

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

Items in Blue have been voted upon/approved by the congregation and cannot be changed by the Board of Trustees.

Items highlighted in yellow have already been tentatively agreed to by the BoT and Staff.

‘Outcomes’ in Strategic Directions 3 and 4 have not yet been negotiated between the BoT and Staff.

Appropriate ‘Measures’ for evaluating progress toward accomplishing the outcomes in Strategic Directions 1-4 still need to be proposed by Staff and negotiated with the BoT

V I S I O N / M I S S I O N

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.

T O A T T A I N O U R V I S I O N , W E W I L L :

- 1. Reach out and engage persons along the entire spectrum of faithful relationships.**

Interpretation -

In our multigenerational, multicultural religious community:

- We cultivate spiritual deepening, joy, and wonder through worship, music, the arts, lifespan faith development, and the natural world;
- We foster intellectual curiosity, lifelong learning, truth seeking, and respect for our traditions of faith and reason;
- We build beloved community through inclusive welcoming, mutual caring, compassion, and generosity.
- We create a supportive place to take risks and grow in service to others.
- We share the good news and radical welcoming of our faith by reaching out to those outside of our church community and inviting them to our worship, programs, and events.

a) Provide meaningful experiences that engage children, youth, and adults: from those in the earliest stage of seeking a spiritual home, to those on the path to membership, to those who will become our next lay leaders, as well as those who have long been deeply involved.

Interpretation -

- Our lifespan religious education (faith development) programs provide regular opportunities to help us grow spiritually, build stronger families, strengthen relationships among members, and deepen our involvement within the congregation and beyond.
- We recognize the role of a caring and supportive religious community in helping people become more vulnerable, faithful, and courageous.
- We hold those volunteer activities and contributions by children, youth, and adults as vital threads in the living fabric of the church community.
- We affirm that transformation comes from being fully present to life, to both the beauty and brokenness of the human condition.
- The church is an innovative laboratory that enables people to identify and live into their gifts. It's a place that is permission-giving, that encourages risk taking, in which it is okay to experiment and fail, learn, and try again.
- Current leaders actively reach out and recruit people they don't know into leadership, recognizing that the church's mission is best-served by a diverse and innovative core of leaders.
- We nurture an environment where people are able to be open and vulnerable by seeking the church's support. We cultivate a culture of acceptance and support for vulnerability and courage in whole church. As a result, people feel inspired and invested to risk new ways of being engaged in the world.

Outcomes:

1. Cedar Lane has effective programming and outreach for each level of the membership spectrum. - M
2. Cedar Lane has vibrant intergenerational, multicultural, and accessible programming. - M
3. Cedar Lane has a broad range of members across all ages taking on new leadership roles. – M

- b) Align all ministry teams around our vision and mission, clarifying paths to deeper spiritual connection and community engagement.

Interpretation -

A growing circle of members feel invited into shared ministry and understand that they are living it out in their daily lives and in their spiritual home. Shared ministry is at the core of their own spiritual development and growth and an important part of their religious identity.

Outcomes:

1. The work of all ministry teams clearly relates to our vision/mission. - M
2. Cedar Lane's collective ministry is unified, collaborative, and effective. - M

2. Focus our social justice work and increase its impact.

- a) Achieve congregational consensus around a few carefully selected major issues in which we will invest our resources (time and budget). Broaden and deepen congregational engagement in these compelling areas.

Outcome:

1. Cedar Lane is making a substantial difference in a few carefully selected social justice issues. - M

- b) Challenge the entire congregation to become stakeholders in our core social justice efforts in meaningful ways as we expand and deepen relationships with the wider community around us.

Outcome:

1. Children, youth, and adults of Cedar Lane engage broadly, deeply, and personally in social justice activities in partnership with the wider community around us. - M

Interpretation:

Our congregation's work for justice is a natural expression of our inward work and our experience of religious community. The experience of the Holy inspires and sustains a sacred obligation to work for justice. We seek to strengthen and expand our practice of partnership for positive change.

Inspired by the theological mandate that we work toward the realization of the Beloved Community, we pursue the mission of the church, keeping the work to dismantle racism and oppression at the heart of our agenda. Oppressions, including the destruction of our environment are linked and affect us all. We recognize that the crisis of climate change calls us to act immediately to protect affected communities, the earth and future generations.

This is difficult work and we cannot do it alone. Our commitment to partner with people and communities of color outside the church does not deny the diversity already among us.

A growing number of congregants invite and are invited to work in authentic partnership to advance the church's mission to "build a more just world" in core social justice areas.

We commit to keep showing up, to serve, to learn and to be advocates for positive change.

3. Offer a range of worship experiences that speak to a changing population.

- a) Experiment with formats, times, and venues to attract and serve a changing population.
- b) Expand our spiritual offerings to revitalize and diversify our membership
- c) Continue to support the varied paths to spirituality among our congregants.

Outcome:

1. The formats, times, and venues of worship and spiritual offerings support the needs of a diverse, intergenerational, and engaged congregation and the wider community. - M
2. Visitors and members find worship expressions that resonate with them. - M

Measure:

1. Membership reflects diversity of the broader community of which we are a part. - M

4. Transform our spaces to better nurture community.

- a) Engage the congregation in re-imagining how our buildings and campus should function to make us more hospitable, accommodating, and welcoming.

Outcome:

1. There is general consensus among the congregation on the priorities for the changes, renovations, and construction needed to make our space hospitable, accommodating, and welcoming. - B

- b) With an architect, by 2020 develop and refine a design that resonates with the congregation.

Outcome:

1. The congregation has approved a design concept and cost estimates that reflect its priorities for transforming our spaces. - B

- c) Inspire the generosity and risk-taking required to create the spaces we need.

Outcome:

1. The congregation has successfully raised the funds to implement the design concept upon its approval. - B

Measure:

1. Exploratory committee makes recommendations on how to best conduct a capital campaign by March 31, 2017
2. Financial Goal established for capital campaign June 30, 2017
3. Capital Campaign launched January 2018
4. Capital campaign achieves goal. January 2019

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:

5. A Development and Fundraising Committee of the Board has been created.
 6. 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.
 7. 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.
 8. 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
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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.