

The Long Range Pulse

Prepared by the Long Range Planning Committee UUCLC 2008

Please remember as reading this document that this is a progress report based upon the Long Range Plan (LRP), which is a living document. This was completed in preparation for the first update of our first LRP. We followed a process, reviewing annual committee reports, speaking to the Committee Council and the Board of Directors as well as the minister, staff and individual members to gather the data presented here. The LRPC is committed to presenting on-going progress reports regarding the work we put into our collective vision of where this spiritual community is headed. We will update our LRP as needed to reflect the evolving plans and work of our church.

UUCLC Long Range Planning Committee

Our Shared Community

Goals

1. Sustain a strong sense of community

The church maintains closeness, a strong sense of community, and support for and among the members as it increases in size.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Encourage regular attendance at and participation in worship services by creating a lively church environment and strengthening the interpersonal bonds among church members. 2. Increase formal communication through announcements in <i>The Light</i>, covenant groups, committee meetings, a telephone tree, the Sunday order of service, the web, and email. 3. Beginning with the Board and Council and expanding to the membership at large, conduct workshops that promote the learning and practice of right relations so that all members of the congregation can explore and express divergent views in a safe and respectful environment. 4. Ensure that those with disabilities are cared for in our church community with accessible facilities and other appropriate aids. 5. Memorialize members with a permanent brick walkway and memorial garden. 	<ol style="list-style-type: none"> 1. Sunday Service Committee/Sunday Worship Experience has moved to a team approach including all parts of worship. Worship teams now work on services together bringing new talents and working on creating a lively environment utilizing all the senses. 2. Formal Communication has been increased with the introduction of the Weekly NUUs, covenant groups are growing, and strengthening the Committee Council. Have a stronger web presence. The Committee fair also. 3. The Board and Council have retreats at the beginning of the year which includes leadership training and teaching about the workings of the leadership structure of the church, including right relations. There was one workshop in Non-Violent communication Fall 2007. 4. Facility now more accessible to people with disabilities (Office door bell, new arrangement of chairs in sanctuary with

	spaces for wheelchairs worked into it and it now has hearing aid devices for HOH participants, large print available for the order of service) 5. Memorial Brick project has begun
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What has yet to be done?

- Offer more workshop opportunities to the larger church community to explore and express divergent views in a safe and respectful environment regarding right relations.
- Continue to explore ways of making the community more accessible to people with disabilities and special needs as they arise.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- Increase accessibility of the committee minutes to church community.

2. Promote an actively shared ministry

The church helps each member discover and apply his or her own ministry as we support and care for one another.

Recommendations	What has been done?
1. Expand covenant groups to further close relationships and increase caring among members. 2. Support members and friends in need, under the coordination of the Caring Committee or, as membership grows, a Trained Credentialed Lay Minister. 3. Maintain a Committee on Ministry that helps monitor the ministry of the church.	1. Covenant groups are going strong and growing as more people join and sign up to lead 2. Caring committee actively supports members through various efforts including announcements in the Light and Weekly NUUs as needed and supporting “shut-ins” and those who have special needs. One of their goals is to educate the community on how to care for all members and friends. The brochure “Caring for Each Other” is completed and available in the foyer. 3. Committee on Ministry is established and meets regularly.

What has yet to be done?

- As membership grows church can consider a trained credentialed Lay Minister position
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations): none

3. Enhance opportunities for growth in service and leadership

The church provides opportunities for our members to “serve others in community.”

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Build a culture of giving with workshops designed to help members identify where and how their talents, time and energies can be used. 2. Continue to include in New UU workshops information about the responsibilities of membership. 3. Develop and maintain a comprehensive database of information about members and friends, their talents, and their interests. Use it to bring like-minded people together with carefully directed information, announcements, and opportunities. 4. Develop, maintain, and publicize a list of opportunities for volunteering in both large and small ways within the church community. 5. Build the church's leadership expertise by supporting members' attendance at Leadership School (at a cost of approximately \$700 for each participant and a flat fee of \$200 for the church), adding support for additional attendees as participating membership grows. 	<ol style="list-style-type: none"> 1. Stewardship training by Rev. Nancy Bowen occurred. Stewardship committee formed and continues their work. 2. New UU classes are occurring on a regular basis teaching responsibilities of membership. 3. No such database has been developed. 4. Opportunities to volunteer are put out in the weekly NUUs, in the Light and on the bulletin board in the foyer. Volunteers need to be asked to help. 5. Several members have gone to Leadership school, among the latest are Ophelia Watkins-Quinones and Sarah Heartsong. No member was sent this year.

What has yet to be done?

- If there is a list of volunteer activities and committee descriptions it needs to be emphasized in some way so that people are aware of where to look and how to volunteer. There needs to be more communication in general around this.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- Year round stewardship effort.
- Opportunities for attendance at the Leadership School should be wider publicized with a transparent process for supporting interested parties.
- Coordinate volunteers in the requesting of their gifts to be used to help with various programs/projects in sensitive ways that allow them to say no without feeling guilt or shame.
- Offer "Discovering Your Gifts" course regularly.
- Change the wording on #3 to read: develop and maintain a database of talents, interests and experiences, and church leadership roles of friends and members.

