

**Unitarian Universalist Congregation in Milford
(UUCM)**



**Five Year Long Range Plan (LRP)
2009-2014**

May 31, 2009

*Unitarian Universalist Congregation in Milford
20 Elm Street
Milford, N.H. 03055*

Table of Contents

ACKNOWLEDGEMENTS	VII
OUR MISSION STATEMENT	IX
1. INTRODUCTION.....	1-1
1.1. SCOPE OF DOCUMENT	1-1
1.2. ORGANIZATION	1-1
2. EXECUTIVE SUMMARY.....	2-1
2.1. THE BEGINNING	2-1
2.2. SEARCHING FOR THE FUTURE.....	2-1
2.3. WORSHIP AND MUSIC.....	2-1
2.3.1. <i>Worship</i>	2-1
2.3.2. <i>Music</i>	2-2
2.4. LIFESPAN RELIGIOUS EDUCATION.....	2-2
2.4.1. <i>Children and Youth Programs</i>	2-2
2.4.2. <i>Adult Religious Education</i>	2-3
2.5. THE COMMUNITY WITHIN	2-3
2.5.1. <i>Finances</i>	2-3
2.5.2. <i>Membership and Connections</i>	2-3
2.5.3. <i>Socials and Connections</i>	2-4
2.5.4. <i>Pastoral Care</i>	2-4
2.5.5. <i>Small Group Ministry</i>	2-4
2.6. COMMUNITY OUTREACH.....	2-4
2.6.1. <i>Community Dinners</i>	2-5
2.6.2. <i>Other Projects</i>	2-5
2.7. COMMUNICATIONS	2-6
2.7.1. <i>Public Relations</i>	2-6
2.7.2. <i>Internal Communications</i>	2-6
2.8. DENOMINATION CONNECTIONS.....	2-7
2.9. GROWTH AND FACILITIES.....	2-7
2.9.1. <i>Growth</i>	2-7
2.9.2. <i>Facilities</i>	2-8
2.9.2.1. <i>Current Obligations and Maintenance Projects</i>	2-8
2.9.2.2. <i>Sanctuary Space</i>	2-9
2.9.2.3. <i>Classroom Space</i>	2-10
2.9.2.4. <i>Other Space</i>	2-11
2.9.2.5. <i>Buying Adjoining Property</i>	2-11
2.9.3. <i>Growth and Facilities Action Plans</i>	2-12
2.10. CAPITAL CAMPAIGN LIST.....	2-12
2.11. THE MINISTER’S PRIORITIES	2-12
2.12. PROCESS TO MONITOR AND EVALUATE ANNUAL GOALS	2-13
3. COUNCIL ACTIONS.....	3-1
4. WORSHIP AND MUSIC	4-1
4.1. WORSHIP	4-1
4.1.1. <i>Current State</i>	4-1
4.1.2. <i>Action Plans</i>	4-1
4.1.2.1. <i>Overall Objectives</i>	4-1
4.1.2.2. <i>Measurable Annual Goals</i>	4-1
4.1.2.3. <i>Limitations/Roadblocks</i>	4-2
4.2. MUSIC	4-2

Contents

4.2.1. *Current State*..... 4-2

4.2.2. *Action Plans*..... 4-2

 4.2.2.1. Overall Objectives 4-2

 4.2.2.2. Measurable Annual Goals 4-3

 4.2.2.3. Limitations/Roadblocks 4-3

5. LIFESPAN RELIGIOUS EDUCATION 5-1

5.1. CHILDREN AND YOUTH PROGRAMS 5-1

 5.1.1. *Current State*..... 5-1

 5.1.2. *Action Plans*..... 5-2

 5.1.2.1. Overall Objectives for 2014 5-2

 5.1.2.2. Measurable Annual Goals 5-2

 5.1.2.3. Limitations/Roadblocks 5-4

5.2. ADULT RELIGIOUS EDUCATION..... 5-4

 5.2.1. *Current State*..... 5-4

 5.2.2. *Action Plans*..... 5-4

 5.2.2.1. Overall Objective: 5-4

 5.2.2.2. Measurable Annual Goals: 5-5

 5.2.2.3. Limitations/Roadblocks 5-6

6. THE COMMUNITY WITHIN 6-1

6.1. FINANCES 6-1

 6.1.1. *Current State*..... 6-1

 6.1.2. *Action Plans*..... 6-2

 6.1.2.1. Overall Objectives for 2014 6-2

 6.1.2.2. Measurable Annual Goals: 6-2

 6.1.2.3. Limitations/Roadblocks: 6-3

6.2. MEMBERSHIP AND CONNECTIONS 6-3

 6.2.1. *Current State*..... 6-4

 6.2.2. *Action Plans*..... 6-4

 6.2.2.1. Overall Objectives for 2014 6-4

 6.2.2.2. Measurable Annual Goals 6-4

 6.2.2.3. Limitations/Roadblocks 6-5

6.3. SOCIALS AND CONNECTIONS 6-5

 6.3.1. *Current State*..... 6-5

 6.3.2. *Action Plans*..... 6-5

 6.3.2.1. Overall Objectives for 2014 6-5

 6.3.2.2. Measurable Annual Goals 6-6

 6.3.2.3. Limitations/Roadblocks: 6-6

6.4. PASTORAL CARE 6-6

 6.4.1. *Current State*..... 6-6

 6.4.2. *Action Plans*..... 6-7

 6.4.2.1. Overall Objectives for 2014 6-7

 6.4.2.2. Measurable Annual Goals 6-7

 6.4.2.3. Limitations/Roadblocks: 6-7

6.5. SMALL GROUP MINISTRY 6-7

 6.5.1. *Current State*..... 6-7

 6.5.2. *Action Plans*..... 6-8

 6.5.2.1. Overall Objectives for 2014 6-8

 6.5.2.2. Measurable Annual Goals 6-8

 6.5.2.3. Limitations/Roadblocks: 6-8

7. COMMUNITY OUTREACH 7-1

7.1. COMMUNITY DINNERS 7-1

 7.1.1. *Current State*..... 7-1

 7.1.2. *Action Plans*..... 7-2

 7.1.2.1. Overall Objectives for 2014 7-2

 7.1.2.2. Measurable Annual Goals: 7-2

Contents

7.1.2.3.	Limitations/Roadblocks:.....	7-3
7.2.	OTHER PROJECTS	7-3
7.2.1.	<i>Current State</i>	7-3
7.2.2.	<i>Action Plans</i>	7-3
7.2.2.1.	Overall Objectives for 2014.....	7-3
7.2.2.2.	Measurable Annual Goals.....	7-4
7.2.2.3.	Limitations/Roadblocks:.....	7-6
8.	COMMUNICATIONS.....	8-1
8.1.	PUBLIC RELATIONS	8-1
8.1.1.	<i>Current State</i>	8-1
8.1.2.	<i>Action Plans</i>	8-1
8.1.2.1.	Overall Objectives for 2014.....	8-1
8.1.2.2.	Measurable Annual Goals.....	8-1
8.1.2.3.	Limitations/Roadblocks:.....	8-2
8.2.	INTERNAL COMMUNICATIONS	8-2
8.2.1.	<i>Current State</i>	8-2
8.2.2.	<i>Action Plans</i>	8-3
8.2.2.1.	Overall Objectives for 2014.....	8-3
8.2.2.2.	Measurable Annual Goals.....	8-3
8.2.2.3.	Limitations/Roadblocks:.....	8-4
9.	DENOMINATIONAL CONNECTIONS.....	9-1
9.1.	CURRENT STATE	9-1
9.2.	ACTION PLANS	9-1
9.2.1.1.	Overall Objectives for 2014.....	9-1
9.2.1.2.	Measurable Annual Goals.....	9-1
9.2.1.3.	Limitations/Roadblocks:.....	9-2
10.	GROWTH AND FACILITIES	10-1
10.1.	GROWTH	10-1
10.1.1.	<i>Current State</i>	10-1
10.1.2.	<i>Possibilities for Long Term Growth</i>	10-4
10.2.	FACILITIES.....	10-4
10.2.1.	<i>Worship/Sanctuary Space</i>	10-4
10.2.1.1.	Current State	10-4
10.2.1.2.	Possibilities	10-5
10.2.2.	<i>Classrooms/Office Space</i>	10-6
10.2.2.1.	Current State	10-6
10.2.2.2.	Possibilities	10-7
10.2.3.	<i>Other Space</i>	10-7
10.2.3.1.	Current State	10-7
10.2.3.2.	Possibilities	10-7
10.2.4.	<i>Buying Adjoining Property</i>	10-8
10.2.4.1.	Current State	10-8
10.2.4.2.	Possibilities	10-8
10.2.5.	<i>Task Force Results</i>	10-8
10.2.5.1.	The Sanctuary	10-9
10.2.5.2.	Classrooms/Office Space	10-9
10.2.5.3.	Other Space.....	10-10
10.2.5.4.	Maintenance and Repairs.....	10-10
10.3.	ACTION PLANS	10-11
10.3.1.	<i>Overall Objectives for 2014</i>	10-11
10.3.2.	<i>Measurable Annual Goals</i>	10-11
10.3.3.	<i>Limitations/Roadblocks:</i>	10-12
11.	CAPITAL CAMPAIGN LIST	11-1
12.	MINISTER’S PRIORITIES.....	12-1

Contents

12.1. CURRENT STATE 12-1

12.2. ACTION PLANS 12-2

 12.2.1. Overall Objectives for 2014 12-2

 12.2.2. Measurable Annual Goals: 12-2

 12.2.3. Limitations/Roadblocks: 12-2

13. MONITOR AND EVALUATE ANNUAL LRP GOALS 13-1

13.1. PROCESS..... 13-1

 13.1.1. Goals Accomplishment Evaluation Scale..... 13-1

 13.1.2. Goal Evaluation Procedure 13-1

 13.1.3. Tracking System 13-1

 13.1.4. Reporting..... 13-1

 13.1.5. Comprehensive Plan Updates 13-1

13.2. CURRENT STATE 13-1

13.3. ACTION PLANS 13-2

 13.3.1. Overall Objectives for 2014 13-2

 13.3.2. Measurable Annual Goals: 13-2

 13.3.3. Limitations/Roadblocks: 13-2

List of Figures and Tables

TABLE 1-1: LRP ORGANIZATION BY SECTION	1-1
TABLE 2-1. LIST OF CURRENT OBLIGATIONS AND POSSIBLE MAINTENANCE REPAIRS	2-8
TABLE 2-2. LIST OF POSSIBLE SANCTUARY IMPROVEMENTS	2-9
TABLE 2-3. LIST OF POSSIBLE CLASSROOM IMPROVEMENTS	2-10
TABLE 2-4: OTHER SPACE IMPROVEMENTS	2-11
TABLE 3-1: LIST OF COUNCIL ACTIONS CONTAINED IN LRP	3-2
FIGURE 10-1: UUCM MEMBERSHIP AND ATTENDANCE	10-2
FIGURE 10-2: UUCM ATTENDANCE PROJECTIONS	10-3
FIGURE 10-3: SUNDAY ATTENDANCE PROJECTIONS	10-3
TABLE 10-4: POSSIBLE AUDIO/VISUAL IMPROVEMENTS	10-5
TABLE 10-5: CLASSROOM IMPROVEMENTS	10-7
TABLE 10-6: OTHER SPACE IMPROVEMENTS	10-8
TABLE 12-1 MINISTER’S PRIORITIES	12-3

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- Children's Programming: Cathy Burke, Linda Higgs, and our interim DRE, Kim Pacquette
- Adult Religious Education: Nancy Baker and John Shonle
- Worship: Nancy Baker and Barbara McKusick Liscord
- Music: Linda Goodman
- Membership and SHARE: Nancy Danzinger
- Pastoral Care: Dona Eaton
- Finance: John Shonle and Dick Danzinger
- Welcoming Congregation and Green Sanctuary: Cathy Goldwater
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With gratitude and appreciation,

THE LONG RANGE PLANNING TEAM

Sandy Frades (Co-Chair), Ellen Groh (Co-Chair), Jan Lint, Lynn Lippitt

Our Mission Statement

Our spiritual community welcomes all people and honors the human dignity of each individual. Grounded in our Unitarian Universalist Principles, we enrich one another and challenge ourselves to heal and strengthen all lives and to care for our shared earth.

Developed November 9, 2008

Approved by the Congregation February 1, 2009

1. Introduction

We hope that this Long Range Plan reflects our congregation's hopes and visions for the future tempered with realism. This plan reflects the input of many UUCM members and friends, staff, committee members, and interested individuals. It took over a full year to develop, from the initial conception to congregational approval.

1.1. Scope of Document

This is a five-year plan. As such, some activities started in this plan are not necessarily completed. Anything that happens in the out years (years 6 and beyond), may begin to be planned or initiated within this five year plan. Not all activities in this plan are fully developed. Some may implement a task force to research the issue more fully or to complete the task.

The scope of the actions in this plan does not encompass everything that was discussed. Some things discussed did not receive enough interest in the prioritization by the congregation or during the various gatherings and meetings to merit action in this plan. A few lower priority items are included because higher priority items were contingent on them or because a committee was already embarked upon the activity. Furthermore, just because something is not in the long range plan does not mean we will not do it.

All the data collected and the gathering notes are included in the appendices of this plan for completeness. The appendices may provide committees, groups and individuals some sense of what the congregation might want when there are options or different approaches.

Many annual goals contain the phrase ON-GOING EVERY YEAR. These goals should remain a part of the updates to the LRP each year until they are no longer desired or have become institutionalized and have become a part of our church life.

1.2. Organization

This plan is organized as shown in Table 1-1.

Table 1-1: LRP Organization by Section

<u>No.</u>	<u>Section Name</u>	<u>Description</u>
2	Executive Summary	Summarizes each of the major sections for a quick review of the plan.
3	Council Actions	Compiles the recommended actions for the Council that are contained in this plan.
4	Worship & Music	Goals and activities that relate to worship, music and other spiritual experiences.
5	Lifespan Religious Education	Goals and activities that relate to Children's Programming, Youth Programming, and Adult Religious Education.
6	Community Within	Goals and activities that relate to caring for and nurturing

<u>No.</u>	<u>Section Name</u>	<u>Description</u>
		ourselves such as Membership, Finance, Socials, Pastoral Care, and Small Group Ministry.
7	Community Outreach	Goals and activities that relate to social justice and reaching out to the community.
8	Communications	Goals and activities that relate to internal and external communications.
9	Denominational Connections	Goals and activities that relate to our connections to the Unitarian Universalist Association (UUA) and the Northern New England (NNE) District.
10	Growth & Facilities	Goals and activities that relate to growth and to improving, renovating and adding to our space including the sanctuary experience, classrooms and office space, audio/visual improvements, and other items.
11	Capital Campaign	A list of possible improvements to spend our capital campaign money on.
12	Minister's Priorities	Areas that the Minister might focus on.
13	Process to Monitor and Evaluate Annual Goals	Description of how to track progress against the plan and update the plan each year.
	Appendices	Supporting data and reports.

2. Executive Summary

2.1. The Beginning

In the spring of 2008 during a congregational workshop, the District Consultant facilitating the workshop, Mary Higgins, felt that a long range plan would benefit our church. The Council identified two co-leaders and charged them with developing a long range plan. The workshop that started this endeavor was held right after our Minister, Reverend Barbara McKusick Liscord, returned from her sabbatical. The Council asked that we prioritize our Minister's time as part of the long range planning effort.

Since our roof needed to be repaired and a Capital Campaign was in the offing, the LRP Team was charged with coming up with a list of things to do if the Capital Campaign raised more money than was needed to repair the roof.

The Council authorized the use of our UUA Stewardship Consultant, Tamsin Kemos, to guide us in the long range planning effort.

Thus, the LRP effort was initiated.

2.2. Searching for the Future

The congregation was invited to participate many times in visioning for the future and in developing these visions into prioritized actions. The LRP Team worked with committees, groups, staff, and individuals within the church to bring these visions and ideas into more definitive action plans. At the beginning of this document is our new Mission Statement, developed as part of the long range planning process and approved by the congregation on February 1, 2009.

The following sections summarize the areas identified by the congregation as important to continue, enhance, and make a priority for the next five years.

Appendix A describes the long range planning process more fully.

2.3. Worship and Music

Worship and Music is discussed in detail in Section 4.

2.3.1. Worship

The Congregation indicated they want to see inclusive and diverse approaches to worship, deep spiritual practices (guided images, music, dance, and rituals), earth-centered and intergenerational services. The consensus at the Worship and Music gathering is that the current services and our minister do this. The gathering praised Reverend Barbara's approaches to worship as inclusive and diverse, with deep spiritual practices. She produces deeply meaningful services, continually drawing upon nature and her personal experiences among other things. This was high on the congregation's list of priorities so this should continue to be a key focus of our Minister.

The Worship Committee is a very active committee supporting the Minister, assisting in services, providing services and technical support, and helping in many other ways.

Some of the LRP Action Plans for Worship include:

- ❖ Obtain feedback each year on what the congregation would like to experience in the worship services and
- ❖ Have a pod cast of the service on our website when the technology is available.

2.3.2. Music

We are very fortunate to have Laura Kennedy, our world-class pianist, and many other musicians, who direct, lead, assist, and participate in our musical program.

