

This is a draft/preliminary version of what will eventually become our strategic plan. It is not yet complete.

Along with SD 5 are the notes from our Board Retreat discussion. We continue that discussion at this meeting.

Board Retreat Notes:

- Discussed terminology use “transformational giving”. Requested an operational definition of that. Rebecca, Gail, Raj will develop that.
- And fix the spelling of the new addition to the direction “and sound financial management”.
- 5.a measure: Decided to remove measure 4 “The Board has approved, and the Staff is implementing, a policy to limit increases in expenses”. 5.b.1 covers what this was aiming for.
- TABLED: 5.b.1 measure: need to recast it now that operating budget includes more categories of income and expenses. 1,309,044 was a very particular number, accurate at the time, but no longer. Rephrase it for the “Operating expenses do not exceed the previous year and are not offset by drawing on savings”. Also rephrase measure 2. It seems the direction wanted creation and following a plan, so having a plan is a measure. Metrics about following the plan would still be appropriate, but don’t require numbers.
- TABLED: The biggest observation is that SD5 need not be here. Time and talent are covered elsewhere. Treasure need not be written as a strategic direction.

VISION / MISSION

Cedar Lane Unitarian Universalist Church is a community where love *works*. Together, we explore the eternal, nurture community, and build a more just world. Together, we *dare* to embody beloved community.

NOTE: Strategic directions and associated outcomes under each strategic direction are listed in no particular order and have been numbered solely for ease of reference. Each outcome is followed by either an “M” for Ministry or “B” for Board to denote which entity has primary responsibility for achieving that outcome.

TO ATTAIN OUR VISION, WE WILL:

Strategic Direction #5 (below) was not approved by the congregation, but was deemed necessary by the BoT last year. The BoT is acting upon this Strategic Direction and will likely put it before the congregation (if deemed necessary) at the next regularly scheduled annual meeting.

5. Live out our vision and mission through transformational giving.

a) Give generously of our time, talent and treasure.

Outcome:

1. Income from pledges, gifts, legacies, and fundraisers increases sufficiently each year to meet or exceed increases in expenses.- B

Measure:

1. A Development and Fundraising Committee of the Board has been created.
 2. The Development and Fundraising Committee has developed, and the Board has approved, a 5-year plan for development and fundraising that includes assessment of both income and expenses.
 3. Progress toward achieving the 5-year development and fundraising plan is being measured and monitored via an annual report from the Development and Fundraising Committee to the Board of Trustees.
 4. The Board has approved, and the Staff is implementing, a policy to limit increases in expenses.
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2. Cedar Lane has adopted a culture of generosity, in which participation and volunteering has increased.- M
 3. Members know how to bring their talents to the work of the congregation. - M
- b) Create and follow a path toward financial stability by planning for and managing our resources through responsible stewardship.

Outcomes:

1. Cedar Lane has a balanced operating budget by beginning of Fiscal Year 2022. - B

Measure:

The Board has established, and the Staff is implementing, intermediate goals to decrease the deficit:

1. Expenses do not exceed \$1,309,044 and are not offset by drawing on savings
2. Deficits do not exceed the following interim targets for FY2018-2021:

FY	2017	2018	2019	2020	2021
Target	\$113,000	\$88,000	\$63,000	\$38,000	\$15,000

3. Total Income increases by \$30,000 or more per year.
4. Pledge income increases by \$29,000 each year. [this would total \$113,000 over 4 years]
5. Number of pledges increases each year.
6. Average pledge increases each year.

2. Cedar Lane has the financial resources available to achieve its mission. - B

Measure:

1. Progress toward accomplishing outcomes and achieving our strategic directions has not been impeded by a lack of resources
 2. Paid staff are being compensated at a level consistent with or greater than UUA guidelines.
 3. The loan from the Cedar Lane Endowment to pay for the HVAC upgrades has been repaid by end of FY2027.
 4. Debt obligations do not exceed X% of the operating budget
 5. Cedar Lane maintains the ability to borrow money to address unforeseen circumstances.
- c) Create and implement a comprehensive asset management plan that includes funding annually into a replacement reserve that anticipates ongoing capital needs over a 20-year period.

Outcome:

1. Cedar Lane has the funds in place for capital needs as they arise.- B

Measure:

1. A comprehensive asset management plan has been developed and is being implemented to ensure that Cedar Lane is funding a replacement reserve that will be able to pay for ongoing capital needs over a 20-year period.