Spiritual Growth

1. Enhance the quality of worship services and provide pathways of spiritual growth for church members

The church is a place of inspiration and exploration. It provides meaningful and inspiring worship experiences, and it provides opportunities to stretch its members' hearts and minds and encourage them to grow spiritually, drawing on the wisdom and perspective of diverse religious and cultural traditions.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Provide alternative worship services in a variety of times and settings: off-site retreats, silent retreats, evening services, vespers, weekday morning meditations, etc. 2. Institute a regular weekly evening service that is less traditional than the Sunday morning service, such as a coffee hour or jazz service. 3. Organize short- and long-term worship themes: <ol style="list-style-type: none"> a. Provide spiritual content in Sunday services that corresponds to themes coordinated by the Minister and Sunday Service committee, with a focus on Social Action and other timely topics when possible. b. Coordinate supplementary programming (Round Table, other Adult Education) to inspire thought and discussion about the themes and related topics. c. Increase the Sunday Service Committee annual budget to include honoraria for additional outside speakers to enhance offerings related to worship themes. 4. Invite clergy and representatives of other religious traditions to conduct worship services. 5. Provide high-quality technical back-up for worship services: sound system, projection system, staging area, acoustics, lighting, etc. 	<ol style="list-style-type: none"> 1. Worship integrated in UU work <ol style="list-style-type: none"> a. Part of Community Night b. Part of opening of committee work (lighting chalice and setting tone for work with a reading/training that has spiritual teachings) 2. No new service has been instituted 3. Themes for worship have been added with the team worship approach. It is unknown how successful it has been in integrating themes with the Round Table and Adult Ed. Has the budget been increased for the Sun Svc Committee? 4. Few clergy from other traditions have conducted worship services and we don't know that this is needed at this time- this is more for RE. Speakers are already addressed in 3-c (see recommendations section) 5. Sound System has been updated with new microphones added

What has yet to be done?

- Still need to institute a new less traditional service.
- Sound System redesign is happening in phases and continues

Thinking Outside the Box (additional recommendations):

- 3-C change to read: “Increase the Sunday Service Committee annual budget to include honoraria for additional outside speakers to enhance offerings related to worship themes as well as continue having worship that brings in outside speakers”

2. Expand opportunities for personal spiritual growth and provide sanctuary for souls in need of spiritual renewal

The church provides opportunities for individual and shared worship, meditation, interaction, solace, safety, and spiritual growth to serve those in need of spiritual renewal.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Increase classes with religious/spiritual content. 2. Expand covenant groups to encourage the exploration of spirituality beyond the context of worship services. 3. Provide increased opportunities for interactive shared spiritual experiences. 4. Provide quiet and inspiring physical spaces that foster meditation and reflection. 	<ol style="list-style-type: none"> 1. Each semester at least one class in this area is offered. Everything from BYOT to World Religions. Any class on any topic can incorporate spiritual content. Covenant groups have grown and new covenant groups are still being formed 2. Worship integrated in UU work <ol style="list-style-type: none"> a. Part of Community Night b. Part of opening of committee work (lighting chalice and setting tone for work with a reading/training that has spiritual teachings) 3. Work has been done on increasing spiritual ambiance in both the RE building and the Sanctuary. The Service planning has moved to team approach which increases the use of visuals and ambiance as a key part of the process. We still have the same spaces available for use at this point, though.

Thinking Outside the Box (additional recommendations):

- Sanctuary open during office hours for personal meditation and have this publicized as an opportunity.
- An addition worship experience to be offered outside of Sun AM that is meditative and quiet.

The Wider Community

Goals

1. Define and actively live our UU values

As a congregation and as individuals, we live our UU values daily. We are recognized as a church that stands by its values, welcomes all people, and promotes the rewards that come from finding ways to be of service to others.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Conduct values clarification workshops to help our members define their individual values and learn to present and model them clearly. 2. Identify ourselves as UUs in our daily interactions to build awareness of the impact of church members in the community. 3. Maintain a list of community service opportunities that vary in time, scale, and level of activity. Help members find and volunteer for groups whose missions they support. 4. Expand the Welcoming Congregation activities to include adult education classes and to make the work of the Welcoming Congregation committee the work of the congregation. 5. Ensure that our congregation is inclusive and welcomes all people. 	<ol style="list-style-type: none"> 1. This sort of thing occurs in the BYOT class and is a significant part of the Discovery of Gifts course Dialogue about this has been expanded in the Sunday worship services. This should be happening throughout our programs and should happen throughout church activities. 2. Overall this is unknown... there are issues around how we could know this. 3. Social Action committee has bulletin board in the foyer with list of community service opportunities and bulletins are noted in the NUUs and Light. 4. We have expanded the welcoming congregation base and will offer a follow up course this spring on Living the Welcoming congregation. The display of the rainbow flag on Sundays does a lot for visibility and letting the community know how we stand on this issue. 5. We need to be careful here. If we are to be truly welcoming to any group, we need to be educated as to their unique needs and life styles. The Disabilities group is starting with education and awareness, which is appropriate, before going to do outreach. The same model was used for the Welcoming congregation. We can only welcome people we are adequately prepared to welcome. UU's unlimited was established- and is a disabilities outreach and is a program of the church housed under "social action" will conduct audit of the church facilities for people with disabilities to increase accessibility.