There was a strong consensus at the worship and music gathering that music is incredibly important to the overall worship experience, and that a good music program is what draws and keeps many people in a particular church.

The LRP Action Plans for Music:

- ❖ Hire a paid Music Director to ensure that we have a diverse and rich music program. (This was high on the congregation's list of priorities).

2.4. Lifespan Religious Education

Lifespan Religious Education is discussed in detail in Section 5.

2.4.1. Children and Youth Programs

This past fall we lost our Director of Religious Education (DRE) of 5 years, so of primary importance is filling this position with a dynamic DRE. In January 2009, Kim Paquette began serving as the interim DRE until a permanent DRE can be hired.

The Children's Program Committee (CPC) handles activities and programs for infants through high school and has a diverse membership. The Our Whole Lives (OWL) program and our Coming of Age Program are essential parts of our middle and high school activities. There is an active YRUU that meets on Sunday evenings.

Some of the LRP Action Plans for Children and Youth Programs include:

- ❖ Have more programs and activities for Middle School age. (This was high on the congregation's list of priorities),
- ❖ Have more programs and activities for High School age. (This was high on the congregation's list of priorities),
- ❖ Hold a summer camp for children,
- ❖ Have interest-based activities on Sundays (much like the January and May "Bees" held many years ago),
- ❖ Form a CPC Support Team to plan intergenerational events, to assist the CPC when needed for special events, and to recognize the work of the DRE and CPC,
- ❖ Involve the Middle School and YRUU in church activities,
- ❖ Have a Youth Advisor to the Council,

- ❖ Develop new programs/curriculum for children and youth, and
- ❖ Obtain feedback each year on what the parents, children, and others in the congregation would like to see for the children's programs and activities.

2.4.2. Adult Religious Education

Even though no formal Adult RE Committee has existed for several years, we have had many offerings provided by the Minister and lay leaders.

Some of the LRP Action Plans for Adult RE include:

- ❖ Create an Adult RE Committee,
- ❖ Offer more and varied courses and advertise appropriate courses outside of UUCM,
- ❖ Survey the congregation periodically for what is needed, and
- ❖ Address the needs of our young adults (ages 18-31).

2.5. The Community Within

The Community Within is discussed in detail in Section 6.

2.5.1. Finances

Our Finance Committee, the Stewardship Committee, and the Trustees of the Endowment are all on-going committees involved in the financial aspects of UUCM. Next church year, a Capital Campaign will begin to raise money for needed repairs and other things. Fundraising is an important part of our congregation from both a monetary and social perspective with the Auction and the Holiday Fair being the biggest.

Some of the LRP Action Plans for Finances include:

- ❖ Look at whether we want to be able to publicly acknowledge gifts and pledges,
- ❖ Recruit more members on the Finance Committee,
- ❖ Make sure that the congregation is fully aware of what it takes to operate the church and what the results are of various financial-related activities,
- ❖ Raise money through the Capital Campaign,
- ❖ Get input from the congregation on new fundraising ideas, and
- ❖ Plan a fundraising event for the endowment.

2.5.2. Membership and Connections

We have an active and energetic Membership Committee that has instituted many changes over the last few years and has successfully introduced a process by which new members are initiated. The consensus is that the Membership Committee is doing a lot to improve our life at UUCM, to retain our existing membership and to be welcoming to new people.

Some of the LRP Action Plans for Membership and Connections include:

- ❖ Explore more ways for UUCM members and friends to find out more about each other,
- ❖ Establish a Volunteer Coordinator, and

- ❖ Find new ways to develop leaders.

2.5.3. Socials and Connections

The Membership Committee has planned and implemented potluck luncheons and dinners each month for the past few years. These are very successful and many people participate.

Some of the LRP Action Plans for Socials and Connections include:

- ❖ Encourage socials and potlucks with some themed events planned by other committees or groups other than the Membership,
- ❖ Hold some special events for just women or just men,
- ❖ Include youth in more activities, and
- ❖ Explore if we have a gender imbalance in that many more women serve on committees and in leadership roles than men do.

2.5.4. Pastoral Care

Our Pastoral Care Network is doing much to assist those needing help within our congregation. Our network is growing and what we do for each other is increasing. We are proud of our church community for providing so much support to others.

Some of the LRP Action Plans for Pastoral Care include:

- ❖ Find those within our congregation who can provide pastoral care visits and listening to those who need support and
- ❖ Resolve privacy issues when possible so that the congregation can be informed of situations within our congregation requiring support.

2.5.5. Small Group Ministry

Small Group Ministry SGM provides an in-depth connection with others in our church community. Groups meet on a regular basis and provide a caring community for each other. Each group is encouraged to contribute something concrete to the larger church community in the way of a service action. There are currently five different groups in UUCM with about 35-40 people participating (this is about 18% of our membership or 25% of our average Sunday attendance).

Some of the LRP Action Plans for Small Group Ministry include:

- ❖ Have lay people take over the training of the SGM facilitators and the administration of SGM.

2.6. Community Outreach

Community Outreach is discussed in detail in Section 7.

Our Social Responsibility Committee has not been active in recent years; however, UUCM is engaged in numerous social justice and outreach projects and has several committees that focus on specific areas.

We split the plate with various charitable organizations. On average, we give away at least \$5,000 per year from the plate.

Some people feel that we are engaged in too many diverse activities and that it would be better to focus most of our energies on an all-church project. Others feel that it is great that we offer so many ways to be involved. With this in mind, we hope we have developed a plan in this LRP that will lead us to an all-church project, if that is desired, and at the same time continue some of our other smaller projects that may be no less important to us and the community.

2.6.1. Community Dinners

Holding free community dinners was ranked by the congregation as the most important Community Outreach activity that we could do. In the fall of 2007, we held a Community Dinner at UUCM where the food was donated by about two dozen local farmers. People felt this was an excellent way to serve the community outside UUCM, strengthen the bonds within UUCM as we work together, and “advertise” who we are to the larger community.

Some of the LRP Action Plans for Community Dinners include:

- ❖ Work with SHARE to explore the possibility of hosting Community Dinners at their facility with local farmers and producers supplying the food, UUCM preparing the food and putting on the dinner. At some future time, perhaps the dinners could be hosted at UUCM.

2.6.2. Other Projects

The question of many projects versus a few involving more of the congregation may manifest itself as we execute this plan. It may be that as we go down this path, we will decide that we are doing too many things and so some programs may need to be dropped. These may be existing ones or some of these new ones. The congregation will need to make these choices at the appropriate time.

When possible consider inviting the public to our events. Also consider whether an event or activity can be jointly sponsored with another church, the Interfaith Council, or another organization.

Some of the LRP Action Plans for Other Projects include:

- ❖ Develop a process for “sharing the plate” and renewing our commitments to organizations each year at the Annual Meeting.
- ❖ Recruit new members to the Green Sanctuary Committee; hold forums or events and invite the greater community; change the name of the committee to better reflect its mission; and becoming a “Green Sanctuary”.
- ❖ Recruit new members to the Welcoming Congregation Committee, hold forums or events, and invite the greater community.
- ❖ Make SHARE more integral to our church life by collecting food or items for SHARE in the service.
- ❖ Explore the possibility of an all-church project with SHARE (or other ways).
- ❖ Begin the process of finding a Work Camp that families from UUCM could participate in.

2.7. Communications

Communications is discussed in detail in Section 8.

2.7.1. Public Relations

In the past, we tried to have volunteers do publicity, but it has not always worked out. Currently our Church Secretary advertises events in the local newspapers.

We have had a Wayside Pulpit for the last few years where two different messages are displayed and typically changed monthly.

Some of the LRP Action Plans for Public Relations include:

- ❖ Identify a Communications Team and develop a job description. The team might consist of the webmaster, the newsletter editor, and others familiar with the operation of the church and our events and are interested in the public relations of the church. The Communications Team decides how to best use communication vehicles (the website, newsletter (on-line and printed), announcements, weekly e-mail blasts) and how to disseminate information to our various audiences (regular churchgoers, irregular churchgoers, church visitors, seekers, and those outside the church). They will develop a Communications Plan and have it approved by Council before making any changes.
- ❖ Advertise on the website what our facility and minister can offer – this would be accessible by the greater community. (i.e., civil unions, marriages, rentals, and other services we provide).

2.7.2. Internal Communications

About six years ago, we started inserting weekly announcements to the Order of Service.

Dona Eaton has done a great job editing our newsletter and making sure it gets out to people on time. The UUCM Newsletter is currently mailed to only a few people without internet access with most people getting a message that the UUCM Newsletter is available on the website. There has been concern that many people are not reading their newsletter and are not keeping current with UUCM happenings. A survey was taken last year and of the 104 responses, over 50% of them said that they read the newsletter less frequently than when it was mailed.

In the past few years, Rick Davis has improved our website and provided useful information.

Our church secretary sends out weekly e-mails with upcoming events and important announcements.

Some of the LRP Action Plans for Internal Communications include:

- ❖ Guided by the Communication Plan, discuss and experiment with ways to communicate internally. Could an e-mail be sent that has important information in the form of a newsletter, sent more often (weekly or bi-weekly), and with links to more information on the website? Could the website be updated more often with other information that doesn't change as often or only needs to be updated once a month, keeping the newsletter smaller? Decide what content should be on a revised website and collect the information needed. Draw on the Minister and other sources, such as other UU websites, before deciding.

2.8. Denomination Connections

Denominational Connections is discussed in detail in Section 9.

Starting with the church year 2006-2007, we have not paid our “Fair Share” to the UUA or to the Northern New England (NNE) District.

Many things that go on in the district and with the UUA are unknown to our congregation. Communication about activities, events, and projects concerning the district or the UUA seems sporadic. Since the Social Responsibility Committee disbanded, no one is consistently following the UUA Study/Action Issues (SAI) or Statements of Conscience (SoC). These are important actions by our denomination.

Some of the LRP Action Plans for Denominational Connections include:

- ❖ Identify someone to be the Denominational Affairs Liaison who will report on UUA and NNE District activities and garner support when needed.
- ❖ Pay our full “Fair Share” to the UUA and the District by the church year 2013-2014.
- ❖ Send a full delegation to the UUA General Assembly.

2.9. Growth and Facilities

Growth and Facilities is discussed in detail in Section 10.

2.9.1. Growth

We need to discuss whether we are likely to grow in numbers and whether we should take actions now to accommodate that growth. Many areas depend on growth: the level of staff, the size of our useable space, maintenance of our space, the emphasis of the membership committee, financial projections, the number of Sunday services, and more.

The sense from the congregation at various gatherings is that if we have quality programs, do the right things to retain existing people and attract new ones, work in the community for social justice and make our facilities welcoming and reflective of our values, WE WILL GROW.

Some people are apprehensive about the church growing too big or changing too much. Some like UUCM just the way it is. Others are enthusiastic about growing and all that means.

So how much realistically will we grow? Our history says an average of 2% per year for attendance (and that is what matters when we talk about space needs). However, a sabbatical occurred during two of those five years of history where typically attendance falls off. So perhaps 3% growth is a better number for planning purposes. This should be looked at and updated each year as part of the LRP update process. Our projections indicate that if we are able to make the Sanctuary and Emerson Hall more comfortable so that all feel a part of the worship experience and we continue to grow as expected, we will be able to accommodate the growth in the Sanctuary and Emerson Hall for the next 10 years or so.

There are many possibilities to accommodate long-term growth such as 1) move to a different facility, 2) form a satellite church, 3) buy neighboring property and add a new, larger sanctuary, 4) go to two services or more, or 5) don't have the children be part of the worship service.

There are more questions surrounding each of these possibilities than this Long Range Plan can address.

The UUA recommends a three year period to transition into offering two Sunday services in order to get the needed congregational “buy-in”.

In considering moving into a larger facility, may feel that our physical presence near the center of town is important. Additionally, many feel that our building is beautiful and special and that we should remain in it.

The idea of buying the neighboring property was raised in particular because the owner, Elizabeth Shelley, is a member of our congregation and she has given UUCM a right of first offer to buy the house when she no longer wants it.

Over the coming years, we should monitor our growth carefully, and we will have an opportunity to think outside the box and plan our future.

2.9.2. Facilities

A discussion of our space and facilities would be incomplete without thanking and acknowledging the work that the “Friday Morning Guys” have done. They tackle small or large tasks to maintain our church building and grounds. Our gardens have been planned and maintained over the years by Claudia Everest and her church helpers.

A Space Task Force and an Audio/Visual Task Force were formed in February 2009 to make an initial investigation into the financial and physical feasibility of various possibilities for changes to our facilities.

The possibilities put forth in this plan concerning changes to our facilities are all *just IDEAS*. The congregation could choose to do SOME, or ALL or NONE of them. Some of the ideas involve some pretty extensive (perhaps even radical) changes, and the LRP team feels that the congregation really needs time to think these options over before making any decisions. Once we decide, we could use the upcoming Capital Campaign as a means to raise the money for one or more of these possibilities.

2.9.2.1. Current Obligations and Maintenance Projects

Table 2-1 provides a list of current obligations that UUCM has as well as the maintenance and repair list provided by the “Friday Guys” or uncovered by the Space Task Force during their investigations.

Table 2-1. List of Current Obligations and Possible Maintenance Repairs

No.	Type	Description	Cost
1	Obligation	Slate Roof Phase 1 (under contract now)	\$ 78,000
2	Obligation	Payback Painting Loan to the Endowment	\$ 23,000
3	Maintenance	Slate Roof Phase 2 (TBD when)	\$ 76,000
4	Maintenance	Re-roof regular roof on addition (TBD when)	\$ 15,000
5	Maintenance	Carpentry associated with roof (TBD when)	\$ 1,500
6	Maintenance	Re-pipe the gas line into the building. Does not meet code and is inefficient (too small pipe).	\$ 2,000
7	Maintenance	Re-point Chimney to Outside Granite Wall	TBD

2.9.2.2. Sanctuary Space

The biggest issue facing the congregation around worship is the space itself. The sanctuary is no longer large enough for our typical Sunday service, and for years, we have been extending into Emerson Hall, gradually coming to the point where we fill 3 to 4 rows back, sometimes more.

The worshipers in Emerson Hall feel disconnected from whoever is in the pulpit and from the rest of the congregation in the sanctuary. It is difficult to see whoever is in the pulpit or in the front of the sanctuary making announcements or voicing Joys or Concerns. Many can not see the children during the Story for All Ages. The floor in Emerson Hall squeaks loudly as people walk across it during the service. The doors make considerable noise when opened and shut during the service. The metal chairs make noise when people move. Newcomers and first time visitors often choose to sit in Emerson, so their initial experience at UUCM is diminished by these factors.

The sound has improved over the last year both in the sanctuary and in Emerson Hall. However, the sound reverberates in Emerson Hall. We need additional microphones. For example, when the choir sings, it is not very loud in Emerson Hall as there are no microphones directed at the choir. Likewise, one cannot hear the piano very well if there is no microphone aimed at the piano. When many people speak, the microphone needs to be handed back and forth, sometimes interrupting the flow of the service.

There is some tension around the idea of spending any significant amount of money to better integrate Emerson Hall with the sanctuary, and, as mentioned before, there is some tension around the idea of growth in numbers. Some like things the way they are and do not want to see change. They feel that spending money on expensive changes to Emerson Hall is unnecessary. Others feel that we should be welcoming and accommodating to all who want to share our faith, and that the current state of Emerson prevents this, because, in essence, the limitations of Emerson are having some newcomers “self-select” out of our congregation.

The Space Task Force and the Audio/Visual Task Force investigated the financial and physical feasibility of various options for integrating the sanctuary and Emerson Hall. These options for the sanctuary/worship space are provided in Table 2-2.

Table 2-2. List of Possible Sanctuary Improvements

No.	Type	Description	Cost
1	Space	Create a raised stage that extends across the front of the church so everyone participating in the service is higher up. Raise the pulpit so the speaker can be seen from Emerson Hall. Raising the pulpit so the speaker can be seen from Emerson Hall.	\$7,300
2	Space	Remove the organ and the storage areas at the sides of the pulpit area to create space for the piano and the choir.	TBD
3	Space	Remove the pocket doors and open up the space above so those in Emerson Hall could see better and feel a part of the service.	\$15,000
4	Space	Install carpet to deaden the noise and get rid of the squeaky floor in Emerson (in Sanctuary to match).	\$8,700
5	Space	Remove the pews and purchase 200+ individual chairs that could	\$30,000

No.	Type	Description	Cost
		be rearranged to enhance the services (for example, in a circular formation).	
6	Audio	Improve the sound system to fix the problems we have been experiencing and allow for expansion of functionality and have more individual microphones (some perhaps wireless) so that everyone participating in the service has one.	\$3,000- \$10,000
7	Visual	Install cameras in the pulpit area and place LCD screens in Emerson Hall to project whatever is happening in the pulpit area.	\$7,000- \$11,000
8	Misc	Implement some small fixes such as adding wall hangings in Emerson Hall to help deaden the noise.	Minimal
9	Misc	Painting the wall above the pocket doors in Emerson a darker color so the division between the rooms is not so obvious.	Minimal

2.9.2.3. *Classroom Space*

In alternative years when OWL is occurring and the Neighboring Faiths program is not occurring, we are short classrooms for the children and rely on Elizabeth Shelley’s home for the overflow.

