

Unitarian Universalist Church of Brunswick  
**Strategic Plan 2009-2014**

Version of May 31, 2010; revised p5-11, October, 2011



*Our Mission is  
To be a spiritual community  
To welcome all  
To nurture one another  
To work for justice  
And to care for the earth.*

## CONTENTS

Introduction .....	page 3
Be a Spiritual Community .....	5
Nurture One Another .....	5
Welcome All .....	7
Work for Justice .....	8
Care for the Earth .....	8
Summary .....	10

## INTRODUCTION

### RATIONALE

A thoughtful and well-supported Strategic Plan can promote Congregational harmony about the actualization of our Mission Statement. Without a Plan, UUCB activities would be conducted in an *ad hoc* and rudderless fashion. A consensus-based, prioritized plan can minimize confusion, duplication of effort, ineffective expenditures of energy and finances, tension and conflicts. Our Strategic Plan is a living document, however, and the Congregation or its elected Board may wish to delete, add or re-prioritize items as we proceed. The SPC appreciates the contributions of the Congregation to the development of this plan for 2009-2014.

### BOARD ENDORSEMENT

In March, 2010 the Board approved the Strategic Planning Committee's proposal for developing a five-year strategic plan based on congregational brainstorming, voting and discussion in Fall 2009, and subsequent discussions with committees, groups, staff and other UUCB members.

The Board noted that UUCB resources are limited. They decided that if / when a situation arises where limited resources mean that UUCB must choose among action items, resources would be allocated to the 5 mission goals in the following order: 1<sup>st</sup>: Be a Spiritual Community, 2<sup>nd</sup>: Welcome All, 3<sup>rd</sup>: Nurture One Another, 4<sup>th</sup>: Work for Justice, 5<sup>th</sup>: Care for the Earth. The Board stressed that each listed activity is important to UUCB development, and expressed its commitment to working creatively to provide the resources and funds needed to make steady progress toward realizing this plan.

### STEPS IN THE PLANNING PROCESS

- At brainstorming sessions on September 19, 2009, the Strategic Planning Committee (SPC) invited the entire congregation to suggest "action steps" that the church might take in order to fulfill the new Mission Statement. About 30 participants listed over 450 action items, which the SPC sorted into sections that could be taken to correspond to our five Mission Statement sections.
- Next, the SPC invited the congregation to indicate the action items of most importance to them; 54 congregants responded. They endorsed a broad range of activities. The SPC then listed the approximately 80 items that were selected by at least 50% of the people offering responses.
- For each action item, the SPC subsequently identified and recommended an established group or individual in the Church that might be appropriate to take the lead in more detailed planning and implementation. The Board approved these recommendations. This spring, the SPC worked with the identified groups to create a timeline for implementation, extending from June 30, 2010 to June 30, 2014.

**WHAT DOES THE SPC DO? WHO ARE THE ITS MEMBERS?**

The SPC charge is to facilitate the development and achievement of long-term planning for the church. Current members (Rev 10/11) are Nancy Dorian, Chair, Sienna Dode, Bill Clark, Jane Danielson, Steve Donahue and Dan Ellis.

**IMPLEMENTATION AND COST**

According to their specified duties and powers, church committees, task forces and individuals will now begin to implement items in the plan. Costs will be determined by these groups, and the Board will allocate funds annually through the UUCB's usual budgeting process. If you would like to volunteer to help implement an item, or wish more information about implementation activity, contact any church committee, the Church Council, the Minister, the Director of Religious Education, or the Strategic Planning Committee. The SPC will assist in finding implementers for "orphan" items.

<b>The boxes show the shading used to indicate the status of strategic goals, Oct. 2011</b>		
Goal accomplished	Keep working toward this goal	This goal needs revision

**Priority 1 - BE A SPIRITUAL COMMUNITY**

<b>Sustain and protect meaningful worship.</b>				
2010	2011	2012	2013	2014
Ensure financial and other resources for services	continue	continue	continue	continue
Plan Worship Associate Program	continue	Begin Worship Associate Program	Expand Worship Associate Program	continue
Fund some guest speakers, etc	expand	expand	continue	continue
Continue summer lay ministry	Plan professional summer ministry	continue	continue	Implement professional summer ministry
			Develop traditions as a spiritual community	continue
Expand children's experience with worship	continue	continue	continue	continue
<b>Provide for the economic well-being of church staff.</b>				
Begin funding musicians	expand	expand	expand	Fund musicians to UU Musicians Network level
Increase health care coverage for full time employees' dependents	continue			
Begin paying employer's share of minister's FICA	continue			

<b>The boxes show the shading used to indicate the status of strategic goals, Oct. 2011</b>		
Goal accomplished	Keep working toward this goal	This goal needs revision

**Priority 2 -NURTURE ONE ANOTHER**

<b>Implement new interpersonal nurturing activities.</b>				
2010	2011	2012	2013	2014
Plan for Adult Education	Begin adult education	Expand adult education	Fund adult education	continue
Create "Healing Circle" for ill congregants	continue	continue	continue	continue
Plan new activities that facilitate personal connections	expand	expand	expand	continue
<b>Upgrade Community Room.</b>				
2010	2011	2012	2013	2014
Replace side door Done, August, 2010	Install panic door hardware	Eliminate flooding	Replace flooring	
<b>Upgrade Sanctuary.</b>				
	Activate emergency lighting		Install fire alarm system	
Repair Stained glass	Replace window between Sanctuary and stairwell			
<b>Upgrade Pennell Five and Seven.</b>				
	Internally connect Pennell 5 and 7	Install new stairs in Pennell 7	Install handicap ramp for Pennell 7	
	Install fire escape railings Pennell 5			