Thinking Outside the Box (additional recommendations/updates):

- Change #1 to read “Provide opportunities to continually define UU values and evaluate how we live by them.”
- Change #2 to read, “Share the good news about the UU faith in daily life.”
- Is there any way to judge and ensure that our congregation is inclusive and welcomes all people? #5 is better written as a goal, with recommendations under it for achievement of it.

2. Increase the presence and visibility of the church in the community

The church becomes a focal point in the local community for social action programs. It becomes known for its support of marginalized groups and is recognized as a resource for the community. The church helps members find ways to satisfy their desire to be involved.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Add a Social Justice Minister to develop programs that will heighten our position and role in addressing community needs and to coordinate large service projects with other churches and service organizations. 2. Find a niche for community service and become identified with it. 3. Develop a process to identify, select, and publicize several meaningful service projects as an annual focus for the church. 4. Make our church a community center where exciting things happen. 5. Develop a public relations program to inform the community about our church, its available facilities, programs, and worship services. 6. Make more use of our location and our signage to publicize the church and its programs. Use temporary banners to advertise important events that might appeal to the community. 7. Update the website regularly with news of church events and meetings; sermon previews and podcasts; information about adult education and RE programs, information about volunteering in the church and the community; and features about special programs. 	<ol style="list-style-type: none"> 1. not yet addressed 2. We are identified with bagel gleanings and Washington Elementary support. We also support MacArthur Elementary and we may still be providing tutors for Valley View Elementary. UU Friends of the J. Paul Taylor Center (sex ed classed twice a year for each of four dormitories, alternate “Christmas” services, quarterly fine dining experiences, caroling at Christmas time, game nights, and the now-inactive book cart, to name a few. Service on the Community Advisory Board of the JPTC is another part of our support to the center. 3. Social Action is working on a process to instigate new programs. 4. We continue to have large turn-outs for Round Tables, and other community organizations such as PFLAG meet in our spaces. There continues to be T’ai Chi and other classes offered, as well as Community night. Under development is our Lending Corner for items people might need occasionally. You use something when you have company or a party, return them (clean, or course) and make a donation to the church. 5. Have a PR committee and are advertised on multiple mediums, including radio 6. Not much work has been done here, although we do have a nice sign that is visible from the road. Peace Camp occurs annually with a large turn-out from the larger community. 7. Website is updated at least monthly with

	changes to the church calendar that is reviewed in every Committee Council meeting. Website has recently been redesigned and is still in process. It is now more accessible to church members and committees are encouraged to keep their programs updated on the site.
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What has yet to be done?

- Social Justice Minister
- More work in PR, including making more use in the signage on our physical properties.
- More updates on the website, including podcasts of worship services.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- Place more emphasis on PR in general with money in the budget.
- We need to create a plan to help our congregation to be ready to welcome and then to attract diverse minority populations as well as young people and families.
- Continue to work on identifying and addressing communication issues

3. Build greater denominational awareness and participation

The church increases its attendance at Unitarian Universalist Association (UUA) and Mountain Desert District (MDD) events and increases its representation on denominational and district committees. We become more aware of the services we can provide and those that we can receive from the denomination.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Publicize the UUA and MDD and their functions and services to the congregation and as part of every New UU orientation. 2. Provide funding for registrations and stipends for members and staff who attend and participate in Cluster Meetings, MDD meetings, and UUA General Assembly, so that we can increase our congregation’s knowledge of denominational services and support. 3. Encourage members to run for positions on MDD and UUA governing boards. 4. Publicize and focus on annual UUA Study Action issues and outreach programs in services and in discussion groups. 5. Continue our financial contribution to the UUA by including our Fair Share denominational dues in every budget. 	<ol style="list-style-type: none"> 1. This is being done in the New UU classes. We do have a person who represents UUA and gets their information, Diane Taylor, who sells bumper stickers and promotes the Chalice Lighter program. 2. There has not been funding available to sponsor individuals in wider UU events 3. Charlie Scholz is president of the MDD. Others in our congregation have been asked to run for various positions but have declined. 4. The annual UUA study action issues have been incorporated into worship services and Round Table study topics. Action item emails are distributed to members and friends regularly. There have been classes in past years related to study actions. 5. We had a problem with putting in Our Fair

	Share into the budget this past year, but the Board has worked on a plan which has kept our “dues” current.
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What has yet to be done?

- Figure out and implement more ways to encourage participation in MDD and UUA.
- Fund-raise specifically for stipends/scholarships for MDD and UUA events.
- Our Fair Share needs to be covered in every budget.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations): none at this time.