This year we added an additional class for the 3 year olds, necessitating an additional classroom. There were too many to fit in with the infants.

Currently we use the following classrooms and offices:

<u>Room</u>	<u>Used For</u>
Sophia Lyon Fahs	Nursery
Olympia Brown	3 year olds
Clara Barton	4 and 5 year olds
Susan B. Anthony (2 nd floor)	3 rd and 4 th grades
Whitney Young (2 nd floor)	5 th and 6 th grades
Room off the Kitchen	1 st and 2 nd grades
Thoreau’s Study	Minister’s Office
Alcott	DRE’s Office

Both the Minister and the DRE have offices. The Office Administrator has an office with a copy room right off the office. The copy room does double duty as a place to bring noisy young children during the Sunday service. Speakers are provided so the parent can hear the service.

The YRUU meets on Sunday evening and does not have a specific area that they meet in.

The Space Task Force addressed the possibilities for increasing classroom/office space as provided in Table 2-3.

Table 2-3. List of Possible Classroom Improvements

No.	Type	Description	Cost
1	Space	Make three classrooms in the basement by renovating the two	\$46,000

No.	Type	Description	Cost
		rooms that are currently being used for storage and improving the current basement classroom. This involves making 2 exits from each classroom into hallways. The current classroom does not meet code.	
2	Space	Research modular furniture and walls for making classrooms in Barnum Hall. This was not done but could be considered.	TBD
3	Space	Look at the tower space for an office, classroom or YRUU space. This room does not meet code. In case of fire, the exit via a rope ladder is dangerous.	N/A
4	Rent	Rent classroom space in nearby facilities is another possibility.	TBD

2.9.2.4. Other Space

We would like a comfortable place for meetings or discussions.

We have limited storage although the “Friday Morning Guys” are adding more, we need to assess whether it is sufficient.

During the December storm and loss of power for over 10 days for some people, the church was used as a place to gather, get warm, have food, connect with friends, and generally be somewhere other than home. It would have been great to have a shower during this time.

The Space Task Force addressed the possibilities for enhancing other space as provided in Table 2-4.

Table 2-4: Other Space Improvements

No.	Type	Description	Cost
1	Space	Make the fireside room cozy and comfortable especially in the winter by adding a gas fireplace, refinishing or redoing the floors, and adding sofas and chairs. The cost is for the gas fireplace insert only.	\$3,800
2	Space	Re-hang circulators to help eliminate noise when running in the Fireside Room	\$400
3	Space	Replace hardwood floors in Fireside room (may be able to be refurbished)	\$4,500
4	Space	Add a shower to the basement bathroom, but if we do the classroom renovations, we might not have room to expand the bathroom.	N/A
5	Space	Fabricate rated storage in basement with fire-code sheetrock. Does not currently meet code.	\$5,300
6	Audit	Do an energy Audit.	\$2,200

2.9.2.5. Buying Adjoining Property

We currently have an agreement with Elizabeth Shelley that gives UUCM a right of first offer (not a right of first refusal); therefore, we have to assume that we get only one shot at purchasing

the property. We have 60 days to make an offer. Elizabeth could exercise this option or her children could.

The Finance Committee has been looking at the legal and financial matters concerning the property.

There are many possibilities if we purchased the adjoining property. Assuming that it was renovated, it could give us extra space for offices and classrooms or it could be a rental property. The land itself would allow us to have a garden or a park or to add a new wing to the church to create a larger sanctuary.

2.9.3. Growth and Facilities Action Plans

Some of the LRP Action Plans for Growth and Facilities include:

- ❖ Immediately form a Growth & Space Team to present the options for growth and space to the congregation so that the congregation can make an informed decision (at a congregational vote in November) on what should be on the Capital Campaign List.
- ❖ The Finance Committee should continue their research into purchasing the adjacent property and present it at the meeting described in the preceding action.
- ❖ When or if the appropriate time comes, form a Two Service Task Force to begin exploring the move to two services. It may take 3 years before implementation of two services.

2.10. Capital Campaign List

The congregation will determine the Capital Campaign List early in the 2009-10 church year.

2.11. The Minister's Priorities

The Minister's Priorities are discussed in detail in Section 12.

As the result of a congregational workshop held right after our Minister returned from her sabbatical, the Council asked that the Long Range Plan Team to recommend priorities for our Minister's time based on data gathered from membership and leadership.

As part of our shared ministry, many of the Minister's activities are shared with the Council, Committees, Staff, and the Congregation.

Typically, our Minister works about 60 hours a week during the church year. We would like to change this to about 10 hours less a week.

We need to be concerned about burnout. Although our Minister must set limits herself, we can do some things to help.

In the end, our Minister, reviewing our congregation's priorities as expressed in this document and other places, will be guided and informed by these priorities as well as the myriad facets of her duties and her own deeply professional commitment to our community and her mission.

We want to remind the congregation that our Minister has one day off a week and two evenings. This year it is Monday night and Friday night and Friday during the day. On her time off, we should not call or contact her unless it truly is an emergency and we should not expect her to come to meetings or events.

Some of the LRP Action Plans for the Minister's Priorities include:

- ❖ The Council currently supervises all employees except the Office Administrator. Make the Council be the official supervisor of the Office Administrator (not the Minister). As with our other employees, this would mean writing and communicating her performance evaluation, salary changes, etc.

2.12. Process to Monitor and Evaluate Annual Goals

This process is discussed in detail in Section 13.

In order for the UUCM Five Year Long Range Plan to be effective, it should be monitored every 6 months, results reported back to the congregation, and updated annually. Once the initial plan is developed, it is a much simpler process to add a year and update the existing goals and activities.

Some of the LRP Action Plans for the LRP Process include:

- ❖ Appoint an LRP Monitor to status and report progress on the LRP activities.
- ❖ Update the LRP annually to reflect changes in accomplishments and priorities. In addition, extend the LRP to include a running five-year set of goals and activities.

3. Council Actions

Based on the congregation's responses during the long range planning process and other observations, the LRP Team recommends and urges action by the UUCM Council on the areas assigned to them, which are contained in the details of this plan. They are also included here (in one place) to assist the Council in providing the leadership to accomplish the activities described in this plan.

Since the Council is often the vehicle to kick-off actions, many of the Council's actions occur in the first year of the 5-year plan.

Some actions are identified as high priority based on input received from the congregation or many other activities depend on them. Other items are not prioritized.

Table 3-1: List of Council Actions Contained in LRP

<i>Section</i>	<i>Council Action Requested</i>	<i>Priority</i>	<i>When</i>	<i>On-Going Every Year</i>
10.7.2	June 2009: Form a Growth & Space Team to present the options for growth and space to the congregation so that the congregation can make an informed decision (at a congregational vote) on what should be on the Capital Campaign List in Section 11.	High	2008-09	
4.2.2.2	Work together with the Worship Committee, the Personnel Committee, and the Finance Committee to identify when we could start the hiring process for a Music Director. This will depend primarily on having the money in the operating budget and the congregation's desires.	High	2009-10	Yes
5.2.2.2	Work with the Leadership Development Committee to establish an Adult RE Committee with at least 3 members.	High	2009-10	
6.1.2.2	Work with the Leadership Development Committee to identify at least two new people to serve on the Finance Committee.	High	2009-10	Yes
6.2.2.2	Ensure that the Leadership Development Committee understands the full scope of their responsibilities and works all year round to fill leadership roles.	High	2009-10	
7.1.2.2	Ask the Leadership Development Committee to identify a minimum of two people who are willing to lead the Community Dinners.	High	2009-10	
10.3.2	November 2009: Hold a congregational vote to decide what should be in our Capital Campaign List.	High	2009-10	
10.3.2	November 2009: Hold a congregational vote to decide whether we should continue to pursue the possibility of purchasing Elizabeth Shelley's home.	High	2009-10	
12.2.2	The Council supervises all employees except the Office Administrator. Make the Council be the official supervisor of the Office Administrator (not the Minister). As with our other employees, this would mean writing and communicating her performance evaluation, salary changes, etc.	High	2009-10	
13.3.2	Work with the Leadership Development Committee to appoint an LRP Monitor to status and report progress on the LRP activities.	High	2009-10	Yes
5.1.2.2	Work with the Leadership Development Committee to find a few volunteers for a CPC Support Team to develop and implement intergenerational events, to recognize the DRE		2009-10	

Chapter 3: Council Actions

<i>Section</i>	<i>Council Action Requested</i>	<i>Priority</i>	<i>When</i>	<i>On-Going Every Year</i>
	and the CPC, and other support activities. This CPC Support Team could work with the CPC but in most cases be different people to offload some of the work from the CPC and the DRE.			
5.1.2.2	Consider having a Youth Advisor to the Council from the YRUU where they would come to Council Meetings at a specified time to report what is going on in the DYU and the YRUU.		2009-10	
6.1.2.2	Work with the Capital Campaign Team, Stewardship Committee, Trustees, and the Finance Committee to discuss with the congregation ways to acknowledge people, in a public way, who give gifts and pledges. Although a controversial topic, it deserves more discussion.		2009-10	
6.2.2.2	Develop a job description for a Volunteer Coordinator.		2009-10	
6.2.2.2	Work with the Leadership Development Committee to identify a Volunteer Coordinator who will match people's skills with needs in the church community. The Volunteer Coordinator may need other members to call on to assist.		2009-10	
6.3.2.2	Committees and groups need to be encouraged to hold fun, themed events and take over the execution of some of the monthly potlucks or plan events in addition to these monthly potlucks. At the beginning of the church year, the calendar should be looked at for opportunities to do this. For example, a Tacky Dinner; an Earth Day Luncheon specializing in sustainable, local food; a dinner theater or talent show with entertainment from the church; a Men's Breakfast (or other event); a Women of All Ages Dinner, etc.		2009-10	Yes
7.2.2.2	Develop and implement a process for "Sharing the Plate".		2009-10	
7.2.2.2	At the annual meeting and at future annual meetings, renew our commitments to organizations we are willing to support with our UUCM name, our efforts, and our money. Make this part of our procedure at the annual meeting.		2009-10	Yes
8.1.2.2	Ask the Leadership Development Committee to identify a Communications Coordinator and a team. The team might consist of the webmaster, the newsletter editor, and others familiar with the operation of the church and our events and are interested in the public relations of the church.		2009-10	
8.1.2.2	Develop a job description for the Communications Coordinator/Team. The Communications Coordinator will interface with the Newsletter Editor and the Office Administrator (Announcements) to make sure that we are communicating internally as		2009-10	

Chapter 3: Council Actions

<i>Section</i>	<i>Council Action Requested</i>	<i>Priority</i>	<i>When</i>	<i>On-Going Every Year</i>
	well as externally. The Communications Coordinator will recommend what should be advertised outside (either in newspapers, on the Wayside Pulpit or on the website) with the Minister making the final decision on the Wayside Pulpit and the Office Administrator assisting in the implementation.			
8.2.2.2	Work more with committees and others before the Council sets the yearly calendar so that events and activities are coordinated. Involve the Communications Coordinator in the yearly planning of the calendar.		2009-10	
9.2.1.2	Ask the Leadership Development Committee to identify a Denominational Affairs Liaison to follow UUA and NNE District activities and report on them.		2009-10	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 20% of our “Fair Share” to the UUA this year.		2009-10	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 20% of our dues to the NNE District this year.		2009-10	
10.3.2	Work with the Leadership Development Committee to form an Audio/Visual Team made of experts and other interested and knowledgeable persons to work on improvements to our audio/visual system(s), processes to be used, etc.		2009-10	
10.3.2	Establish contact with other UU churches that have moved to two services and collect some general information. Keep the congregation informed.		2009-10	
10.3.2	If projections of attendance indicate the need and projections for our budget can support it, form a Two Service Task Force to begin exploring the move to two services. It may take 3 years before implementation of two services.		2009-10	Yes
13.3.2	Work with the LRP Monitor to see if it is time to do another significant revision to the LRP.		2009-10	
6.3.2.2	Assess whether gender imbalance (many more women serve on committees and in leadership roles currently at UUCM) is a problem. Look to the district and the UUA for any research on this topic. Develop further plans if necessary.		2010-11	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 40% of our “Fair Share” to the UUA this year.		2010-11	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 40% of our dues to the NNE District this year.		2010-11	
9.2.1.2	Work with the Minister and the Denominational Affairs Liaison to encourage the		2010-11	Yes

Chapter 3: Council Actions

<i>Section</i>	<i>Council Action Requested</i>	<i>Priority</i>	<i>When</i>	<i>On-Going Every Year</i>
	congregation to have a full delegation attending the UUA General Assembly.			
7.2.2.2	If a SHARE all-congregational project does not work out, establish an Outreach Task Force to explore other ideas for an all-church project. Ask the Leadership Development Committee to find interested leaders.		2011-12	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 60% of our “Fair Share” to the UUA this year.		2011-12	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 60% of our dues to the NNE District this year.		2011-12	
6.1.2.2	Work with the Finance Committee and the congregation to determine whether it is important that dues to the organizations we support be paid by a line item in the budget rather than through the plate.		2012-13	
7.2.2.2	Work with the Leadership Development Committee to identify a “Work Camp” Leader and Group.		2012-13	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 80% of our “Fair Share” to the UUA this year.		2012-13	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 80% of our dues to the NNE District this year.		2012-13	
9.2.1.2	Work with the Denominational Affairs Liaison to assess whether the approach of a Liaison to the UUA and NNE District is working.		2012-13	
9.2.1.2	Work with the Minister and the Denominational Affairs Liaison to have at least one member of our congregation involved in NNE District work (committee, board, etc.).		2012-13	Yes
13.3.2	Work with the LRP Monitor to determine if it is time to do another significant revision to the LRP		2012-13	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 100% of our “Fair Share” to the UUA this year.		2013-14	
9.2.1.2	Work with the Finance Committee and the congregation to pay at least 100% of our dues to the NNE District this year.		2013-14	

4. Worship and Music

Appendix F documents the notes from the gathering held on Worship & Music.

4.1. Worship

4.1.1. Current State

Our Minister, Reverend Barbara McKusick Liscord, contributes significantly to making UUCM a warm and welcoming place. This is reflected in her Sunday services as well as in every aspect of her church life. She is quick to acknowledge those who serve UUCM; she is inclusive in her words and deeds. The gatherings praised her approaches to worship as inclusive and diverse, with deep spiritual practices. She produces deeply meaningful services, continually drawing upon nature and her personal experiences among other things.

The Worship Committee is a very active committee supporting the Minister, assisting in setting the worship calendar, providing support at services, and conducting the Sermon Seminar series where they provide guidance and support to those who wish to lead a service. The Sermon Seminar experience is a growth opportunity for the individual, provides diverse speakers for the congregation, allows the congregation to get to know someone better, and helps to “fill the pulpit” on the Minister’s Sunday off. The Worship Committee provides the Technical Directors for each service and for other events as necessary.

The biggest issue facing the congregation around worship is the space itself. The sanctuary does not accommodate the number of people at worship service on Sunday morning thus requiring the use of Emerson Hall. The issues and possible solutions involving the sanctuary space are covered in Section 10, Growth and Facilities.

Besides the physical space, the Congregation indicated they want to see inclusive and diverse approaches to worship, deep spiritual practices (guided images, music, dance, and rituals), earth-centered and intergenerational services. The consensus at the gathering is that the current services and our minister do this.

4.1.2. Action Plans

4.1.2.1. Overall Objectives

- Continue to have inclusive and diverse approaches to worship; deep spiritual practices (guided images, music, dance, rituals); and offering understanding, respite, and consideration for all. Perform more earth-centered services.

4.1.2.2. Measurable Annual Goals

Unless otherwise noted in [], the responsibility rests with the Worship Committee and the Minister.

2009-2010:

- Offer a pagan or other earth-centered worship experience at least once a year. ON GOING EACH YEAR.

- Devise a method for obtaining feedback from the Congregation on the worship experience, the diversity of services and music, and suggestions for other types of services. Implement the method. [Worship Committee]
- When the technology is available at UUCM, to digitally record the worship service, offer the service on pod cast. [Worship Committee]
- Increase the size of the Worship Committee by one each year. ON-GOING EVERY YEAR. [Minister, Worship Committee, and Leadership Development Team]

Resources Required:

- Volunteers to do the tasks

2010-2011:

- Collect and review feedback on the worship experience and make adjustments as appropriate. ON-GOING EVERY YEAR.

Resources Required:

- Volunteers to do the tasks

4.1.2.3. *Limitations/Roadblocks*

Volunteers to do the tasks.

4.2. Music

4.2.1. Current State

We are very fortunate to have Linda Goodman as part of our congregation. She stepped into leading the Music Committee and helping Reverend Barbara decide on music for the services. The choir now sings more often on Sunday mornings with the aid of several who direct the choir. As always the core of our music program is Laura Kennedy, our world-class pianist. Linda Goodman and Joe Pollack provide music and song often to add variety to our musical experience. Amy Conley offers entertaining times for the children at the Christmas Eve service and performs at other times during the year. On occasion, others from the congregation sing or play an instrument. There is a delightful children's choir led by Cathy Goldwater that sings several times a year.