<b>The boxes show the shading used to indicate the status of strategic goals, Oct. 2011</b>		
Goal accomplished	Keep working toward this goal	This goal needs revision

<b>Increase opportunity to actively care for one another.</b>				
Produce photo directory		Produce new photo directory		Produce new photo directory
	Offer training for telephoning missing members	continue	continue	continue
	Offer mileage reimbursement for transporting non-driving members	continue	continue	continue
<b>Ease / simplify access to church functions.</b>				
	Erect sign with clear directions to UUCB Office			
	Erect sign for weekly posting of UUCB events			
<b>Engage congregants in implementation of UUCB mission.</b>				
Hold Committee Fair and discussion, to publicize the "opportunities, rewards and virtues" of engagement	Put articles in PM, hold testimonials, recognition ceremonies	Expand	continue	continue
Survey members' time and talents		Repeat survey		Repeat survey
	Expand leadership training	continue	continue	continue

<b>The boxes show the shading used to indicate the status of strategic goals, Oct. 2011</b>		
Goal accomplished	Keep working toward this goal	This goal needs revision

### Priority 3 - WELCOME ALL

<b>Actively welcome visitors.</b>				
2010	2011	2012	2013	2014
Improve welcome space in sanctuary	continue	continue	continue	continue
Plan improved signage	Erect UUCB signs on inner & outer Pleasant St.			
	Show rainbow flag or post logo prominently			
Continue weekly and monthly press announcements/releases in four local papers	continue	continue	continue	continue
	Regularly rotate banners that are displayed outside UUCB	continue	continue	continue
	Brainstorm and implement new ways to become known in community as a welcoming congregation	continue	continue	continue
	Partner with community groups; e.g. Equality Maine	continue	continue	continue
Mount mission statement in stairwell Done Aug '10				
<b>Actively embrace visitors and newcomers.</b>				
	Brainstorm new activities for welcoming visitors & newcomers, e.g. mentoring program	expand welcoming activities	continue	continue

<b>The boxes show the shading used to indicate the status of strategic goals, Oct. 2011</b>		
Goal accomplished	Keep working toward this goal	This goal needs revision

**Priority 4 - WORK FOR JUSTICE**

<b>Create structure for justice work.</b>				
2010	2011	2012	2013	2014
Convene interested congregants	Begin church-wide initiatives	continue	continue	continue
Identify and address justice issues within church community	continue	continue	continue	continue
<b>Expand Community Partnerships.</b>				
Support Charities with Soul program	continue	continue	continue	continue
Provide dinners @ Tedford, food for food bank	continue	continue	continue	continue
Partner w Habitat for Humanity	Choose liaison person	Organize activities	Participate in local "build"	continue
	Sponsor speakers, present both sides	continue	continue	continue
	Connect w Maine Council of Churches and respond to legislative issues	continue	continue	continue
	Explore joining Merrymeeting Community Shares (barter network)	continue	continue	continue

<b>The boxes show the shading used to indicate the status of strategic goals, Oct. 2011</b>		
Goal accomplished	Keep working toward this goal	This goal needs revision

### **Priority 5 - CARE FOR THE EARTH**

<b>Increase individual awareness and actions.</b>				
2010	2011	2012	2013	2014
Hold Locavore supper		Hold Locavore supper		Hold Locavore supper
Encourage local food purchases	Simple contest to encourage local food buying	repeat/expand	repeat/expand	repeat/expand
Encourage safe cleaning & gardening practices	Information tables during coffee hr	repeat/expand	repeat/expand	repeat/expand
	Repeat abbreviated version of Green Sanctuary Survey	Incorporate results into accreditation application		
	Hold simpler living study circle			
Green Sanctuary Footprint in PM	continue	continue	continue	continue
<b>Create an environmentally safe and earth friendly place of worship.</b>				
Hold worship services that highlight earth appreciation/care	continue	continue	continue	continue
Hold children's activities that highlight earth appreciation/care	repeat/different	continue	continue	continue
Approve/implement Green Kitchen Policy	continue to implement	continue	continue	continue
Create Butterfly Garden Done 7/10	maintain/expand	maintain/expand	maintain/expand	maintain/expand
Plan Green Sanctuary accreditation	Document activities	Obtain Green Sanctuary accreditation		

<b>The boxes show the shading used to indicate the status of strategic goals, Oct. 2011</b>		
Goal accomplished	Keep working toward this goal	This goal needs revision

<b>Decrease congregation's carbon footprint.</b>				
Conduct UUCB energy audit	Report on UUCB energy audit		repeat	
Replace hot water heater (done)				
Replace electrical panel in C Room (done)				
Install new storm sash on Pleasant St side of sanctuary	Install program-mable thermostats throughout	Insulate ceiling and walls		
Measure UUCB families' carbon footprints	Choose indicators and assess		Re-assess	
<b>Increase participation in community efforts to care for the Earth.</b>				
Partner w/other churches	Jointly offer films, workshops, etc			
Participate in Habitat &/or state weatherization programs	continue	continue	continue	continue
Participate in global green events: 350 ppm/10-10-10 global environmental workday	continue to respond to global calls.	continue/expand	continue/expand	continue/expand
Inform local media of events	continue	continue	continue	continue

## SUMMARY

This Strategic Plan represents the intention of the Church community as of the date at the top of page one, and embodies activities currently under way. The Plan will be updated periodically. We invite comments on errors and or omissions.