Growing our Community

Goals

1. Remove barriers to growth

The church allows growth to happen by removing impediments such as inadequate sanctuary space, inadequate parking, too few services, inattention to visitors, failure to help new members find their place in the church community, and perpetuating the myth of an inner circle.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. As membership increases, expand to three worship services each Sunday to accommodate growth, different schedules, and different ideas of worship. 2. As part of the development of our physical spaces, include consideration of sanctuary space and parking. 3. Make it easy and appealing for families with children to be part of our congregation: <ol style="list-style-type: none"> a. Welcome children in worship services. b. Provide child care for all services and major church activities. c. Provide year-round RE activities. d. Hold church sponsored events in child-friendly places both on and off the church campus. e. Provide programs and activities which specifically appeal to youth. 4. Encourage members to bring friends to church activities, such as social events, gallery openings, services and activities on topics of special interest. 5. Institute self-sustaining subsidies to support the attendance of visitors at church events and programs, such as Community Night. 6. Enhance the Campus Ministry with Soulful Sundown services, youth services, and participation in university events. 7. Develop specific sanctioned UU subgroups, such as UUs for Buddhism, Pagan UUs, etc. 	<ol style="list-style-type: none"> 1. This was discussed and is still being prepared by Sun Svc committee. A third service has not been begun at this point because membership and attendance has leveled off 2. See physical spaces section- “if you build it they will come.” Our space is a definite barrier to growth. 3. We have always had some youth programs <ol style="list-style-type: none"> a. REC has worked together with the Sun Svc Committee to include children appropriately in worship services as well as create worship that is part of their experience in RE We have welcomed children in services, provided child care, provided year round RE, and had programs and activities specifically for youth. b. Hired an excellent child care attendant that is available most all Sundays for both services c. RE is established as year-round, but with gaps in between sessions d. Some church sponsored events are child-friendly, such as community night. e. RE is working on supporting and growing the youth programs, including having sessions on OWL, sponsoring youth cons, helping them to plan a Coming of Age curriculum and trip, etc. 4. Members have been encouraged to bring friends through mentions in the Light or the NUUS, services, however this has not been a big push. 5. Community night has for a long time paid for the dinners of newcomers (signing them up in advance). There have not been many other events that subsidies would be needed

	<p>for.</p> <p>6. There is no formal Campus Ministry at this point, but the minister is willing to work with a volunteer.</p> <p>7. Not formally established, although there is a T'ai Chi group as well as a Buddhist meditation group as part of the church.</p>
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What has yet to be done?

- Since we haven't grown much in the past two years, we have not needed to expand to 3 services, nor increase parking or sanctuary space.
- The campus ministry needs to be encouraged and supported. It needs more PR and more UUCLC support in general.
- Have not fully developed sanctioned UU subgroups.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- Change number 5 to be reworded as "Show consideration of financial needs of all our church family, including visitors, when placing a fee on any church related event."
- Increase emphasis on intergenerational sharing.
- Change #6 to read "Create a Campus Ministry."
- Change #7 to read "Encourage programs of the church that address a variety of theologies and belief paths."

2. Retain and integrate new members

With an eye to our future and in the spirit of inclusiveness, the church actively recruits and carefully integrates new members, especially families with young children, university students, members of minorities and marginalized groups, and friends and acquaintances. We work to increase the proportion of members who actively participate in the church.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Teach the congregation how to make visitors feel welcome, especially visitors who represent minorities and marginalized groups. 2. Institute a culture that makes welcoming and integrating new members the responsibility of every member, not just the Membership committee. 3. Make sure that Sunday hospitality keeps pace with membership growth. 4. As the number of visitors and new members increases, increase New UU and Continuing UU classes and workshops to teach the responsibilities of membership. 5. Share the church leadership with new 	<ol style="list-style-type: none"> 1. We have enhanced the hospitality system and created greeter workshops 2. We have established a mentor system for new UUs. We have an active membership committee with regular new UU classes (approximately 2x/year), but continuing UU classes (for people who have been UUs before coming to LC) have not been held. New greeter angel program started and has been very successful. 3. Hospitality committee will become Fellowship committee and include all social activities and events including extra groups such as Royals, Meet and Greet Dinners, Memorial Service Receptions

members. 6. Scrutinize church communications to ensure they don't assume a knowledge of church culture that only long-term members can have.	4. Increased leadership section of New UU class. 5. Mentors for all new UUs (Results are that % of active members has increased compared to before.) 6. This should be done in Committee Council... is it happening?
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What has yet to be done?

- Need to ensure that the church communications do not assume a knowledge of church culture accessible only to long-term members

Thinking Outside the Box (additional recommendations): none at this time

3. Adopt and follow a working Long-Range Plan

Church development generally follows the Long-range Plan approved by the congregation, but is flexible enough to allow for the execution of brilliant ideas and plans that are brought to the Board and congregation for approval when opportunity knocks and funding is available.

Recommendations	What has been done?
1. At the beginning of each year, hold a retreat for outgoing and incoming committee chairpersons to evaluate the goals and recommendations stated in the Long-range Plan and to determine how committees will work towards achieving them. 2. As part of the Long-range Planning Committee's work, annually evaluate the Long-range Plan, revising as necessary and extending it by a year.	1. Retreat is taking place now- was initiated in Jan of 2006. Committee chairs are encouraged to meet and share what they have worked on in the past and where they visualize the committee going. It is unknown how much time was given in the retreat to the LRP 2. no annual evaluation by a LRPC

What has yet to be done?

- Ensure that the LRP is reviewed at the annual retreat for both the Board and the Council.
- Ensure committees maintain awareness of recommendations throughout their work.

