

Unitarian Universalist Church of Kent
Strategic Plan 2009 – 2014
Adopted by the Board of Trustees on 5/7/09

I. Vision Statement

Our vitality and passion call us to restore and expand our space to equal the energy of our dreams. As we do, we are better equipped to carry on our historic legacy and embrace our potential for connection, service, programming and outreach.

II. Mission Statement

Through spirited worship and open-minded religious exploration, our mission is to inspire people to live caring lives of meaning and purpose. We seek to encourage curiosity, strive to create peace and justice, and care for the living Earth with reverence and gratitude.

III. Plan for Ministries

A. Plan for the restoration and expansion of our physical facilities

1. Appoint and convene the Physical Facilities Expansion Steering Committee which will:
 - a. Determine target dates for completion of the recommendations in the Capital Campaign Task Force report
 - b. Coordinate communication with the congregation
 - c. Plan for the implementation of the recommendations of the Capital Campaign Task Force
 - d. Coordinate capital fund raising for restoration and expansion **2009-2014 and possibly beyond (PFESC)**
2. Plan for our congregation's need for parking
 - a. Communicate with the Board of Education regarding our shared use of their parking lot behind the church
 - b. Request a commitment to regular upkeep and maintenance of the lot, with our financial assistance if requested **2009-2010 (Master Plan Committee)**

B. Plan for the expansion of our paid staffing

1. Increase the compensated hours designated for religious education
 - a. Increase the Director of Religious Education position to a three quarter time position **Begin July 1, 2009 (based on outcome of budget/ Board/Personnel Committee)**
 - b. Further increase the position to full time and change the title to Director of Lifespan Religious Education

Begin July 1, 2010 (based on outcome of budget/Board/Personnel Committee)

2. Fund and hire a 20-30 hour per month bookkeeper
By 2011 (Board/Personnel Committee)

3. Fund and hire a ministerial intern
By 2013 (Board/Personnel Committee)

C. Strengthen our district and associational connections

1. Raise our Ohio Meadville District and Annual Program Fund dues payments to fair share levels over the course of this five year period
Increase payment 20 percent per year for 5 years 2010-2014 (Board/Finance Committee)

2. Promote congregational participation in district and association events and conferences
2009-2014 (Board/Leadership Development Team)

D. Review and consider revising our plan for governance

1. Move to toward adopting policy governance
a. Create a Task Force to educate and implement policy governance
2009-2010 (Board)

b. Provide opportunities for the congregation to learn about policy governance
2009-2014 (Board)

c. Ask the congregation to consider endorsing a decision to adopt policy governance
2009-2014 (Board)

2. Review and revise the congregation's bylaws in light of policy governance
2009-2014 (Board)

3. Review and revise the congregation's organizational structure in light of policy governance
2009-2014 (Board)

4. Create a procedure manual to detail our operations that are not policy
2009-2014 (Board)

E. Strengthen and develop our programmatic ministries

1. Strengthen and develop our social justice ministries
a. Adopt a congregation wide social justice project annually
b. Work toward investing in a long term social justice commitment such as micro-lending
2009-2010 (Minister, Social Justice Committee)

2. Strengthen and develop our educational ministries
 - a. Organize regular social justice projects for the children in our religious education program
 - b. Organize at least one intergenerational social activity per quarter
 - c. Start a Coming of Age program

(a,b,c 2009-2010) Director of Religious Education

 - d. Establish a rotation schedule for adult religious education
 - e. Offer at least two multi-session adult religious education courses per quarter

(d,e 2009-2011) Minister/Director of Religious Education
3. Strengthen and develop our membership and hospitality ministries
 - a. Implement a monthly orientation to our congregation for seekers
 - b. Advertise the path to membership
 - c. Offer our New Unitarian Universalist courses at least once per quarter
 - d. Encourage the wearing of Name tags

2009-2010 (Membership Committee)
4. Strengthen the Ministry of Caring
 - a. Develop a comprehensive Elder Care outreach ministry
 - b. Broaden Pastoral outreach

2009-2011 (Minister, Ministry of Caring)
5. Either participate in the UUA Green Sanctuary project or develop our own such project.

2009-2014 (Board/ Building Grounds/Congregation)

Addendum – Budget and Funding

A. Plan for the restoration and expansion of our physical facilities

The capital campaign task force has outlined a target for our capital campaign in their report.

2009-2014 (PFESC)

The costs of any improvements to or maintenance sharing for the parking lot are undetermined

2009-2010 (Master Plan Committee)

B. Plan for the expansion of our paid staffing (to be determined by the outcome of the budget Board/Personnel Committee)

1. Our Director of Religious Education is currently being compensated at \$16.93 per hour. Compensation at this rate for a three quarter time position would be \$26,410.80. A full time position at this rate would be \$35,214.40.

2. We have heard numbers of \$12-\$16 per hour for such a position

3. Ministerial interns most commonly work 10 month appointments (August to June). The current rate for an intern for a congregation of our size is \$1300 a month (\$13,000/year). We have the option to provide health insurance.

Ministerial interns work full-time (40 hours per week).

Congregations establishing an internship for the first time can apply for a grant from the UUA to cover half an intern's salary in the first year and 1/4 of the salary in the second year. **(All to be determined by the outcome of the budget) (Board/Personnel Committee/Finance Committee)**

C. Strengthen our district and associational connections

1. Our current full fair share for the district would be \$4242. and for the association would be \$11,774.

(2009-2014 (Board/Finance Committee)

D. Review and revise our plan for governance

2009.2014 (Board)

2009.2015

E. Strengthen and develop our programmatic ministries

2009-2011 (Minister/Religious Education Director)

F. Encourage the Endowment committee to actively develop and educate the Congregation regarding endowment giving.

2009-2010 (Endowment Committee)

G. Encourage development of fundraising activities in addition to the service auction. (may serve to involve new members and serve as a social as well as fundraising activity)

2009-2014 (Board/Congregation)