There was a strong consensus at the worship and music gathering that music is incredibly important to the overall worship experience, and that a good music program is what draws and keeps many people in a particular church. There was a strong expression of support for a paid Music Director to ensure that we have a diverse and rich music program. The Music Director is a separate position from our pianist, Laura Kennedy.

4.2.2. Action Plans

4.2.2.1. Overall Objectives

- Hire a dynamic Music Director
- Vary the musical experiences; energize the choir with more men, more practice times; and have the children's choir perform

4.2.2.2. *Measurable Annual Goals*

The responsibility rests with the group, committee, or individual identified in [].

2009-2010:

- Develop a Job Description and salary range for a Music Director. [Personnel Committee]
- Work together to identify when we could start the hiring process for a Music Director. This will depend primarily on having the money in the operating budget and the congregation's desire. ON GOING EVERY YEAR UNTIL A MUSIC DIRECTOR IS HIRED. [Council, Worship Committee, Personnel Committee, and Finance Committee]
- At least until a Music Director is hired, have a Music Committee with at least three members not counting the Minister. [Worship Committee and Leadership Development Committee]

Resources Required:

- Money in the budget for a Music Director.

4.2.2.3. *Limitations/Roadblocks*

Creating the financial resources to fund a Music Director long term.

5. Lifespan Religious Education

5.1. Children and Youth Programs

5.1.1. Current State

This past fall we lost our Director of Religious Education (DRE) of 5 years, Marie Keifer. Under her leadership, together with the Children's Program Committee (CPC), the children's programming curriculum has been effectively organized and volunteer circle leaders found. This is no easy task since the number of children attending circles is growing and, with space constraints, this often requires that age levels be moved or grouped differently to balance out changes in the number of children attending. It is particularly difficult when the 7th and 8th graders are doing the Owl Program.

In January 2009, Kim Paquette began serving as the interim DRE until a permanent DRE can be hired. There is a DRE Search Committee established and the goal is to have a DRE hired to start on January 1, 2010. Kim has already demonstrated that she is a dynamic leader with many innovative ideas. She has initiated several actions outlined in this plan.

There has been a lot of transition on the Children's Program Committee over the past few years; however, we recently gained a couple of new members that is sufficient at this time. Currently there is a diverse membership of parents of children, educators and others. The CPC handles activities and programs for infants through high school.

Last year we hired someone to supervise the nursery during the Sunday service along with a volunteer. This was in part because of the increase in the number of babies and in part to ensure continuity and stability in the nursery. It was felt that this would make families with babies and toddlers feel more comfortable. Currently we are using an interim nursery supervisor (who changes every 6 months) and have been unable to find a permanent supervisor.

The Our Whole Lives (OWL) program and our Coming of Age Program are essential parts of our middle and high school activities.

There is an active YRUU that meets on Sunday evenings. Many thanks to the three adult facilitators: George Carvill, Lynn Coakley, and Donna Riley. The YRUU does a service every year. Some of the youth are active in the District YRUU and many attend the Youth Conferences. The YRUU expressed interest at the gathering with the LRP Team that they would like to know what is going on at UUCM that they might be interested in. George Carvill quickly responded by paring down the UUCM Newsletter to the items that might interest the youth and sending it to them. Each of them has been recently added to the all church e-mail distribution list to receive special announcements.

We used to have more intergenerational events a year.

Appendix G documents the notes from the gathering held on Lifespan Religious Education.

Appendix H documents the notes from the gathering held with the YRUU.

5.1.2. Action Plans

5.1.2.1. Overall Objectives for 2014

- Meet identified needs for children and youth
- Have sufficient well trained staff and volunteer support for children and youth programming
- Expand programming to include summer and/or after school programs
- Encourage youth to become more involved in and connected to the congregation
- Include youth in more activities and hold more intergenerational events
- Provide more programs/activities for middle and high school

5.1.2.2. Measurable Annual Goals

Unless otherwise noted in [], the responsibility rests jointly with the Children's Program Committee and the DRE.

2009-2010:

EVALUATE AND PLAN:

- Develop a mechanism for getting feedback from children, youth, parents, and others on the current programs and activities and what they want to see in the future.
- Using the mechanism devised, collect feedback. ON-GOING EVERY YEAR.

NEW AND UPDATED PROGRAMS:

- Develop a summer camp program. ON-GOING EVERY YEAR.
- Hold a summer camp at UUCM and collect feedback immediately on the Summer Camp. ON-GOING EVERY YEAR.
- Experiment with some interest-based activities on Sundays when the Circle Leaders are having a break. Similar to the January and May "Bees" that were held many years ago. Could be held a single session at a time or on consecutive Sundays.

YOUTH:

- Offer to meet with the YRUU or attend a conference with them at least once a year. ON-GOING EVERY YEAR. [Minister and DRE, separately or together]

COMMITTEE WORK AND STAFF:

- Hire a permanent Nursery Supervisor.
- Find a few volunteers to develop and implement intergenerational events and other support activities. This CPC Support Team could work with the CPC but in most cases be different people to offload some of the work from the CPC and the DRE. [Council and Leadership Development Committee]
- Make the transition to the new DRE as easy as possible by documenting things along the way. [Interim DRE]
- Replace any committee members who leave and add one more new member. New members of the CPC Support Team can count towards this as long as the membership on the CPC does not decrease. ON-GOING EVERY YEAR.

INTERGENERATIONAL ACTIVITIES:

- Develop and implement two new intergenerational events (or bring back some that have not been held in a while). Consider ways to help acknowledge the work that the DRE and CPC do to enrich the lives of our children and youth. [CPC Support Team]
- Find the best way to communicate with the YRUU so that they know what is going on at UUCM that might interest them. Make sure they are invited to appropriate events or asked to participate. The YRUU participates in at least one church event during the year. Consult with the YRUU on what they would like to do. ON-GOING EVERY YEAR. [CPC Support Team]
- Remind committees and leaders of events that the YRUU and Middle school age youth have readily responded when asked to participate in adult gatherings – to serve, to work in the kitchen, to be runners for the auction, and to participate in services. ON-GOING EVERY YEAR. [CPC Support Team]
- Consider having a Youth Advisor to the Council from the YRUU where they would come to Council Meetings at a specified time to report what is going on in the DYU and the YRUU. [Council]

Resources Required:

- Volunteers for committee work, circle leaders, and other activities
- May require additional funding for settled DRE and new programs

2010-2011:

EVALUATE AND PLAN:

- Using the input from the feedback provided last year on children and youth programming and activities, review the structure of the circles, available curriculums, and activities/events for children/youth to make sure they are meeting our needs. Consider interest-based and development stages when making changes. Identify changes that need to be made and when. ON-GOING EVERY YEAR.
- Develop a plan to address middle school youth (ages 12-14) needs beyond the Children's Circles. This could be special events or interchurch activities with other youth.

NEW AND UPDATED PROGRAMS:

- Develop and/or update a summer camp program based on the feedback from last year. ON-GOING EVERY YEAR.
- Hold a summer camp at UUCM. ON-GOING EVERY YEAR.
- Make any changes identified for this year that need to be made to curriculum or activities planned. ON-GOING EVERY YEAR.

INTERGENERATIONAL ACTIVITIES:

- Develop and implement four new intergenerational events (or bring back some that have not been held in a while). ON-GOING EVERY YEAR. [Intergenerational Team]

Resources Required:

- Volunteers for committee work, circle leaders, and other activities
- May require additional funding for new programs and to fund a permanent Nursery Supervisor

2011-2012:

NEW AND UPDATED PROGRAMS:

- Implement one new program for middle school youth.

Resources Required:

- Volunteers for committee work, circle leaders, and other activities
- May require additional funding

2012-2013:

- Consider whether offering after school activities or expanding the summer camp is feasible. If needed, form a Team to plan.

Resources Required:

- Volunteers for committee work, circle leaders, and other activities

2013-2014:

- None identified except on-going activities.

5.1.2.3. *Limitations/Roadblocks*

- Space for additional programs and to change how circles are defined
- Money for adequate staff, training and new programs
- Having appropriate curriculums available for use or the time and expertise to develop our own.
- Volunteers for committee work, circle leaders, and other activities

5.2. Adult Religious Education

5.2.1. Current State

No Adult Religious Education (RE) Committee has existed for several years. Last spring John Shonle took a survey to see what people would like for courses. Even though no formal committee has existed, in the last few years we have had many offerings provided by the Minister and lay leaders, such as:

- Living by Heart Course
- Poetry Group
- Small Group Ministry (has an adult RE component)
- Minister's Study Group (a one time session on different topics held 2-3 times a year)
- Adult OWL
- End of Life Course
- Menu for the Future
- Lenten Series
- Painting the Word: Exploring Religious Art
- Buddhism

Currently there is nothing to interest our young adults (ages 18-31) at UUCM.

5.2.2. Action Plans

5.2.2.1. *Overall Objective:*

- Have a proactive Adult Religious Education committee

- Have a varied curriculum of Adult RE offerings for all ages of adults
- Have a high level of lay leadership and participation

5.2.2.2. *Measurable Annual Goals:*

Unless otherwise noted in [], the responsibility rests with the Adult RE Committee once established by the Council.

2009-2010:

- Establish an Adult RE Committee of at least 3 members [Council and Leadership Development Committee]
- Develop a needs assessment tool to survey the congregation about its Adult RE needs/desires.
- Survey the congregation just before the end of the church year.
- Develop a catalog of classes, groups, and possible facilitators.
- Offer at least four (4) programs a year. These may be single sessions or a series. ON-GOING EVERY YEAR.
- Start holding a dinner at the church (pot luck) for young adults (18-31 years old) on Saturday night. Encourage participants to go out to a movie or something afterwards. [Minister and DRE will help to start and then will transition to those taking part]

Resources Required:

- A budget of \$300
- A minimum of three people to form the Adult RE Committee
- Volunteers to lead and participants

2010-2011:

- Re-evaluate the core curriculum to assure that we are offering classes/groups to meet the needs and interests of adults across the lifespan. Add curriculum/courses to the catalog based upon the congregational survey results. Decide on courses for the church year. ON-GOING EVERY YEAR.
- Hold one course that would be of interest to young adults or especially for young adults. ON-GOING EVERY YEAR.

Resources Required:

- A budget of \$300
- Volunteers to lead and participants

2011-2012:

- Plan classes/groups that encourage people from outside the church community to attend. ON-GOING EVERY YEAR.

Resources Required:

- A budget of \$300
- Volunteers to lead and participants

2013-2014:

- Offer classes/groups that at least a half dozen people outside our church community attend during the church year. ON-GOING EVERY YEAR.

Resources Required:

- A budget of \$300

- Volunteers to lead and participants

5.2.2.3. *Limitations/Roadblocks*

The following limitations are identified:

- Funding (although some things can be done with little or no money)
- Volunteers to lead and participants

6. The Community Within

Appendix I documents the notes from the gathering held on the Community Within.

6.1. Finances

6.1.1. Current State

Our Finance Committee faces the challenging task of creating a balanced budget for the next church year. They monitor our financial situation throughout the church year. The committee needs more members to continue their important work.

To find out the measurable annual goals for giving our “Fair Share” to the UUA and our dues to the NNE District, refer to Section 9 Denominational Connections.

For the past few years, we have split the plate 50-50 with charitable organizations. More detail is provided in Section 7. Appendix P provides the details of how much money has been given from the plate and Appendix L contains a list of organizations that we support that have received monies from the plate last year.

Appendix N contains a ten year history of the UUCM budget results. Appendix O contains a projection of the UUCM budget for the next 10 years based on the membership/pledging growth.

The Stewardship Committee works very hard to educate the congregation about our financial needs for the coming year and the importance of supporting our annual appeal. They are working with our UUA consultant, Tamsin Kemos, to implement the FORTH program to improve the way we do our canvass and the way we approach money. We are currently in the second year of the three year project. Appendix X contains some historical information on pledging.

The Trustees of the Endowment have held a holiday appeal for the past four years that has helped grow the Endowment by an average of almost \$5,000 per year. Refer to Appendix V for a History of the Holiday Appeal. We developed a policy on the Endowment, which created a Building Fund and a General Fund and defined the different ways in which we could use each one. Gifts can be made to either fund.

Fundraising is an important part of our congregation. Our Monday morning Craft Group has been meeting for as long as many of us can remember, making crafts that are sold at our Holiday Fair held the first Saturday in December. Not only are beautiful crafts created, but many bonds are established among the participants. Some Mondays there is more talking, discussion, and support going on than craft making. The Holiday Fair itself is a time for many people in the congregation to come together and work the day of the Fair or in many of the preparatory activities including greens gathering, wreath and bow making, gingerbread house making, setting up for the Fair, and so on. Our Spring Auction is another time we come together to have a lot of fun and make some money for UUCM. The auction leaders have been improving the event over the past few years, offering something new and different each year. Other fundraising goes on in the form of Shaw’s Gift Cards, plants sales, yard sales, the Pumpkin Festival, and other smaller events and activities.

We will be embarking upon a Capital Campaign in the 2009-2010 church year in order to pay for the repairs to the roof and other needs that will be identified in this plan or by a task force created for this purpose. To find out more about what we might spend our Capital Campaign funds on, refer to Section 11 Capital Campaign List.

Refer to Appendix I on Finances for more information.

6.1.2. Action Plans

6.1.2.1. Overall Objectives for 2014

- Ensure everyone realizes it takes significant money to have quality programs, open the doors and maintain the building.
- Make our Endowment the right proportion when compared to the annual budget or even bigger.

6.1.2.2. Measurable Annual Goals:

The responsibility rests with the group, committee, or individual identified in [].

2009-2010:

GENERAL:

- Capital Campaign, Stewardship, Trustees, and the Finance Committee need to discuss with the congregation ways to acknowledge people, in a public way, who give gifts and pledges. Although a controversial topic, it deserves more discussion. [Council, Stewardship, Capital Campaign, Trustees, and Finance Committee]

FINANCE COMMITTEE:

- Identify at least two new people to serve on the Finance Committee. ON-GOING EVERY YEAR UNTIL THERE ENOUGH NEW MEMBERS. [Council and Leadership Development Committee]
- Make sure the congregation is informed on what it takes to open the doors of the church and to pay our Staff (at the beginning of the Stewardship Campaign or earlier). [Finance Committee]
- Get the congregation's input on some new fundraising ideas. [Finance Committee]

STEWARDSHIP COMMITTEE:

- Have our UUA Consultant and Stewardship brief the congregation on where we are with the FORTH program at the beginning of our third year. [Stewardship Committee]

TRUSTEES:

- Due to the Capital Campaign, a major effort for growing the Endowment is on hold until the Capital Campaign is completed. The Trustees should continue with their annual holiday appeal (if the need is there they should emphasize the Building Fund). [Trustees]

CAPITAL CAMPAIGN:

- Kick-off the Capital Campaign in the spring. [Capital Campaign Team]
- Publicize the results of each year of the Capital Campaign – what has been collected, what has been done, what is planned, etc. [Capital Campaign Team]

Resources Required:

- Capital campaign may need seed money.

2010-2011:

GENERAL:

- Identify data that needs to be collected and kept for historical evaluation, collect it, and have it filed in the Church Office. Continue to do so each year. [Stewardship, Capital Campaign, Trustees, and Finance Committee]

STEWARDSHIP COMMITTEE:

- Have our UUA Consultant and Stewardship brief the congregation on the FORTH program completion. [Stewardship Committee]

TRUSTEES:

- The Trustees implement ways to publicly acknowledge individuals who give to the Endowment. ON-GOING EVERY YEAR. [Trustees]

Resources Required:

- Volunteers to do this.

2011-2012:

- No new activities identified (only on-going ones).

2012-2013:

GENERAL:

- Determine whether it is important that dues to the organizations we support be paid by a line item in the budget rather than through the plate. [Council and Finance Committee and congregation]

TRUSTEES:

- Start planning how to grow the Endowment. [Trustees]

Resources Required:

- n/a

2013-2014:

TRUSTEES:

- Put on one event for raising money for the Endowment (either a fundraiser or informational). [Trustees]

Resources Required:

- n/a

6.1.2.3. *Limitations/Roadblocks:*

The following limitations are identified:

- Congregation's ability to fund the budget and the capital and endowment campaigns.
- Finding a way to interest our members/friends in the finances of UUCM.
- Finding volunteers to do this.

6.2. Membership and Connections

Refer to Appendix I on Membership and Connections for more information.

6.2.1. Current State

We have an active and energetic Membership Committee that has instituted many changes over the last few years and has successfully introduced a process by which new members are initiated. Appendix J describes the “Steps to Becoming a Member of UUCM”. The process is clear and involves a commitment on the part of the potential new member. It introduces potential new members to what being a UU is all about as well as about UUCM. Long time friends are being encouraged to become members. The committee is promoting fellowship by holding monthly potluck lunches (Sunday) or dinners (Friday/Saturday). In January 2009, they initiated Circle Dinners.

Since 2007, the Membership Committee has reviewed the directory along with Rev. Barbara to determine which people should be asked whether they wish to retain membership so that our membership list contains those who still wish to be part of UUCM. The committee makes calls to members who have not been around for awhile.