Thinking Outside the Box (additional recommendations/considerations)

- Review LRP every two years with a LRP Committee updating the LRP.
- Appoint a monitoring committee (of a couple of people) who are tasked to ensure that the LRP is reviewed as part of all Council activities and to gather information into bi-annual reports on the progress made on the LRP to be used in the formal review process and re-writes of the LRP.
- PR needs to be improved across the board with a substantial increase in the budget for publicity and advertising

Program Development

Goals

1. Develop and offer interesting year-round Religious Education and Adult Education programs with broad appeal.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Increase the integration of social justice themes and volunteer opportunities into the RE curriculum, particularly at the older levels. 2. Establish cooperative teaching teams for all RE classes. 3. Establish new programs such as a UU nursery school, RE family nights, “Tween Nights,” and an RE class for developmentally delayed individuals, as need dictates. 4. Provide financial support to encourage young adult members to participate in district UU young adult conferences and General Assembly. 5. Evaluate existing Adult Education programs to assess their ongoing role within the church and community, assess support levels and needs, and to affirm the church’s commitment to the program and its goals. 6. Promote learning together by encouraging all members to take church-sponsored classes on a regular basis. 7. Increase coordination of worship themes with program activities and events. Cross pollinate to stimulate growth. 8. Create a speakers program open to the community. 9. Purchase multimedia and sound equipment to enhance RE, Adult RE and Roundtable presentations and music and speaker programs. 10. Publicize programs inside and outside the church. 11. Support joint programs, such as OWL and Peace Camp, with children and youth from outside our congregation. 	<ol style="list-style-type: none"> 1. RE coordinated (along with members from the RE committee and youth) an El Paso/Las Cruces social justice weekend. Also coordinated with Social Action Committee on Guest At Your Table, Community of Hope clothing drive, UN Sunday service, et al. 2. DRE established a small group ministry with Sunday program teachers. 3. A two-year Coming of Age program for 8th-9th grade age youth has been started. The multi-generational Holiday Craft Party is an annual event. 4. Participants in Adult RE courses evaluate their experiences. Registrations in all programs are tallied each semester. 5. A survey of members’ involvement in and suggestions for the Adult RE program was conducted spring 2007. 6. This is an ongoing effort by the Adult RE committee using various means. 7. RE and Covenant Groups both draw on worship themes. 8. Not pursued beyond Roundtable. 9. Equipment purchases have included: ear phones for sanctuary sound system, DVD equipment, large screen for sanctuary, new microphones, 2 Video projectors and accessories 10. This is being done, including the wider community as feasible. 11. Members/friends are encouraged to provide scholarship funds to Peace Camp. Other faith communities will be invited to grades 4-6 OWL.

Thinking Outside the Box (additional recommendations): continue to work on plan

2. Raise community awareness of our excellent Religious Education program.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Publicize programs relentlessly. 2. Purchase space in the <i>NMSU Roundup</i> and obtain professionally produced table displays to advertise the campus ministry. 	<ol style="list-style-type: none"> 1. We have asked NMSU to advertise our programs in their publications. Peace Camp does get printed 2. Neither of these ideas pursued to date because there is no Campus Ministry at this time.

What has yet to be done?

- Increase publicity efforts, especially on campus.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

Delete #2

Add “Re-establish and support a UU campus ministry.”

3. Expand musical and artistic offerings

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Establish a Music Committee to support and expand the music program, and consider such programmatic changes as a summer music and arts camp, a children’s choir, a cluster- or District-wide choir festival, a liturgical movement/dance group, etc. 2. Explore additional avenues for expressions of musical service and ministry interactions, such as enhancing musical training and awareness within underprivileged communities. 3. Assist the Music Director in becoming professionally accredited through the UU Musicians Network. 4. Encourage participation in performances by providing rehearsal and performance space. 5. Enhance monthly art exhibits with speakers and demonstrations and provide extensive publicity. 6. Create a docent training program for the gallery so that it can remain open 5-6 days a week. 7. Create liaison between the Gallery 	<ol style="list-style-type: none"> 1. A Music Committee has Catherine’s blessing but has not been created yet. Children’s Choir was formed yet had little response from the youth. 2. Catherine began writing a report for the Light highlighting various musical issues and concerns as well as opportunities for enhancing musical trainings. 3. Still in works she is to be accredited this spring/summer. 4. Shape Note singing uses the spaces of the church twice a month. 5. Gallery committee has worked on including speakers in some of their openings, and has increased publicity in the community. 6. Still in works 7. Several Gallery committee members have regularly assisted with Worship services, especially with the formation of the team approach to worship.

Committee and the Sunday Services Committee to include art-related themes in Sunday services.	
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What has yet to be done?

- A Music Committee still needs to be formed
- Docent Training program needs to be established and the Gallery needs to be open 5-6 days/week
- Most of the other recommendations also need to be revisited as they are not completed as previously recommended.

