

## **Top 10 Recommendations from Long Term Planning Report**

1. For the Leadership and the entire Congregation:
  - Add revenue to balance projected budget shortfalls for the next 5 years by adding approximately 44 new pledging members by church year 2020, and increase existing pledges by 5% year over year until then.
  - Alternatively, without adding new members, increase all existing pledges by 25%
  - Increase other income (building rental, music events, auction, yard sale)
  - Control staff labor costs by using volunteers wherever practical to assist staff in such areas as office tasks, RE, and building rental management
  - Broaden pledge giving to lessen the risk of depending on the Top 3 pledges
  - Communicate the actual financial situation of the church to the congregation on a regular basis
  - Secure capital funding for special projects (front canopy, playground, security, others)
  - Communicate to the congregation that each member is expected to contribute some combination of their time, their treasure, and their talent.
  
2. For the Membership & Stewardship Teams:
  - Insure that visitors are welcomed and become pledging members and volunteers by having the membership team function at a high level
  - Train the stewardship team to maximize the success of gaining new pledges and optimizing existing pledges
  - Have the entire congregation trained in how to welcome and encourage visitors to become members
  
3. For the Worship Team:
  - Plan for how to provide 2 worship services each week within one year
  - Provide safety ushers each Sunday (in coordination with the Safety Team)
  - Provide audio/video operators for services (in coordination with the Property Team)
  
4. For the Religious Education Program:
  - Continue the restructuring of the Children's and Youth RE to attract new enrollees and increase attendance
  - Add more Adult RE offerings, such as restarting the book review series
  - Begin planning for replacing the current RE Coordinator within 2 years with a UUA certified DRE. An increase in salary for a DRE will need to be budgeted.
  
5. For the Staff:
  - Utilize volunteer help to lessen the workload on the administrator in building rentals and routine office tasks
  - Purchase or create a member database system
  - Coordinate with the SCR to establish guidelines for employee supervision

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- Create a building rental worksheet to communicate the setup requirement details to the Facilities Manager
6. For the TLC:
- Create a moderator function from members of the TLC to make sure meetings have a printed agenda and are efficiently run time-wise.
  - Establish the LDT as the liaison between the TLC and the Board – an LDT member would attend both meetings as a passive observer and report between the two groups (this is not the old system of having the LDT moderate the TLC meetings).
7. For the Safety Team:
- Restructure the Safety team to replace vacant positions on the team.
  - Create an emergency response plan in case of disturbances and attacks on the church.
  - Train and provide safety ushers each Sunday (in coordination with the Worship Team).
  - Conduct Worship Service and RE fire drills at least annually.
  - Raise capital donations to purchase a defibrillator and complete other safety projects
  - Establish a plan to deal with the issue of homeless persons camping, using drugs, using our Wi-Fi, defecating, and defacing the outside of our building and property. This is needed to insure the safety of congregants and renters attending evening meetings, and for the security of our property.
8. For the LDT:
- Fill all LDT team positions with active members.
  - Consider expanding the number of persons on the LDT to handle new functions (below).
  - Emphasize the LDT responsibility for recruitment of non-elected volunteers to Teams.
  - Establish liaison by the LDT between the TLC and the Board each month. This is not the old system of having the LDT moderate the TLC meetings, but rather a passive observer role of having an LDT member attend the TLC and Board meetings each month to report between the two groups.
  - Create and maintain a church organization chart.
  - Write and maintain job descriptions for all volunteer positions.
  - Provide a new means of leadership training to replace Russell – Lockwood Leadership Training Conferences.
  - Provide volunteer training so volunteers know how their job fits into the church structure.
  - Provide training of the general congregation on how the church functions.
9. For the Board:
- Restore the position of an elected Board Secretary to eliminate the labor costs of having the Administrator function as Board Secretary.
  - Restore the position of youth Board member.
  - Set up a provision in the ByLaws for replacing TLC members who resign during the church year

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- Establish the LDT in the ByLaws as the formal liaison between the Board and the TLC.
- Formalize in the ByLaws the mission and responsibilities of the SCR Team, including clarifying their role vis-à-vis the Minister in staff performance reviews and the handling of staff supervision issues. The issue of who supervises staff is presently not clear.
- Recruit a new church treasurer as soon as possible to train under the current treasurer.
- Consider using a bookkeeper as in previous years, which might be more efficient and cost effective. This would ease the recruiting of a new church treasurer, would lessen the workload of the administrator, and would increase the accuracy of the financial transactions and records.
- Restructure and clarify the financial responsibilities between the Treasurer and the church Administrator to allow for more efficient financial operations.

10. Create Three New Teams:

- Media Outreach Team to insure that our presence in the community is known to like-minded persons, and that special events are publicized.
- Special Events Team to create and manage music (and other events) which will raise money for the church, entertain the congregation, and draw new visitors from the outside community by raising the visibility of the church.
- Building Rental Team to assist the Administrator and Facility Manager in planning and coordinating building rentals, including setup and teardown for events.