for use. (Ob. 2.1)	Web team, Board	Low cost; volunteer time	Division of labor between volunteer Webmstrs (site maintenance) and staff member (content management). (Ob. 2.1)	Web team and staff	Volunteer time	"On the membership path" leadership development program. (Ob. 2.2)	Membership Coordinator, Membership Com	Low cost; volunteer time						
Investigate leadership development programs available through the UUA, JPD, and other districts, and provide information to the Program (Lay Ministry) Council. (Ob. 2.2)	Nom Com	Volunteer time	Plan and prepare for new leadership development training for Lay Ministry Council and other leadership roles.	Lay Ministry Council and Board	Moderate cost; volunteer and staff time									
Look beyond Sunday mornings for multigenerational involvement, e.g., Vespers services.) (Ob. 2.3)	CW Com with other coms or teams	Volunteer time	Social activities that bring generations together and build a stronger family orientation. (Ob. 2.3)	Various	Volunteer time									

Year One (2012)			Year Two (2013)			Year Three (2014)			Year Four (2015)			Year Five (2016)		
Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs

**GOAL 3**

Restructure Program Council into a Lay Ministry Council (Ob. 3.1)	Board, Lay Ministry (Program) Council, and Minister	Volunteer time	Implement Leadership Development program for Lay Ministry Council. (Ob. 3.1)	Lay Ministry Council	Low, Volunteer and staff time							At 425-450 members, add part-time associate minister. (Ob. 3.2)	Board and staff	High cost; volunteer and staff time
Provide the Board with recommendations for an appropriate structure to support the Board in nominating, governance, and leadership development. (Ob. 3.1)	Nom Com	Volunteer time	Implement new governance support structure as approved by the Board. (Obj. 3.1)	Board and new committee/team	Low, Volunteer time									
Fill all current staff vacancies: Pubs and Communications Office Assistant and Building Manager. (Ob. 3.2)	Board and staff	High cost; volunteer and staff time												

**GOAL 4**

Develop a Green Sanctuary certification plan with twelve projects to submit to Board.	Social Justice Com	Volunteer time	Create process for SJ Com approval of new social justice efforts, and review of ongoing. Include mechanism for proposals for church-wide social justice programs. (Ob. 4.2)	Social Justice Com	Volunteer time	Evaluate/Launch new church-wide social justice program. (Ob. 4.2)	Social Justice Com	Volunteer time						
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Year One (2012)			Year Two (2013)			Year Three (2014)			Year Four (2015)			Year Five (2016)		
Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs	Activity	Charge	Costs
Select a church-wide social justice program through a Social Justice Empowerment Workshop. (Ob. 4.2)	Social Justice Committee	Moderate cost, Volunteer time	Use internet-based social media to connect with larger community on important social justice issues. (Ob. 4.1)	Staff and Web team	Low cost; volunteer and staff time	Complete Green Sanctuary (GS) certification by the UUA. (Ob. 4.1)	Social Justice Com	Volunteer time						
<b>PLANNING</b>														
									Assess progress on the strategy and begin preparation for development of the next five-year strategy.	Board and CPC	Volunteer time	Complete process for developing the next five-year strategy.	Board and CPC	Volunteer time