Thinking Outside the Box (additional recommendations): none- continue to work on implementation of the LRP

4. Expand opportunities for participation in Social Action and community volunteer programs

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Highlight and raise awareness of opportunities for volunteering and social action within the congregation and the community. 2. Establish ecumenical study/action groups on specific social issues. 3. Work with the Sunday Services and RE Committees to integrate social justice themes into services and curricula. 4. Significantly increase the amount budgeted annually for social action and community volunteer support, especially with respect to the addition of a Social Justice minister. 	<ol style="list-style-type: none"> 1. A constant. Witness UUCLC's unmatched support of Casa de Peregrinos (Board positions, volunteer hours on site, and generous monthly contributions of food and money.) Also, Change for Change (for Jardin de Los Ninos) and bagel delivery, assistance to several local schools as well as programming and support for the J. Paul Taylor institute. 2. Mike Hughes' and Jane Asche's initiative has produced an ecumenical (seven church) collaborative that increases the volunteer pool for social action. 3. Justice Sunday (the Sages) and Guest At Your Table are examples of this. 4. No budget increase or addition of a Social Justice minister is yet planned.

What has yet to be done?

- Increase budget for social action as recommended in #4
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

Administration and Staffing

Goals

1. Build adequate program and support staff

As the membership grows, the church builds the program and support staff to manage the operation and work of the church.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. 2007, increase staffing to provide full-time office support. 2. As membership increases, build the staff: <ol style="list-style-type: none"> a. Program staff should include a part-time Social Justice Minister and might grow to include an expanded role for the Music Director and DRE and the addition of a Trained Credentialed Lay Minister and Choir Director. b. Support staff might grow to include an Office Assistant, a part-time accompanist and Choir Director, and a part-time Buildings and Grounds Supervisor c. Employ a full-time Janitor and expand the role for the Bookkeeper. 	<ol style="list-style-type: none"> 1. We hired another 1/2 time office manager; bring up the total to a full time. 2. Discussion has taken place about this in board with regards to current needs of congregation <ol style="list-style-type: none"> a. No progress noted b. Did add another support staff person in office, but still need other roles filled c. No progress noted.

What has yet to be done?

- We have not added a social justice minister due to plateau in membership.
- We have not added other positions or expanded their roles
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- **Staffing for Growth recommendations of the UUC need to be followed.** It's not about hiring someone to do the work we are tired to do- they need to inspire and assist coordination of programs of the church

2. Guarantee fair employment practices and policies

The church ensures fair salary and benefits for all staff members. Our employment policies are up to date and available to all staff members. The church maintains a supportive working environment.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Ensure that all necessary HR policies and procedures are in place and that an HR handbook is available to the staff and congregation. 2. Ensure that all necessary policies and procedures for all office and committee 	<ol style="list-style-type: none"> 1. The HR handbook has been updated and is available to staff. Job descriptions have been produced for all positions. 2. Policies and Procedures are now available on the web and manual available in the library.

<p>operations are in place and that a Policies and Procedures manual is available to the staff and congregation.</p> <ol style="list-style-type: none"> 3. Review all HR policies and procedures annually. 4. Annually, research and review UUA salary and benefits standards and guidelines for each staff position. Keeping in mind how salary levels affect other aspects of church life, increase salaries by 4%/year until parity is reached with a level appropriate for a church of our size, adjusted geographically. 5. Standardize salary payment to the Music Director. 6. Maintain benefits that include long-term disability insurance and health care for all staff. 7. Encourage constructive feedback from the congregation, the Committee on Ministry, the Board, and the Human Resources Committee, and encourage positive conflict resolution when necessary. 8. Publish staff office hours in <i>The Light</i>, on the website, and on the door, and respect those hours. 9. Cover the cost of pertinent UUA and other training and peer interaction opportunities for the Minister and staff, increasing the amount budgeted for training annually, up to five days per year. 10. Build a financial plan for managing the ministry and operation of the church during the Minister's sabbatical. 	<ol style="list-style-type: none"> 3. HR policies and procedures are reviewed annually by the HR committee and the board. 4. The suggested UUA salary and benefits are reviewed annually. Last year a 2.3% cost of living increase was made to salaries. 5. The Music director salary was increased, however, is still below standards. Board has made a commitment to raise salary to recommended level over a two year period 6. Retirement is given to all employees. 7. The congregation has had a chance for constructive feedback, and a disruptive behavior procedure was developed and adopted. Committee Council was trained on it last year. 8. Staff hours are posted liberally in multiple locations. 9. The training budget is not based on number of days, but workshop costs. The minister's travel for training is built into her salary. The DRE receives \$700/year and the Music Director receives \$2000 travel and the costs of certification. 10. The minister went on sabbatical and the church is still solvent.
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What has yet to be done?

- Cost of living raises only, not 5%.
- The Music Director salary needs to be at a fair level per standards defined by the UUA.
- Health care insurance is not provided to all employees.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- #4 Change to "Follow UUA guidelines for wage. Make this a top, on-going priority in all staffing situations."
- Delete #5 as it is covered in #4 and the Board has made a plan to fix the problem.

- Change #6 to read “Maintain appropriate benefits for all employees according to UUA standards.”
- Managing disruptive behaviors training should be given to all incoming committee chairs annually.

Physical Spaces

In 1977 we purchased the present sanctuary and office wing and the two acres of land on which they sit. In 1995 we were deeded the adjacent property (land and apartments) to the north, bringing our total acreage to just over four acres. In 1999 we embarked on the first phase of a major building project. At a cost of approximately \$350,000—fully financed internally—we added an enclosed sanctuary foyer, the gallery, and a new Religious Education building. At the same time, the city built a paved 60-space parking lot on the south side of our property, giving us a total of 70 parking spaces. In 2006—again entirely with internal financing—we completed a \$36,000 remodeling of the original office wing into a Resource Center to create comfortable office and meeting space.