The LRP Team believes that the Membership Committee is doing a lot to improve our life at UUCM, to retain our existing membership and to be welcoming to new people. Therefore, one will not find much in this LRP document that falls under the responsibility of the Membership Committee. Most of the items here are from their own plans of things to accomplish in the future.

To celebrate Reverend Barbara’s return from Sabbatical, we generated a photo board of some members/friends to welcome her back.

6.2.2. Action Plans

6.2.2.1. Overall Objectives for 2014

- Make sure everyone understands what it means to be a member. Educate everyone about what UU is and its history.
- Help improve ways of discovering common interests within our church community
- Need a coordinator of volunteers

6.2.2.2. Measurable Annual Goals

Unless otherwise noted in [], the responsibility rests with the Membership Committee.

2009-2010:

- Create and implement a way for us to find out more about each other. Possible ideas include having a larger area for photos and blurbs with interests, using Face Book as a church community, spotlighting different families every month in the Newsletter, etc.
- Create and maintain a database with information that would help people find others with similar interests as well as helping to identify people to work on various committees or events. Make maintaining and improving the database an on-going task.
- Develop a job description for a Volunteer Coordinator. [Council]
- Ensure that the Leadership Development Committee understands the full scope of their responsibilities and works all year round to fill leadership roles. [Council]
- Identify a Volunteer Coordinator who will match people’s skills with needs in the church community. The Volunteer Coordinator may need other members to call on to assist. [Council and Leadership Development Committee]

- Find new ways to develop leaders. [Leadership Development Committee]

Resources Required:

- Volunteers to do this.

2010-2011:

- Communicate with the Adult Education Committee and help them find or create an in-depth session (or multiple sessions) about the history of Unitarian Universalism. In particular, our history of activism and involvement in civil liberties, anti-war, gay rights, etc. What part have Unitarian Universalists played in our country's history? Who are all the people our rooms are named for? It might become part of the pathway to membership. [Adult Education and Membership Committees]

Resources Required:

- Volunteers to do this.

2011-2012:

- Implement an opportunity for new people (and others) to learn more about UU history. [Adult Education and Membership Committees]

Resources Required:

- Volunteers to do this.

6.2.2.3. *Limitations/Roadblocks*

The following limitations or roadblocks are identified:

- Finding a volunteer who will do the job of Volunteer Coordinator.
- Finding volunteers.

6.3. Socials and Connections

Refer to Appendix I on Connections, Socials, Diversity, and Staff for more information.

6.3.1. Current State

The Membership Committee plans and implements pot luck luncheons and dinners each month for the past few years. These are very successful and many people participate.

There are no women or men's groups currently meeting at UUCM. Women's Spirit met for many years but disbanded around 2002-03. Men's groups have been started several times but do not seem to stay active for long.

It was observed by some that we have a gender imbalance in that many more women serve on committees and in leadership roles than men do.

6.3.2. Action Plans

6.3.2.1. *Overall Objectives for 2014*

- Improve ways of discovering common interests.
- Make connections by eating together at pot lucks, holding discussions, and having other opportunities to make social connections.

- Increase diversity in gender and age; include youth in more activities; and hold more intergenerational events (see Lifespan Religious Education, section 5, for youth and intergenerational activities)

6.3.2.2. *Measurable Annual Goals*

The responsibility rests with the group, committee, or individual identified in [].

2009-2010:

- Committees and groups need to be encouraged to hold fun, themed events and take over the execution of some of the monthly pot lucks or plan events in addition to these monthly pot lucks. At the beginning of the church year, the calendar should be looked at for opportunities to do this. For example, a Tacky Dinner; an Earth Day Luncheon specializing in sustainable, local food; a dinner theater or talent show with entertainment from the church; a Men's Breakfast (or other event); a Women of All Ages Dinner, etc. ON GOING EVERY YEAR [Council]

Resources Required:

- Some activities may require funds
- Volunteers to do this.

2010-2011:

- Assess whether gender imbalance (many more women serve on committees and in leadership roles currently at UUCM) is a problem. Look to the district and the UUA for any research on this topic. Develop further plans if necessary. [Council]

Resources Required:

- Volunteers to do this.

2011-2012:

- n/a

Resources Required:

- n/a

6.3.2.3. *Limitations/Roadblocks:*

Finding volunteers.

6.4. Pastoral Care

Refer to Appendix I on pastoral care for more information.

6.4.1. Current State

Our Pastoral Care Network is doing much to assist those needing help within our congregation. Assisting in memorial services, providing meals and transportation, visiting, and sending cards and letters have been the major areas of assistance. Special help such as shoveling driveways and helping with pets has been given.

Our network is growing and what we do for each other is increasing. We are proud of our church community for providing so much support to others in the past year especially. When asking for meals, we got an overwhelming response. We believe the committee and the large network of people who provide services is what UUCM is all about.

6.4.2. Action Plans

6.4.2.1. Overall Objectives for 2014

- Get the word out faster about individual situations when there is no privacy issues
- Increase level of support by lay people

6.4.2.2. Measurable Annual Goals

Unless otherwise noted in [], the responsibility rests with the Pastoral Care Committee.

2009-2010:

- Find those within our congregation who can take over some of the pastoral care visits and listening that the Minister currently does. During Sabbatical, there were people like this on-call. This might call for more in-depth training regarding listening, boundaries, and when to call in a professional. [Pastoral Care Committee, Minister, and Leadership Development Committee]
- Discuss and implement ways to overcome the privacy issue. As each situation arises, if the individuals are asked whether the congregation can be informed and, if so, than an e-mail can go out describing the situation and where help is needed. Updates should be sent out as the situation changes.
- Make sure the Pastoral Care contact for the month is identified in the Announcements, the Newsletter, and on the website.

Resources Required:

- n/a

6.4.2.3. Limitations/Roadblocks:

Finding volunteers for the in-depth listening.

6.5. Small Group Ministry

6.5.1. Current State

Small Group Ministry provides an in-depth connection with others in our church community. Groups meet on a regular basis and provide a caring community for each other. They serve a particular need within the larger community and have some passionate participants. The Small Group experience is spreading throughout many UU and other congregations as a way of quickly building close relationships and assisting in building newcomer investment in the church community as a whole. There is a desire that each group contribute something concrete to the larger church community in the way of a service action.

There are currently five different groups in UUCM with about 35-40 people participating (this is about 18% of our membership or 25% of our average Sunday attendance) Group membership has remained approximately the same over its 5 year existence.

6.5.2. Action Plans

6.5.2.1. Overall Objectives for 2014

- Become more dependent on lay leaders rather than the Minister

6.5.2.2. Measurable Annual Goals

The responsibility rests with the group, committee, or individual identified in [].

2009-2010:

- Find people to take over the SGM training of facilitators and communication and coordination of SGM activities and administration. [SGM Facilitators, Minister, and Leadership Development Committee]

Resources Required:

- n/a

6.5.2.3. Limitations/Roadblocks:

Finding volunteers and participants.

7. Community Outreach

Appendix L contains a list of social justice and community support organizations that we currently support through our efforts and money. This was presented at the Community Outreach gathering. Appendix K contains the notes from the Community Outreach gathering which included discussions of our social justice and community outreach programs and public relations.

Our Social Responsibility Committee has not been active in recent years; however, UUCM is engaged in numerous social justice and outreach projects and has several committees that focus on specific areas.

In 2006, we began sharing the plate 50-50 with various charitable organizations. See Appendix P contains our history of giving through the plate since its inception. On average we give away at least \$5,000 per year from the plate. Most of our dues to organizations like GSOP are paid through the plate and no longer appear as a line item in the budget. Budget shortfalls caused this shift.

Not every community outreach activity is discussed in this plan. That does not mean that these things are any less valuable or important.

Some people feel that we are engaged in too many diverse activities and that it would be better to focus most of our energies on an all-church project. Others feel that it is great that we offer so many ways to be involved. With this in mind, we hope we have developed a plan that will lead us to an all-church project, if that is desired, and at the same time continue some of our other smaller projects that may be no less important to us and the community.

The following sections describe the activities that seem to have the most support from UUCM members/friends who participated in LRP events.

7.1. Community Dinners

Refer to the section on Community Dinners in Appendix K for more information. This was ranked by the congregation as the most important Community Outreach that we could do.

7.1.1. Current State

In the fall of 2007, we held a Community Dinner at UUCM where about two dozen local farmers donated the food. We prepared and cooked the food in the UUCM kitchen. Reverend Barbara went around the neighborhood and invited people to come. Over 30 people participated with several families from the neighborhood coming. Extra produce was given away to those who came. People felt this was an excellent way to serve the community outside UUCM, strengthen the bonds within UUCM as we work together, and “advertise” who we are to the larger community.

7.1.2. Action Plans

7.1.2.1. Overall Objectives for 2014

- Hold monthly community dinners where the community is invited for free
- Become vital to the community in supporting those in need and be seen by local towns as a haven for progressive thought for peace, justice and the environment.
- Have a high level of participation by the congregation in our community outreach endeavors
- Encourage sustainability and buying locally
- Integrate SHARE more into our church life
- Develop an all-congregation project

7.1.2.2. Measurable Annual Goals:

Unless otherwise noted in [], the responsibility rests with the Community Dinner Leads.

2009-2010:

- Identify a minimum of two people who are willing to lead the Community Dinners. [Council and Leadership Development Committee]
- Work with the UUCM SHARE Liaisons to discuss with SHARE the idea of having the dinners at the new SHARE headquarters where they would advertise and provide the space and UUCM would do the work. [Community Dinner Leads and SHARE Liaisons]
- Hold at least one Community Dinner during the church year.

Resources Required:

- There is currently a small amount of money in the Revolving Account from the previous Community Dinner. If more money were needed, one or two Sundays of sharing the plate would be sufficient to start up this project.

Alternatives:

- The alternative to holding the dinners at SHARE is doing it with lots of churches through the Interfaith Council, doing it with another church, or doing it alone here at UUCM. SHARE might still advertise and support this project. Keep in mind that by working with SHARE it was envisioned that we would be closer to the community needs and that eventually working with SHARE on various things might lead to an all-church project.

2010-2011:

- Enlist local farmers and local food producers in providing food for the dinners. ON-GOING EVERY YEAR.
- Hold at least two Community Dinners in the year.
- Whenever it is appropriate, advertise at the Community Dinners that we encourage sustainability and that we purchase local products when possible. ON-GOING EVERY YEAR.

Resources Required:

- If more money were needed, one or two Sundays of sharing the plate would be sufficient to start up this project.

2011-2012:

- Reassess whether Community Dinners are successful.
- Hold at least six Community Dinners in the year.

Resources Required:

- If more money were needed, a few Sundays of sharing the plate would be sufficient to start up this project.
- Volunteers to do this many dinners a year.

2012-2013:

- Hold monthly Community Dinners during the church year. (These dinners may be part of an all-church project related to the community) ON-GOING EVERY YEAR.

Resources Required:

- If more money were needed, a few Sundays of sharing the plate would be sufficient to start up this project.
- Volunteers to do this many dinners a year.

2013-2014:

- n/a

7.1.2.3. *Limitations/Roadblocks:*

The following limitations are identified:

- Congregation participation and leadership.
- Finding a way to draw in the community into these dinners.

7.2. Other Projects

Refer to the section on the various projects in Appendix K for more information.

7.2.1. Current State

Currently we are involved in many social justice and community outreach projects as Appendix L indicates. Some involve only a few people and others involve more (such as SHARE). Enthusiasm was expressed for several projects that this plan identifies as having potential for further development and research.

7.2.2. Action Plans

The question of many projects versus a few involving more of the congregation may manifest itself as we execute this plan. It may be that as we go down this path, we will decide that we are doing too many things and so some programs may need to be dropped. These may be existing ones or some of these new ones. The congregation will need to make these choices at the appropriate time.

When possible consider inviting the public to our events or whether an event or activity can be jointly sponsored with another church, the Interfaith Council, or another organization.

7.2.2.1. Overall Objectives for 2014

- Become vital to the community in supporting those in need and be seen by local towns as a haven for progressive thought for peace, justice and the environment.

- Have a stronger social justice outreach especially concerning anti-war and pro-environment.
- Find a “Work Camp” for families and/or youth to go to in the summer or on school vacations.
- Focus on ministry for the earth. Make UUCM green.
- Have more projects, dinners, and programs with other churches and a leadership role for us.
- Provide informative programs and discussion on social justice issues which include the greater community.
- Be a louder voice in the community for gay/lesbian rights. Renew and educate often within.
- Collect food for SHARE in the Sunday service.
- Renew our commitments to our current projects (i.e., Greater Nashua Interfaith Hospitality Network – GNIHN - at Anne Marie House; Granite State Organizing Project – GSOP; Nashua Soup Kitchen; Partner Church; etc.).
- Have an “all” church, intergenerational community outreach project.

7.2.2.2. *Measurable Annual Goals*

The responsibility rests with the group, committee, or individual identified in [].

2009-2010:

GENERAL:

- Develop and implement a process for “Sharing the Plate”. [Council]
- The public is invited to at least one of our community outreach or social justice events each year. ON-GOING EVERY YEAR. [Sponsoring Group]
- At the annual meeting and at future annual meetings, renew our commitments to organizations we are willing to support with our UUCM name, our efforts, and our money. Make this part of our procedure at the annual meeting. ON-GOING EVERY YEAR. [Council]

GREEN SANCTUARY:

- Recruit at least 2 new members onto the Green Sanctuary Committee. [Green Sanctuary Committee]
- Consider a name change to the Green Sanctuary Committee that implies more than an internal greening of UUCM but identifies the committee as focused on the earth, the environment, global warming and sustainability. [Green Sanctuary Committee]
- Develop a long range plan for making UUCM Greener where part of the plan gets us to be a UUA “Green Sanctuary” church. Make sure the congregation is behind this effort. [Green Sanctuary Committee]
- Hold one Environmental event or service each year. Consider inviting the public. ON-GOING EVERY YEAR. [Green Sanctuary Committee]

SHARE:

- Collect food for SHARE on the first Sunday of every month in the Sunday service. [Minister and SHARE Liaisons]

Resources Required:

- Event may require funds for a guest speaker.
- Renewing support to organizations will require funds from either the plate or the budget.
- Volunteers to do this.

2010-2011:

GREEN SANCTUARY:

- Implement Green Sanctuary's LRP for making UUCM Greener for this church year. ON-GOING EVERY YEAR. [Green Sanctuary Committee]

WELCOMING CONGREGATION:

- Recruit at least one new member into the Welcoming Congregation Committee. [Welcoming Congregation Committee]

SHARE:

- Begin discussions with SHARE about other projects that UUCM could be involved in that might lead to a all-church project [SHARE Liaisons]
- Collect food for SHARE every week in the Sunday service. Make this an established ritual for the future. ON-GOING EVERY YEAR. [Minister and SHARE Liaisons]

Resources Required:

- Event may require funds for a guest speaker.
- It may require additional budget for green supplies.
- Volunteers to do this.

2011-2012:

GREEN SANCTUARY:

- UUCM officially becomes a "Green Sanctuary". [Green Sanctuary Committee]

SHARE:

- If there are choices about a SHARE project or an all-church project, present ideas to the congregation and decide which one would work best. [SHARE Liaisons]
- If a SHARE all-congregational project does not work out, establish an Outreach Task Force to explore other ideas for an all-church project. [Council and Leadership Development Committee]

Resources Required:

- May require some funds to become a UUA "Green Sanctuary".
- Event may require funds for a guest speaker.
- It may require additional budget for green supplies.
- Volunteers to do this.

2012-2013:

WORK CAMP:

- Identify a “Work Camp” Leader and Group. [Council and Leadership Development Committee]
- Research and identify a “Work Camp” or other kind of project that families could be involved in over the summer or on school vacations. [Work Camp Group]
- If there are choices, present ideas to the congregation and decide which one would work best. [Work Camp Group]

Resources Required:

- Event may require funds for a guest speaker.
- Volunteers to do all this.

2013-2014:

WORK CAMP:

- Begin the process of raising funds if necessary, identifying participants, and all that goes into starting up this project which will be held in the next church year. [Work Camp Group]

Resources Required:

- Possibly a fundraiser for going to a “Work Camp”.
- Event may require funds for a guest speaker.
- Volunteers to do this.

7.2.2.3. *Limitations/Roadblocks:*

The following limitations are identified:

- Funding for guest speakers.
- Funding for green supplies. Currently people donate some of this and it is whatever they want to buy. Need to educate and, if necessary, have UUCM purchase to be sure we get the green products.
- Getting people from the community to attend our events.
- People may be reluctant to drop any organization we have worked with, especially if they are involved in the organization.
- Finding enough volunteers to do these things.

8. Communications

Appendix K contains the notes from the Community Outreach gathering that included discussions of Public Relations and the Wayside Pulpit.

The following sections describe both internal and external communications and the activities recommended for both.

8.1. Public Relations

Refer to the section on Public Relations and the Wayside Pulpit in Appendix K for more information.

8.1.1. Current State

In the past, we tried to have volunteers do publicity, but it has not always worked out. Currently our Church Secretary advertises events in the local newspapers.

We have had a Wayside Pulpit for the last few years where two different messages are displayed and typically changed monthly.