The growth in our church has necessitated expansion in our facilities, and more is on the horizon. The sanctuary can hold about 100 people in its current configuration. Currently, 140 people on average attend church on Sunday, so we have added a second service year-round to accommodate everyone. When the average Sunday attendance approaches 225, our physical constraints will make a third service essential, regardless of other factors that might make an additional service desirable.

The sanctuary is not the only space that is crowded. We don't have enough space to dine together. A fellowship hall with a large kitchen is becoming more and more necessary. Our outdoor space also needs attention: our children need shaded playground space and our parking lots are often full. When our average Sunday attendance grows to 225, we will outgrow even our borrowed parking space.

Taken as a whole, our buildings and grounds help determine the community's impression of the church. Therefore, we must add to our buildings and grounds and maintain them as attractively as possible.

Goals

1. Use our entire property effectively and responsibly

As membership increases, the church enhances its facilities and grounds with the next phase of the building program, adding elements that might include a larger sanctuary, a fellowship hall, community center facilities, additional administrative space, planned landscaping, and a community garden, so that we have adequate space for worship, programs, events, fellowship, administration, and expansion.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Commit to and follow the professionally planned development of our buildings and grounds, rather than taking a spur-of-the-moment, piecemeal approach to solving space and landscaping needs. 2. Immediately select and empower a Building Committee to oversee the vision, financing, design, and construction of the next phase of the building program. 3. Complete a site plan of all church property as it exists currently, as input for the building project. 4. Conduct a building project feasibility study to assess the congregation's willingness and ability to support the project financially. 5. Select and contract with an architect for a new Master Plan, to be completed in 2007, to include a phased approach to site development for all buildings and landscaping. 	<ol style="list-style-type: none"> 1. not much 2. Building Committee has not yet been established 3. Previous LRPC recommended and now \$5000 is available in balance sheet for such a detailed plan 4. No action taken here yet 5. No action taken here yet 6. No action taken here yet other than a plan is being prepared currently for the Memorial Garden, selling bricks, etc. 7. No action taken here yet 8. No action taken here yet

<ol style="list-style-type: none"> 6. With the architect's assistance, conduct congregational meetings to obtain consensus on the priorities and requirements for the next phase of building. Possible priorities might include the following: <ol style="list-style-type: none"> a. A well-equipped sanctuary that will accommodate 300+. b. A social hall with a professional kitchen and seating for 150. c. A complete landscaping plan that includes a memorial garden and pathway. d. An improved outdoor play area with shade covering. e. Twice the available parking. f. A community center. g. A community garden. h. Retirement apartments, perhaps for residents in a covenantal or co-housing commitment. 7. With an approved Master Plan, initiate a capital campaign to finance the agreed upon building phase. 8. When plans for the building phase are complete, approve plans, build the buildings, dedicate them, and celebrate our achievement. 	
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Thinking Outside the Box (additional recommendations):

- Make the creation of a professional site map (or something similar that will work for planning of new physical spaces) a major priority for our congregation, authorized by the Board by 12/08, planning money in the budget to cover the cost as needed.
- Budget for the feasibility study and Master Plan in 2009.
- Establish a Long Range Physical Spaces Planning Committee to begin to work on this in 2009, which most likely will need to continue for the next 2-3 years, creating several options for the congregation to choose between with a process of input from the congregation as a whole.
- The UUCLC needs to begin to truly consider our spaces part of our spirituality. This might include making the upkeep of the grounds part of our worship experience. We charge the Sunday Service (Worship) Committee and the Buildings and Grounds committee, in addition to the entire UUCLC and the leadership thereof, to address this issue. How is maintenance of Buildings and Grounds part of our spirituality and how might we each take personal responsibility in this area? How do we integrate our values and faith in the building and plans of our grounds and physical spaces?

2. Create a comfortable and aesthetically pleasing church environment

We pay attention to the importance of aesthetics in creating and maintaining appropriate indoor and outdoor spaces for worship, meditation, education, and socializing. We plan for aesthetics as carefully as we plan for other aspects of our facilities, so that the church is a comfortable and pleasant place to work, worship, and play.

Recommendations	What has been done?
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<ol style="list-style-type: none"> 1. Form an Aesthetics Committee to develop guidelines and coordinate a consistent look and feel for the church buildings and grounds, and to work closely with the Building Committee regarding the new Master Plan. 2. Explore possibilities for correcting acoustics in existing buildings. 	<ol style="list-style-type: none"> 1. The REC worked with the Facilities Management Committee, the Gallery Committee and other interested members about increasing ambiance in the Religious Education building. Quilts were added to the Social Hall and posters and painting added to the hallway of the RE building. Currently Sr. High room is being painted and decorated by the youth. There is an aesthetics component of the Worship teams that address sanctuary needs. The Membership Ministry has taken on the task of making sure that the foyer is nice, with rotating bulletin boards as needed. 2. Acoustical fixes were added to the RE building last year, especially focusing on the Social Hall.
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What has yet to be done?