8.1.2. Action Plans

Although having a volunteer publicity coordinator was low on the priorities voted on by the congregation, public relations was very high. Thus the role of coordinator becomes important. There is overlap between public relations with the outside community and internal communications. Therefore, we chose to change the name to Communications Coordinator and Communications Team. It is envisioned that this team is involved in all aspects of communications.

8.1.2.1. Overall Objectives for 2014

- Become vital to the community in supporting those in need and be seen by local towns as a haven for progressive thought for peace, justice and the environment.
- Improve visibility in the community about what we are about and what we do.
- Help people, who are searching for our kind of church, to find us.

8.1.2.2. Measurable Annual Goals

Unless otherwise noted in [], the responsibility rests with the Communications Team.

2009-2010:

- Identify a Communications Coordinator and a team. The team might consist of the webmaster, the newsletter editor, and others familiar with the operation of the church and our events and are interested in the public relations of the church. [Council and Leadership Development Committee]
- Develop a job description for the Communications Coordinator/Team. The Communications Coordinator will interface with the Newsletter Editor and the Office Administrator (Announcements) to make sure that we are communicating internally as

well as externally. The Communications Coordinator will recommend what should be advertised outside (either in newspapers, on the Wayside Pulpit or on the website) with the Minister making the final decision on the Wayside Pulpit and the Office Administrator assisting in the implementation. [Council]

- The Communications Teams decides how to best use communication vehicles (the website, newsletter (on-line and printed), announcements, weekly e-mail blasts) and how to disseminate information to our various audiences (regular churchgoers, irregular churchgoers, church visitors, seekers, and those outside the church). Develop the Communications Plan and have it approved by Council before making any changes. [Communications Team]
- Advertise at least six events and Sunday services that might be of interest to the greater community. ON-GOING EVERY YEAR.

Resources Required:

- There is a small cost to produce signs for the Wayside Pulpit and other signs of about \$100 per year. Establish this in the budget every year.
- Volunteers

Alternatives:

- The alternative to using the Wayside Pulpit is to have a sandwich board that can be put out for special events. However, this may violate town ordinances.

2010-2011:

- Advertise on the website what our facility and minister can offer – this would be accessible by the greater community. (i.e., civil unions, marriages, rentals, and other services we provide). [Communications Team and Webmaster]
- Assess whether the new publicity approach is working and report to the Council. ON-GOING EVERY YEAR. [Communications Team]

Resources Required:

- May need new software applications for website development of about \$500.

8.1.2.3. *Limitations/Roadblocks:*

The following limitations are identified:

- Keeping volunteers involved in publicity.
- Keeping the website current and timely.
- Funding any tools needed for website development.

8.2. Internal Communications

8.2.1. Current State

At various times during the course of the long range planning activities, improving internal communication was mentioned.

About six years ago, we started inserting weekly announcements to the Order of Service.

In the last few years, Dona Eaton has done a great job editing our newsletter and making sure it gets out to people on time. The UUCM Newsletter is currently mailed to only a few people without internet access with most people getting a message that the UUCM Newsletter is available on the website. There has been concern that many people are not reading their

newsletter and are not keeping current with UUCM happenings. A survey was taken last year and of the 104 responses, over 50% of them said that they read the newsletter less frequently than when it was mailed. More information on the survey is contained in Appendix U.

In the past few years, thanks to Rick Davis, our website has improved and provides useful information. The website is primarily discussed in this section although the greater community can access parts of it.

Our church secretary sends out weekly e-mails with upcoming events and important announcements.

The Communications Team mentioned below was established in the previous section on Public Relations.

8.2.2. Action Plans

8.2.2.1. Overall Objectives for 2014

- Keep our church community informed about what is going on
- Help improve ways of discovering common interests within our church community

8.2.2.2. Measurable Annual Goals

Unless otherwise noted in [], the responsibility rests with the Communications Team.

2009-2010:

- Work more with committees and others before the Council sets the yearly calendar so that events and activities are coordinated. Involve the Communications Coordinator in the yearly planning of the calendar. [Council]
- Guided by the Communication Plan, discuss and experiment with ways to communicate internally. Could an e-mail be sent that has important information in the form of a newsletter, sent more often (weekly or bi-weekly), and with links to more information on the website? Could the website be updated more often with other information that doesn't change as often or only needs to be updated once a month, keeping the newsletter smaller?
- Guided by the Communication Plan, decide what content should be on a revised website and collect the information needed. Draw on the Minister and other sources, such as other UU websites, before deciding.

Resources Required:

- Webmaster and newsletter editor may need more assistance to accomplish objectives set by the Communications Team.

2010-2011:

- Annually each committee will review the appropriate section of the website and recommend revised and/or new content. The request will come from the Communications Team.
- Implement the updates to the website. [Webmaster]

Resources Required:

- Volunteers

2011-2012:

- In the future, continue to keep the website current and informative with a review every year. ON-GOING EVERY YEAR. [Communications Team]

Resources Required:

- Volunteers

2012-2013:

- n/a

2013-2014:

- n/a

8.2.2.3. *Limitations/Roadblocks:*

Finding the volunteers needed.

9. Denominational Connections

9.1. Current State

Starting with the church year 2006-2007, we have not paid our “Fair Share” to the UUA or to the Northern New England (NNE) District. Appendix W provides a History of Payments to the UUA and the District for the past 10 years.

Many things that go on in the district and with the UUA are unknown to our congregation. Communication about activities, events, and projects concerning the district or the UUA seems sporadic. Since the Social Responsibility Committee disbanded, no one is consistently following the UUA Study/Action Issues (SAI) or Statements of Conscience (SoC). These are important actions by our denomination.

We need to make sure that we emphasize when we receive assistance from the District or the UUA or use their resources. Currently we have a \$25,000 loan for repairing the roof that we received through the NNE District. Since 2007 we have been a FORTH participant receiving free time from a UUA consultant, Tamsin Kemos, for our Stewardship process.

9.2. Action Plans

9.2.1.1. Overall Objectives for 2014

- Strengthen our connections to UUA including paying our “Fair Share” and more attendance at General Assembly.
- More involvement with District including paying our dues and representation at District meetings.

9.2.1.2. Measurable Annual Goals

The responsibility rests with the group, committee, or individual identified in [].

2009-2010:

- Identify a Denominational Affairs Liaison to follow UUA and NNE District activities and report on them. [Council and Leadership Development Committee]
- Write articles for the UUCM Newsletter and our website concerning UUA and NNE District activities of interest. Notify the Minister, individuals, or committees about happenings that they may be interested in. Sources: UUA Website, UUA World, etc. ON-GOING EVERY YEAR. [Denominational Affairs Liaison]
- Pay at least 20% of our “Fair Share” to the UUA this year. [Council, Finance Committee and Congregation]
- Pay at least 20% of our dues to the NNE District this year. [Council, Finance Committee and Congregation]

Resources Required:

- UUA Fair Share and District dues are paid at 20% for the current year.

2010-2011:

- Pay at least 40% of our “Fair Share” to the UUA this year. [Council, Finance Committee and Congregation]
- Pay at least 40% of our dues to the NNE District this year. [Council, Finance Committee and Congregation]
- Encourage the congregation to have a full delegation attending the UUA General Assembly. ON-GOING EVERY YEAR. [Council, Minister, and Denominational Affairs Liaison]

Resources Required:

- UUA Fair Share and District dues are paid at 40% for the current year.

2011-2012:

- Pay at least 60% of our “Fair Share” to the UUA this year. [Council, Finance Committee and Congregation]
- Pay at least 60% of our dues to the NNE District this year. [Council, Finance Committee and Congregation]

Resources Required:

- UUA Fair Share and District dues are paid at 60% for the current year.

2012-2013:

- Assess if the Denominational Affairs Liaison approach to the UUA and NNE District is working. [Council]
- Pay at least 80% of our “Fair Share” to the UUA this year. [Council, Finance Committee and Congregation]
- Pay at least 80% of our dues to the NNE District this year. [Council, Finance Committee and Congregation]
- Have at least one member of our congregation involved in NNE District work (committee, board, etc.). ON-GOING EVERY YEAR. [Council, Minister, and Denominational Affairs Liaison]

Resources Required:

- UUA Fair Share and District dues are paid at 80% for the current year.

2013-2014:

- Pay 100% of our “Fair Share” to the UUA this year. ON-GOING EVERY YEAR. [Council, Finance Committee and Congregation]
- Pay 100% of our dues to the NNE District this year. ON-GOING EVERY YEAR. [Council, Finance Committee and Congregation]

Resources Required:

- UUA Fair Share and District dues are paid at 100% for the current year.

9.2.1.3. *Limitations/Roadblocks:*

The following limitations are identified:

- The economy may have a negative impact on pledges.
- Funding a budget with the desired amounts for the UUA and the NNE District.
- Involving people in UUA and District activities with so many UUCM activities.

10. Growth and Facilities

A discussion of our space and facilities would be incomplete without thanking and acknowledging the work that the “Friday Morning Guys” have done. They tackle small or large tasks to maintain our church building and grounds. They recently have been working on a large project – the basement. The dirt floor is gone, replaced by a smooth concrete floor. How many buckets of dirt did they remove? And how dirty did they get doing it? Old rickety shelving is being replaced and more storage added. The two old classrooms, filled with storage items and junk, are being cleaned out. In addition, at the end of the morning, these guys really enjoy their coffee break together.

Our gardens have been planned and maintained over the years by Claudia Everest and her church helpers. Claudia plans a new drought-tolerant garden for around the Wayside Pulpit. Funding for the garden and any watering system needed for other parts of our garden is available through gifts from members earmarked specifically for these.

Although not specifically identified as a priority for UUCM, from the beginning the LRP Team felt that growth needed to be addressed and would be intrinsic to the plan. We needed to discuss whether we are likely to grow in numbers and whether or not we want to actively encourage growth in numbers. Many areas depend on growth: the level of staff, the size of our useable space, maintenance of our space, the emphasis of the membership committee, financial projections, the number of Sunday services, and more.

Additionally the long range planning effort needed to consider growth and facilities in order to be prepared to look at options and possibilities for a list of items to be paid for through the Capital Campaign. The roof repairs are in progress and must be paid for. Beyond that is the possibility of doing more with additional funds raised.

In the church year 2008-9, a line item was added to the budget as a rainy day fund for making repairs to our almost 140-year-old building. Unfortunately, budget constraints have kept the amount to \$100 rather than the \$5,000 deemed necessary.

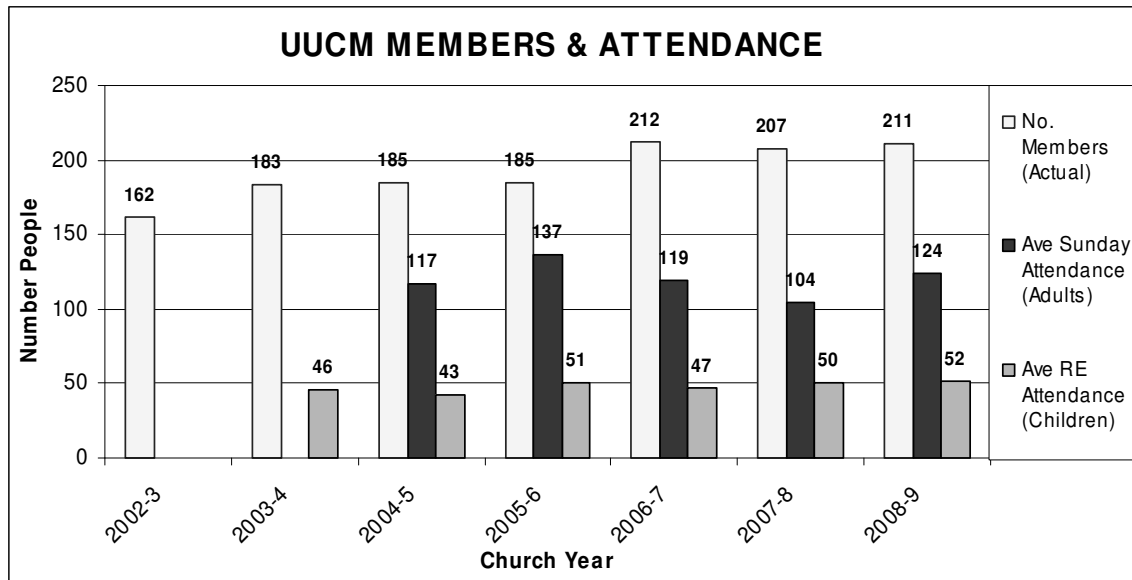
Appendix M contains the notes from the Growth and Facilities gathering.

10.1. Growth

10.1.1. Current State

As the numbers show in Figure 10-1, we have been growing in attendance at Sunday services and Children’s Circles from the time we have the historical data. However, in church years 2006-7 and 2007-8, our Minister went on sabbatical. Typically, attendance is lower during this time as the data in figure 10-1 shows. In 2007-8, a concerted effort was put into purging the membership list of names of those people who no longer considered themselves members. After 2005, a push was made to ensure all children were registered. The data shows both these trends.

The sense from the congregation is that if we have quality programs, do the right things to retain existing people and attract new ones, have a welcoming space, and work in the community for social justice, WE WILL GROW.



Notes:

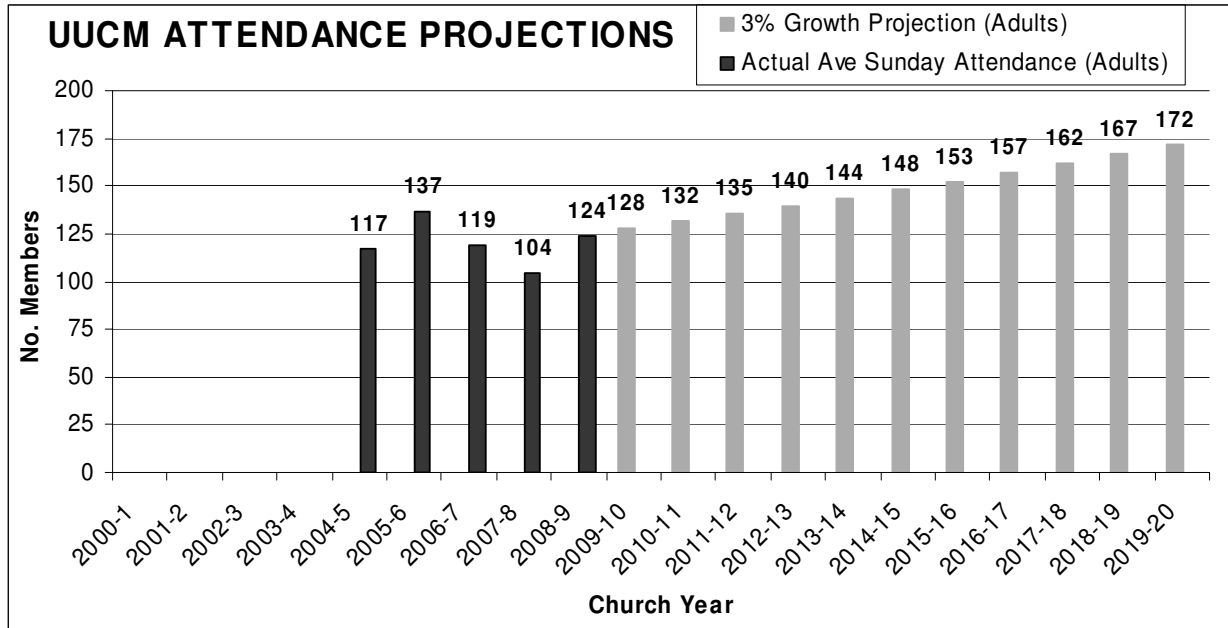
The count is taken after the children leave so it is generally the adult attendance at Sunday service. 2008-9 is not complete so data may be higher or lower

Figure 10-1: UUCM Membership and Attendance

Some people are apprehensive about the church growing too big or changing too much. Some like UUCM just the way it is. Others are enthusiastic about growing and all that means.

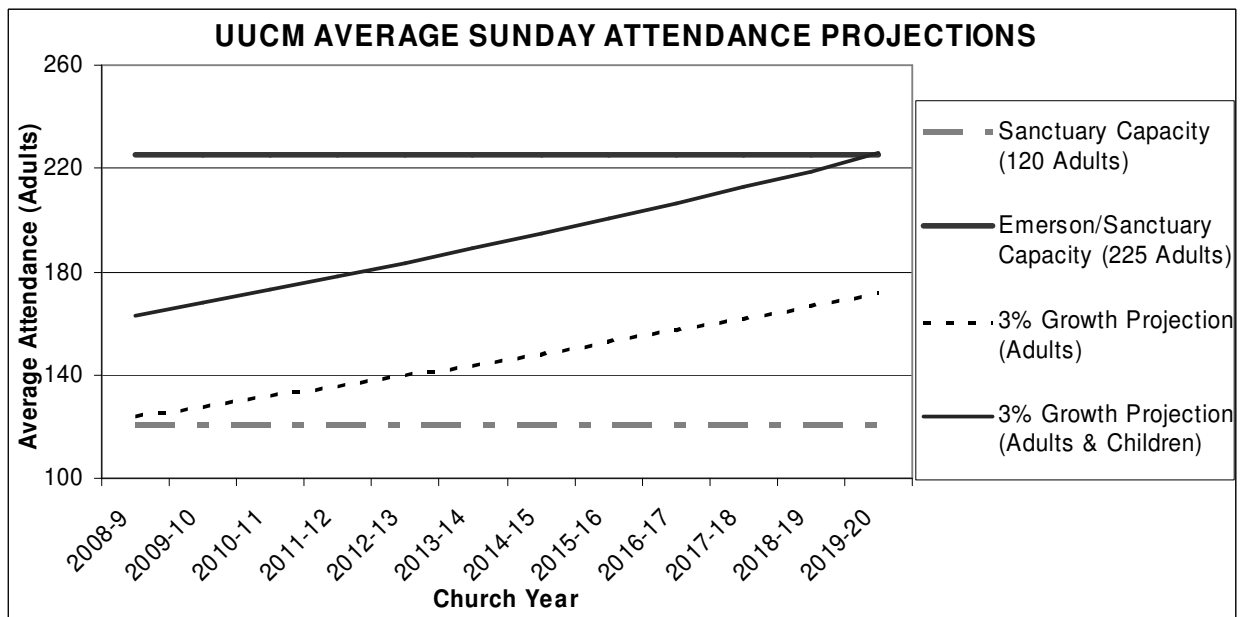
So how much realistically will we grow? Our history indicates we are growing on average by 2% per year for attendance (and that is what matters when we talk about space needs). However, a sabbatical occurred during two of those 5 years of history, so perhaps 3% is a good number for planning purposes. Figure 10-2 shows what the projections for Sunday service attendance would be for the next 10 years at a 3% growth. This is only 3-4 increase in the number of people attending the Sunday service each year, which seems like a reasonable rate of growth. However, the amount of data we have is limited and includes the sabbatical period, so our growth rate should be monitored carefully each year and our projections for the future should be updated accordingly.

What does this growth mean in terms of our sanctuary capacity? Figure 10-3 illustrates that if we grow as predicted, in the year 2019 (10 years from now), we will outgrow the ability to hold our children and adults in the sanctuary and Emerson Hall combined at the beginning of the service. During that 10 year period, Emerson Hall can accommodate the predicted growth, but as will be discussed in Section 10.2, Worship/Sanctuary Space, the worship experience in Emerson Hall is less than ideal and many feel the physical space needs to be improved.



Note: 2008-9 is not complete so data may be higher or lower

Figure 10-2: UUCM Attendance Projections



Note: Sanctuary capacity is estimated to be 120 adults comfortably.
 Sanctuary and Emerson capacity together is estimated to be 225 adults comfortably.

Figure 10-3: Sunday Attendance Projections

10.1.2. Possibilities for Long Term Growth

There are many possibilities to accommodate long term growth such as 1) move to a different facility, 2) form a satellite church, 3) buy neighboring property and add a new, larger sanctuary, 4) go to two services or more, or 5) don't have the children be part of the worship service.

There are more questions surrounding each of these possibilities than this Long Range Plan can address. Regarding a shift to holding two Sunday services, some in the congregation feel that this would divide the congregation. It also raises many questions including:

- Would each service offer Children's Circles?
- Can our congregation support two sets of circle leader volunteers?
- Would not offering Children's Circles at one service further divide the congregation into those with children and those without?
- Can the budget support the additional costs of music and staff for two services?
- Would each service be the same or different?

The UUA recommends a three year period to transition into offering two Sunday services in order to get the needed congregational "buy-in".

In considering moving into a larger facility, may feel that our physical presence near the center of town is important. Additionally, many feel that our building is beautiful and special and that we should remain in it.

The idea of buying the neighboring property was raised in particular because the owner, Elizabeth Shelley, is a member of our congregation and she has given UUCM a right of first offer to buy the house when she no longer wants it. Section 10.5 goes into this in more detail.

Over the coming years, we should monitor our growth carefully, and we will have an opportunity to think outside the box and plan our future.

10.2. Facilities

10.2.1. Worship/Sanctuary Space

10.2.1.1. Current State

The biggest issue facing the congregation around worship is the space itself. The sanctuary is no longer large enough for our typical Sunday service, and for years we have been extending into Emerson Hall, gradually coming to the point where we fill 3 to 4 rows back, sometimes more.

The worshipers in Emerson Hall feel disconnected from whoever is in the pulpit and from the rest of the congregation in the sanctuary. It is difficult to see whoever is in the pulpit or in the front of the sanctuary making announcements or voicing Joys or Concerns. The children during the Story for All Ages cannot be seen (even by many in the sanctuary). The floor in Emerson Hall squeaks loudly as people walk across it during the service. The doors make considerable noise when opened and shut during the service. The metal chairs make noise when people move. Newcomers and first time visitors often choose to sit in Emerson, so their initial experience at UUCM is diminished by these factors. In order to improve things, we have recently purchased 23 attractive, comfortable chairs for the back of the sanctuary and Emerson Hall. Thanks to Donna Collette for leading the effort to purchase the new chairs.

The sound has improved over the last year both in the sanctuary and in Emerson Hall. However, the sound reverberates in Emerson Hall. We need additional microphones. For example, when the choir sings, it is not very loud in Emerson Hall as there are no microphones directed at the choir. Likewise, one cannot hear the piano very well if there is no microphone aimed at the piano. When many people speak, the microphone needs to be handed back and forth, sometimes interrupting the flow of the service.

There is some tension around the idea of spending any significant amount of money to better integrate Emerson Hall with the sanctuary, and, as mentioned before, there is some tension around the idea of growth in numbers. Some like things the way they are and do not want to see change. They feel that spending money on expensive changes to Emerson Hall is unnecessary. Others feel that we should be welcoming and accommodating to all who want to share our faith, and that the current state of Emerson prevents this, because, in essence, the limitations of Emerson are having some newcomers “self-select” out of our congregation.

10.2.1.2. *Possibilities*

So what are the possibilities for improving the worship experience? The options discussed at the gatherings for improving the physical worship space included fixing the Sanctuary/Emerson Hall space, moving to two Sunday services, or purchasing the adjoining property. The latter does not solve the sanctuary issues except that we would have land to expand to in the distant future.

Table 10-4 shows the possibilities discussed for improving our audio and visual experience in the Sanctuary.

Table 10-4: Possible Audio/Visual Improvements

Item	Where
LCD Projectors, screens and camera(s)	<ul style="list-style-type: none"> • For presentations anywhere, buy a Portable LCD projector and screen NOW • So that people in Emerson can see what is happening, put an LCD screen on the wall in Emerson above the pocket doors • So that we can show presentations, movies, words to songs, and other visuals, put LCD screen up in the front of the sanctuary • Put camera(s) up front so people in the back can see what is happening displayed on LCD screens (Minister, Story for All Ages, etc.)
Sound System	<ul style="list-style-type: none"> • Need more channels on existing system – buy some more send/receive channels • Buy new sound system • Add more speakers and headset microphones • Fix feedback problem • Real time control of sound improve the quality

A Space Task Force and an Audio/Visual Task Force were formed in February 2009 to make an initial investigation into the financial and physical feasibility of various options for integrating the sanctuary and Emerson Hall as well as other space issues. These options for the sanctuary/worship space include:

- Raising the pulpit so the speaker can be seen from Emerson Hall.
- Creating a raised stage that extends across the front of the church so everyone participating in the service is higher up.
- Removing the organ and the storage areas at the sides of the pulpit area to create space for the piano and the choir.
- Removing the pocket doors to Emerson Hall and cut archways higher up in the wall between Emerson and the Sanctuary so that the rooms are almost joined together (having roman shades or drapes so the rooms could still be separated).
- Installing carpet in Emerson (and replace Sanctuary carpet to match). Installing a camera and an LCD screen in Emerson Hall which would project whatever is happening in the pulpit area.
- Removing the pews and purchasing individual chairs that could be rearranged to enhance the services (for example, in a circular formation).
- Having more individual microphones so everyone participating in the service has one.
- Purchasing a portable LCD projector and screen so that it could be used for presentations in both the sanctuary and other places.
- Hanging a wall hanging on the big wall in Emerson to absorb some of the sound
- Painting the wall above the pocket doors in Emerson a darker color so the division between the rooms is not so obvious.

Specific direction given each task force is provided in Appendix Q (Space) and Appendix R (Audio/Visual).

10.2.2. Classrooms/Office Space

10.2.2.1. Current State

In alternative years when OWL is occurring and the Neighboring Faiths program is not occurring, we are short classrooms for the children and rely on Elizabeth Shelley's home for the overflow.

This year we added an additional class for the 3 year olds, necessitating an additional classroom. There were too many to fit in with the infants.

Currently we use the following classrooms and offices:

<u>Room</u>	<u>Used For</u>
Sophia Lyon Fahs	Nursery
Olympia Brown	3 year olds
Clara Barton	4 and 5 year olds
Susan B. Anthony (2 nd floor)	3 rd and 4 th grades
Whitney Young (2 nd floor)	5 th and 6 th grades
Room off the Kitchen	1 st and 2 nd grades
Thoreau's Study	Minister's Office
Alcott	DRE's Office

Both the Minister and the DRE have offices. The Office Administrator has an office with a copy room right off the office. The copy room does double duty as a place to bring noisy young children during the Sunday service. Speakers are provided so the parent can hear the service.

The YRUU meets on Sunday evening and does not have a specific area that they meet in.

10.2.2.2. Possibilities

So what are the possibilities for increasing the number of classrooms or moving offices around to create more classrooms? The options discussed at the gatherings for classrooms/offices are shown in Table 10-6.

Table 10-5: Classroom Improvements

Issue/Area	Utilize the Building We Have	Buy Adjoining Property
MORE CLASSROOMS & YRUU SPACE	<ul style="list-style-type: none"> • Renovate existing basement areas AND/OR • Share Barnum Hall space with modular classrooms AND/OR • Renovate the tower 	<ul style="list-style-type: none"> • Could provide more classroom space

The Space Task Force addressed the possibilities for increasing classroom/office space. These options include:

- Making two classrooms in the basement that is currently being used for storage (and solving any issue with emergency exits).
- Researching modular furniture and walls for making classrooms in Barnum Hall.
- Improving the existing classroom in the basement.
- Looking at the tower space for an office, classroom or YRUU space.

Specific direction given the Space Task Force is provided in Appendix Q.

10.2.3. Other Space

10.2.3.1. Current State

We would like a comfortable place for meetings or discussions.

We have limited storage although the “Friday Morning Guys” are adding more, we need to assess whether it is sufficient.

During the December storm and loss of power for over 10 days for some people, the church was used as a place to gather, get warm, have food, connect with friends, and generally be somewhere other than home. It would have been great to have a shower during this time.

10.2.3.2. Possibilities

Other space improvement options discussed at the gatherings are shown in Table 10-7.

The Space Task Force addressed the possibilities for enhancing other space. Options include adding a gas fireplace insert into the fireplace to heat the room in the colder weather.

Specific direction given the Space Task Force is provided in Appendix Q.

Table 10-6: Other Space Improvements

Issue/Area	Utilize the Building We Have	Buy Adjoining Property
<ul style="list-style-type: none"> • “Living Room” Meeting Space • Storage • Shower 	<ul style="list-style-type: none"> • Renovate Fireside Room • Add more storage in many areas for each committee and to better store tables/chairs, etc • Add to downstairs bathroom 	<ul style="list-style-type: none"> • Could provide this space • Could provide this space but might not be convenient • Could provide this

10.2.4. Buying Adjoining Property

10.2.4.1. Current State

We currently have an agreement with Elizabeth Shelley that gives UUCM a right of first offer (not a right of first refusal); therefore, we have to assume that we get only one shot at purchasing the property. We have 60 days to make an offer. Elizabeth could exercise this option or her children could.

The Finance Committee has been looking at the legal and financial matters concerning the property.

10.2.4.2. Possibilities

There are many possibilities if we purchased the adjoining property. Assuming that it was renovated, it could give us extra space for offices and classrooms or it could be a rental property. The land itself would allow us to have a garden or a park or to add a new wing to the church to create a larger sanctuary.

10.2.5. Task Force Results

The Space Task Force consisted of Paul Liscord and John Miller with consultations by Nancy Baker (Worship), Kim Pacquette (DRE) and the LRP Team. The results of this task force are included in Appendix S.

The Audio/Visual Task Force consisted of Bob Baker and Bob Eaton with consultations by Nancy Baker (Worship) and the LRP Team. The results of this task force are included in Appendix T.

These are all *just* IDEAS. The congregation could choose to do SOME, or ALL or NONE of them. Some of the ideas involve some pretty extensive (perhaps even radical) changes, and the LRP team feels that the congregation really needs time to think these options over before making any decisions. Once we decide, we could use the upcoming Capital Campaign as a means to raise the money for one or more of these possibilities.

The following sections describe each option in more detail with their associated costs developed by the task forces. Included in the options are maintenance and repairs provided by the “Friday Guys”.

10.2.5.1. *The Sanctuary*

The following are the Sanctuary improvement possibilities discussed at various gatherings and their associated cost as developed by the 2 Task Forces.

- To make it easier to see and hear what's happening up front, we could create a raised stage that extends across the front of the church so everyone participating in the service is higher up and raising the pulpit up another step so the speaker can be seen from Emerson Hall.

COST: \$ 7,300

- We could remove the organ and storage areas at the sides of the pulpit area to open it up and have more space for the choir and the piano.

COST: TBD

- We could remove the pocket doors and open up the space above so those in Emerson Hall could see better and feel a part of the service.

COST: \$ 15,000

- We could install carpet to deaden the noise and get rid of the squeaky floor in Emerson Hall.

COST: \$ 8,700

- We could remove the pews and purchase individual chairs that could be rearranged to enhance the services (for example, in a circular formation).

COST: \$ 30,000 for about 200+ chairs

- We could improve the sound system to fix the problems we have been experiencing and allow for expansion of functionality and have more individual microphones (some perhaps wireless) so that everyone participating in the service has one.

COST: \$ 3,000 - \$ 10,000

- We could install cameras in the pulpit area and place LCD screens in Emerson Hall to project whatever is happening in the pulpit area.

COST: \$ 7,000 - \$ 11,000

- There are some small fixes we could do such as adding wall hangings in Emerson Hall to help deaden the noise.

COST: Minimal

10.2.5.2. *Classrooms/Office Space*

The following are the Classroom improvement possibilities discussed at various gatherings and their associated cost as developed by the Space Task Force.

- We could make two classrooms in the basement that are currently being used for storage and improve the existing classroom in the basement. Each would meet code with 2 egresses into a hall; have fire prevention dry wall and steel doors. **The existing classroom we are using probably does not meet code.**

COST: \$ 46,000

- We did not research modular furniture and walls for making classrooms in Barnum Hall. However, it could be considered.

COST: TBD

- The tower space is not suitable for use due to fire escape issues.

COST: Not Applicable

- Renting classroom space in nearby facilities is another possibility.

COST: TBD

10.2.5.3. *Other Space*

The following are the improvement possibilities discussed at various gatherings for other space and their associated cost as developed by the Space Task Force.

- We could make the fireside room cozy and comfortable especially in the winter by adding a gas fireplace, refinishing or redoing the floors, and adding sofas and chairs.

COST: \$ 3,800 for gas insert into fireplace only

- We could re-hang circulators to help eliminate noise when running in the Fireside Room

COST: \$ 400

- Replace hardwood floors in Fireside room (may be able to be refurbished)

COST: \$ 4,500

- We looked at adding a shower to the basement bathroom, but if we do the classroom renovations, we might not have room to expand the bathroom.

COST: Not applicable

- We could fabricate rated storage in basement with fire-code sheetrock. **Does not currently meet code.**

COST: \$ 5,300

- We could do an Energy Audit

COST: \$ 2,200

10.2.5.4. *Maintenance and Repairs*

The following are the maintenance and repairs provided by the “Friday Guys” or uncovered by the Space Task Force during their investigations.

CURRENT OBLIGATIONS:

- Slate Roof Phase 1 (under contract now)

COST: \$ 78,000

- Payback Painting Loan to the Endowment

COST: \$ 23,000

OTHER MAINTENANCE PROJECTS:

- Slate Roof Phase 2 (TBD when)
COST: \$ 76,000
- Re-roof regular roof on addition (TBD when)
COST: \$ 15,000
- Carpentry associated with roof (TBD when)
COST: \$ 1,500
- Re-pipe the gas line into the building. **Does not meet code and is inefficient (too small pipe).**
COST: \$ 2,000
- Re-point Chimney to Outside Granite Wall
COST: TBD

10.3. Action Plans

Since our projections indicate we could go for many more years before we outgrow our current worship space and before we can afford to expand to two worship services, we will explore the option of two Sunday services during the time frame of this 5-year long range plan, but not plan on moving to two services during this time span unless the situation changes.

From listening to the “experts, it would seem that some of the sound system problems can be fixed immediately by instituting procedures and not allowing untrained people to touch the sound system.

Section 11 contains a Capital Campaign List with several options. The list will be revised based on the desires of the congregation.

10.3.1. Overall Objectives for 2014

- Emerson and the sanctuary are totally integrated to improve the spiritual experience (for example with audio, visual, good seating, moveable pews, better chairs, sound and projector system/booth, words of the hymns projected on a screen, etc.).
- A worship environment that allows all participants to be heard and seen.
- A list of prioritized items for funding through a Capital Campaign is available.