- No actual “committee” was formed to address Aesthetics issues.
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- What happened organically is that groups formed from committees with a vested interest in the issues came together to work on them, and took ideas back to their respective committees. Things got done. We don’t think it is necessary to form a committee to address Aesthetics issues. Change #1 to read, “Maintain an on-going dialogue between committees and the Board regarding aesthetics of buildings and grounds.”
- Delete #2 as complete.

3. Carefully maintain our buildings and grounds

The church maintains and repairs buildings and grounds with a full-time janitor and hired Buildings and Grounds support.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. As membership increases, add the hired services of a part-time Buildings and Grounds support and a full-time janitor. 2. Organize a landscaping maintenance calendar for seasonal work parties. 	<ol style="list-style-type: none"> 1. No hiring has been able to occur due to plateau in membership growth 2. No landscaping calendar has been created, however, work parties have been formed throughout the year to improve grounds.

What has yet to be done?

- None of the recommendations as written have been implemented yet.

Thinking Outside the Box (additional recommendations):

- Hire needed staff to support Buildings and Grounds.
- Landscaping calendar needed (possibly bring in new people to help, help continuity from one committee to the next, etc.).

Finances

Goals

1. Commit to responsible fiscal policy, philosophy, and practice

The church operates with balanced or surplus multi-year budgets, relying entirely on pledges for the operational budget and on fundraisers only for special projects. We actively work to liquidate old debt.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Move away from crisis management and unplanned spending and towards careful fiscal planning with a multi-year budget beginning in 2007. 2. Set a cap on deficit budgets. Ultimately, eliminate deficit budgets entirely. 3. Meet the financial challenges to a growing church, without tenants in the RE building. 4. Place a priority on prudently reducing our existing debt and repaying the generosity of our donors before launching a building campaign. Include a budget line item for debt reduction and consider scheduling another “Miracle Sunday.” 5. Review and update policies for the endowment and other special funds. 6. With professional assistance if necessary, study how the UUCLC can use available funds to make money. 7. Investigate alternative ways of raising funds and grant possibilities for new initiatives instead of drawing funds from the current operating budget. 	<ol style="list-style-type: none"> 1. There is a one year budget which is carefully monitored. 2. The budget accepted for 2008 was balanced by paying (UUA and district) dues at less than our fair share and providing no debt repayment. 3. We are planning and spending cautiously with no fulltime tenants in RE building 4. Money was set aside to pay on the Phase II debt in 2007. No budget line for debt repayment in 2008 5. no progress noted 6. no progress noted 7. “Think outside the Box” group has been formed. Group has considered grant writing. ReSale Shop provides service, recycling and fundraising. We also did some of this by focusing on needing special fund raisers to make special projects happen and with the matching fund grant

What has yet to be done?

- Make priority of prudently reducing our existing debt
- Consider scheduling another “Miracle Sunday” to pay off debt.
- Multi year budgeting, including a future ministerial search and larger facilities
- Think Outside the Box needs more energy- perhaps become a standing committee- focus of this group is raising awareness for the church within the community, fund raising from outside the community, and thinking of the future. It’s not meeting regularly and lost steam.

Thinking Outside the Box (additional recommendations):

- Find creative and “non-putting-off” ways of talking about financial realities.

2. Encourage a culture of stewardship and pledging by 100% of the congregation

This church belongs to us, and so does its future. The church expects and receives responsible and reasonable pledge support from all members.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Establish and publicize reasonable stewardship and pledge expectations for members at all income levels and stages of life. 2. Investigate and initiate varied pledge processes, including recognizing major donors. 3. Develop and sustain a culture of stewardship and of giving time, talent, and treasure to the church in order to get more from it. 4. Talk about money openly. 5. Frequently explain fiscal policy, the budget process, and the current financial situation to the congregation. 	<ol style="list-style-type: none"> 1. Stewardship brochures include a chart of income levels and possible pledge levels. 2. Have tried small group presentations (Oct 2005) and individual face-to-face conversations (Oct 2006). 3. Time, talent and treasure is presented verbally and in brochure. Finance Committee invited to New Member classes 4. Worked with Membership Fellowship to develop accurate list of voting members for payment of dues. 5. 5. Financial statement data is presented at church business meetings. Monthly reports are available upon request.

What has yet to be done?

- Raise pledging to cover operational budget
- Talk about money openly - perhaps at Community Night
- Increase pledge size and number of units
- Make stewardship a year round operation
- Continue to work on recommendations.

Thinking Outside the Box (additional recommendations):

- Raise pledging to cover operational budget completely
- Investigate and initiate other pledge processes
- Review bylaws and membership definitions

3. Develop budgets that reflect our mission and vision

Our budget is a reflection of our values. We spend our money wisely and ethically. There is a place in our budget for giving back to the community and for charity to those outside our congregation.

Recommendations	What has been done?
<ol style="list-style-type: none"> 1. Budget generously for operational items and charitable projects that reflect our mission and vision. 2. Examine all budget line items for agreement with our mission and vision. 	<ol style="list-style-type: none"> 1. Budget items are kept within our expected revenues. There is no room for generous operational and charitable spending. 2. Board reviews mission when accepting budget. Payroll is reviewed in relation to the UUA recommendations

Thinking Outside the Box (additional recommendations):

- Include a budget line item for charity