10.3.2. Measurable Annual Goals

The responsibility rests with the group, committee, or individual identified in [].

To be accomplished in 2008-2009:

- June 2009: Form a Growth & Space Team to present the options for growth and space to the congregation so that the congregation can make an informed decision (at a congregational vote) on what should be on the Capital Campaign List in Section 11. [Council]

Resources Required:

- Volunteers

2009-2010:

- September-October 2009: Present the space and facility options to the congregation including renderings and a formal presentation. [Growth & Space Team]
- September-October 2009: Present information to the congregation on the findings concerning the purchase of Elizabeth Shelley's home. [Finance Committee]
- November 2009: Hold a congregational vote to decide what should be in our Capital Campaign List. [Council]
- November 2009: Hold a congregational vote to decide whether we should continue to pursue the possibility of purchasing Elizabeth Shelley's home. [Council]
- December 2009: Update the Capital Campaign List. [Capital Campaign Team]
- Form an Audio/Visual Team made of experts and other interested and knowledgeable (or willing to learn) people to work on improvements to our audio/visual system(s), processes to be used, etc. [Council and Leadership Development Committee]
- Create a "set it and forget it" for standard services; create clear labels for controls and connections; restrict access and use by non-trained personnel; develop documentation on how to use the system; and recommend tuning and enhancements to the systems as required. ON-GOING EVERY YEAR. [Audio/Visual Team]
- Establish contact with other UU churches that have moved to two services and collect some general information. Keep the congregation informed. [Council]
- If projections of attendance indicate the need and projections for our budget can support it, form a Two Service Task Force to begin exploring the move to two services. It may take 3 years before implementation of two services. ON GOING EVERY YEAR UNTIL IT HAPPENS OR WE DECIDE NOT TO DO IT. [Council]

Resources Required:

- Volunteers

10.3.3. Limitations/Roadblocks:

The following limitations or roadblocks are identified:

- Some of the space options require significant change and there may be resistance to these ideas.
- There may be resistance to going to two services and therefore even to the formation of the task force. There may be those that feel we can move right away into two services.
- Finding volunteers.

11. Capital Campaign List

The list of possible items to be paid for through a capital campaign is included in section 10. The prioritized list will be determined by the congregation in the fall of 2009 by a vote.

12. Minister's Priorities

12.1. Current State

As the result of a congregational workshop held right after our Minister returned from her sabbatical, the Council asked that the Long Range Plan Team to recommend priorities for our Minister's time based on data gathered from membership and leadership.

As part of our shared ministry, many of the Minister's activities are shared with the Council, Committees, Staff, and the Congregation.

Typically, our Minister works about 60 hours a week during the church year. She would like this to be about 10 hours less a week.

We need to be concerned about burn-out. Although our Minister must set limits herself, we can do some things to help.

In order to provide a framework from which our Minister can draw on to prioritize her time, the long range planning team developed the list of priorities in table 12-1. The list is based on information obtained from the many meetings and gatherings held as part of the planning process and from other sources along the way, including our Minister.

Some low priority items for the Minister may not be low priority for the congregation, but everything our Minister does cannot be high priority. Many things can be accomplished by others within our congregation if they are deemed important enough. Because our Minister is only one person (and not a Co-ministry like we had before that worked the equivalent of 1.5 or more people) and because our Minister needs and deserves to have a home and personal life, some high priority items may not be done at certain times when many high priority items occur around the same time.

In the end, our Minister, reviewing our congregation's priorities as expressed in this document and other places, will be guided and informed by these priorities as well as the myriad facets of her duties and her own deeply professional commitment to our community and her mission.

We want to remind the congregation that our Minister has one day off a week and two evenings. This year it is Monday night and Friday night and Friday during the day. On her time off, we should not call or contact her unless it truly is an emergency and we should not expect her to come to meetings or events.

Although this list is in the 2009-2014 UUCM Long Range Plan, there is no intent to measure progress against these priorities each year. The list should be reviewed and revised as part of the long range planning updates each year. However, a few actions came about as we developed this list with the Minister in order to make the best use of her time and skills. Most of them are contained throughout this plan and referenced in the list. However, a couple of actions are included in the next section.

12.2. Action Plans

12.2.1. Overall Objectives for 2014

- Help to prioritize the Minister's time to ensure a healthy balance between her ministry and her personal life

12.2.2. Measurable Annual Goals:

2009-2010:

- The Council currently supervises all employees except the Office Administrator. Make the Council be the official supervisor of the Office Administrator (not the Minister). As with our other employees, this would mean writing and communicating her performance evaluation, salary changes, etc. [Council]
- The Minister will provide any day-to-day direction or prioritization. The Minister will also provide inputs to the Office Administrator's performance assessment, salary increases, hiring/firing, etc. [Minister]

12.2.3. Limitations/Roadblocks:

None identified.

Table 12-1 Minister's Priorities

Explanation of the Table:

- Id:** A way to identify each entry
- Area:** Categories similar to the sections in the LRP: Spirituality (for Worship and Music), Religious Ed (for Lifespan Religious Education), Within (for Community Within), Outreach (for Community Outreach), UUA (for Denominational Connections), and Space (for Growth and Space)
- Description:** A sub-category and details about the task
- Minister Priority:**
 - 1 Very High
 - 2 High
 - 3 Medium
 - 4 Low (may not be done some of the time)
 - 5 Only if have time after other things done
- Comments:** Provides context, for example, frequency, time consumption, other relevant LRP sections, etc.

MINISTER'S PRIORITIES

<i>Id</i>	<i>Area</i>	<i>Description</i>	<i>Minister Priority</i>	<i>Comments</i>
1	Spirituality	Committees: Attend Worship Committee Meetings and keep them appraised of activities, events, needs, etc.	1	Monthly meetings
2	Spirituality	Rites of Passage: Perform Child Dedication services to UUCM members and friends including meeting with family, designing, writing, and officiating at service.	1	Usually a couple done within the worship service each year but occasionally a private ceremony.
3	Spirituality	Rites of Passage: Perform Memorial services to UUCM members and friends involving pastoral visiting time, planning with family/others, designing, writing, and	1	Can occur any time and any number per year. Takes a lot of time.

<i>Id</i>	<i>Area</i>	<i>Description</i>	<i>Minister Priority</i>	<i>Comments</i>
		officiating at service.		
4	Spirituality	Rites of Passage: Perform Wedding services for UUCM members and friends including pre-marital sessions, planning with family/others, designing, writing, and officiating at ceremony.	1	Usually can be planned ahead of time but takes a lot of time. Includes meeting about 3 times with the couple.
5	Spirituality	Sunday Worship: Design, coordinate and lead quality worship services which offer variety, diversity, and deep spiritual practices. The readings, the story for all ages, and the music, all reflect the sermon topic. Keep the Sunday service a safe and nurturing place with understanding respite and consideration for all.	1	Takes about 20 hours during the week of the service.
6	Spirituality	Lay Worship: Offer lay people an opportunity to be involved in and to lead worship.	2	
7	Spirituality	Lay Worship: Offer youth an opportunity to be involved in and to lead worship.	2	
8	Spirituality	Other Worship: Attend Ferry Beach week-end and provide worship service there as well as at UUCM on Sunday.	2	
9	Spirituality	Rites of Passage: Perform Rites of Passage ceremonies for those not part of UUCM.	2	
10	Spirituality	Communication: Assist Worship Committee in getting feedback on the worship experience and what people would like to see in the future.	3	
11	Spirituality	Other Worship: Offer other spiritual practices other than at Sunday services.	4	
12	Spirituality	Other Worship: Provide spiritual elements in meetings, events, etc.	5	Sometimes our Minister can do this but it is nice when the group takes responsibility.
13	Religious Ed	Children: Find ways to involve the children in something meaningful with you once or twice a year. Examples, summer camp, intergenerational worship, etc.	2	

<i>Id</i>	<i>Area</i>	<i>Description</i>	<i>Minister Priority</i>	<i>Comments</i>
14	Religious Ed	DRE: Provide support, guidance, and ministry vision to DRE. Coordinate worship and activities. Support the search for a new DRE. Help the new DRE become acclimated to UUCM.	2	
15	Religious Ed	Youth: Actively support the Coming of Age Program by doing such things as leading the Boston history tour, designing and leading a retreat, and assisting as needed with the YRUU worship service.	2	
16	Religious Ed	Youth: Visit the YRUU once or twice a year.	2	
17	Religious Ed	Young Adults: Support the establishment of programs for young adults.	3	
18	Religious Ed	Adult: If the Minister desires, offer adult education sessions in areas that may be unique to the Minister.	5	
19	Within	Committees: Attend Pastoral Care Meetings and communicate issues as appropriate.	1	Monthly meetings.
20	Within	Membership: Be present at Member/Friend Orientation and Pathway to Membership. Help to ensure that potential new members understand what we are all about.	1	
21	Within	Membership: Be present when people “sign the book” to celebrate and add a spiritual component.	1	
22	Within	Membership: Make a phone call when someone has been part of our community but is reluctant to become a member.	1	
23	Within	Pastoral Care: Perform pastoral counseling as needed on a short term basis. Oversee the transition to a new way of caring for one another.	1	LRP calls for a few people to handle confidential and serious pastoral care matters and to be ready to step in with the Minister and take over as necessary. See LRP section xxx.
24	Within	Pastoral Care: Provide a quick response to urgent, very serious pastoral care issues with visits or phone calls.	1	
25	Within	Problems: Refer conflicts or potential conflicts or	1	

<i>Id</i>	<i>Area</i>	<i>Description</i>	<i>Minister Priority</i>	<i>Comments</i>
		concerns over priorities to the Committee on Ministry (COM). Communicate unvoiced issues with a view to resolution. Some of this may be appropriate for Council.		
26	Within	Communication: Make sure Worship Service schedule and description is provided in the newsletter as well as other newsletter articles from the Minister.	2	
27	Within	Planning: Participate in planning yearly calendar and events.	2	
28	Within	Recognition: Appreciate those among us who work for the betterment of UUCM.	2	
29	Within	Small Group Ministry: Attend the Small Group Ministry Facilitators' Meeting, act as a consultant for facilitators, and oversee the transition to a new way of working together.	2	LRP calls for the training of the facilitators and the coordination of SGM activities be done by others and not the Minister. See LRP section xxx.
30	Within	Staff: Direct our Office Administrator on a day-to-day basis including prioritization of her tasks as necessary.	2	Not often needed.
31	Within	Committees: Meet with the Committee on Ministry (COM) to discuss the overall ministry at UUCM.	3	
32	Within	Committees: Provide input to the Leadership Development Team on skills, interests, etc. of possible leaders.	3	LRP calls for moving more fully to a Leadership Development Team that provides leaders where needed and considers succession. See LRP section xxx.
33	Within	Fundraisers: Attend and participate in the Holiday Fair event.	3	This is more than a fundraiser. It is our community working together to put on an event that the public comes to. The presence of the Minister is important.
34	Within	Planning: Propose annual themes and goals.	3	
35	Within	Staff: Maintain a relationship with all Staff and Ministers associated with UUCM.	3	
36	Within	Staff: Provide input on performance reviews, salary,	3	LRP calls for giving all supervisory

<i>Id</i>	<i>Area</i>	<i>Description</i>	<i>Minister Priority</i>	<i>Comments</i>
		hiring/firing, etc. for all Staff.		responsibilities for Staff to the Council (currently the Minister supervises the Office Administrator).
37	Within	Support: Provide support, guidance, and ministry vision to the Council by attending meetings, bringing concerns, agenda items, etc. Provide the same support to the Executive Council where the agenda for Council is set.	3	
38	Within	Committees: Attend committee meetings when requested and needed.	4	
39	Within	Finance: Support stewardship, capital campaigns, endowment drives, etc. Develop and deliver a sermon on the topic when needed.	4	Although critical to the operation of the church, the Minister is by no means the primary driver to these efforts.
40	Within	Pastoral Care: Make pastoral visits to members and friends who are sick or in the hospital. Make pastoral calls or letters or otherwise check in with members/friends who are going through a hard time. Oversee the transition to a new way of caring for one another.	4	LRP calls for many more of us to be trained in handling pastoral care matters and to be ready to provide this in times of need. See LRP section xxx.
41	Within	Events: Attend pot lucks and other regular events.	5	
42	Within	Fundraisers: Attend UUCM fundraisers.	5	
43	Outreach	Community: Actively support the Community Dinner effort until it is well established.	2	LRP calls for working with others to implement a community dinner monthly. See LRP section xxx.
44	Outreach	Earth-Friendly: Bring the environment, global warming, and preserving the earth's diversity into our church lives. Encourage sustainability and buying locally. Support the efforts to make us a Green Sanctuary. Plan services around this topic.	2	
45	Outreach	Welcoming Congregation: Continue to remind us that we are a Welcoming Congregation and all that means. Plan services around this topic.	2	
46	Outreach	Public Relations: Be one of the main spokespersons for	3	LRP calls for a Communications Team to

<i>Id</i>	<i>Area</i>	<i>Description</i>	<i>Minister Priority</i>	<i>Comments</i>
		UUCM with the media and outside community. Use the Communications Team as necessary.		coordinate both internal and external communications. See LRP section xxx.
47	Outreach	Community: Support our members who are active in rallies, community outreach, social justice issues and other events outside the church. Support our participation and commitment to organizations such as Granite State Organizing Project, SHARE, etc. Attend when possible.	4	
48	Outreach	Interfaith Relationships: Maintain outside relationships with the Interfaith Council and other ministers in our area. Be a presence in the community by volunteering to lead or be involved in local events/activities.	4	
49	Outreach	Partner Church: Work with our Partner Church Liaison to maintain a relationship with our Partner Church.	4	
50	Outreach	Public Relations: Provide input to the Communications Team on what messages are displayed in the Wayside Pulpit.	5	LRP calls for a Communications Team to coordinate both internal and external communications. See LRP section xxx.
51	UUA	District: Maintain connections with the NNE District. Attend UUMA meetings, District Conferences, and/or serve as a leader.	3	
52	UUA	UUA: Maintain connections with the UUA. Attend General Assembly with congregants when possible.	3	
53	UUA	UUA and District: Communicate with the UUCM Denominational Affairs Liaison concerning UUA and NNE District issues and events.	5	LRP calls for a Denominational Affairs Liaison to communication UUA and NNE District activities, issues, etc. to UUCM.
54	Space	Property: Fix toilet when it will not stop running.	1	

13. Monitor and Evaluate Annual LRP Goals

13.1. Process

The UUCM Five Year Long Range Plan defines overall objectives for 2014 and measurable annual goals. This section describes the general process for monitoring and evaluating progress toward those goals.

13.1.1. Goals Accomplishment Evaluation Scale

The following evaluation scale is recommended for all forms of statements with differences articulated in evaluative language.

- 4 = Goal completely accomplished or exceeded.
- 3 = Goal substantially accomplished.
- 2 = Some progress has been made, but much remains to be done
- 1 = No progress at all

13.1.2. Goal Evaluation Procedure

The committees or those most involved in implementing the goals will evaluate each component.

13.1.3. Tracking System

Goals may be entered into an Excel spreadsheet, and their progress tracked every six months using the scale given above. Results of this tracking shall be made available to the appropriate committee and officials, and proactive action shall be taken to facilitate goal accomplishment. An initial excel spread sheet for this plan is provided in Appendix E.

13.1.4. Reporting

Each Committee shall include within their annual report an evaluative commentary, expressed in quantitative or qualitative terms covering: (1) extent to which the goal has been accomplished; (2) an analysis of possible reasons for success or failure; (3) current relevance of goal; and (4) suggestions for improvement and goal completion.

13.1.5. Comprehensive Plan Updates

The Long Range Plan will be updated annually to reflect changes in accomplishments and priorities. In addition, the plan will be extended to include a running five-year set of goals. The annual plan updates will be submitted to the congregation for review.

In order for a long range plan to be effective, it should be monitored every 6 months, results reported back to the congregation, and updated annually. Once the initial plan is developed, it is a much simpler process to add a year and update the existing goals and activities.

13.2. Current State

This LRP was approved for use as a guideline at the Annual Meeting on May 31, 2009.

13.3. Action Plans

13.3.1. Overall Objectives for 2014

- Monitor progress of the goals and activities in the LRP as described in section 13.1.
- Update the LRP each year with occasional re-look by the entire congregation.

13.3.2. Measurable Annual Goals:

Unless otherwise noted in [], the responsibility rests with the LRP Monitor.

2009-2010:

- Appoint an LRP Monitor to status and report progress on the LRP activities. ON-GOING EVERY YEAR. [Council and Leadership Development Committee]
- Monitor the LRP activities in accordance with section 13.1 of this document. ON-GOING EVERY YEAR.
- Update the 5 year LRP to reflect new goals and activities as necessary. ON-GOING EVERY YEAR.

Resources Required:

- Will take effort from individuals, staff, and committees to report
- Volunteer to monitor LRP

2012-2013:

- Consider if it is time to do another significant revision to the LRP. [Council and LRP Monitor]

13.3.3. Limitations/Roadblocks:

The following limitations are identified:

- Volunteers