



ARLINGTON  
STREET CHURCH  
Unitarian Universalist

**Long Range Strategic Plan  
(Fall 2004 – Spring 2010)**

September 2004

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## **Introduction**

During the eighteen month period from winter 2003 through the summer of 2004 a task force of congregation members (known as the “Long Rangers”) worked to facilitate the development of a long range plan for Arlington Street Church (ASC). The work of the Long Rangers progressed through multiple phases (described below), and was itself a learning journey producing valuable lessons and insights about the planning process as well as the spiritual community of which we are a part.

This document summarizes the recommendations of the committee, describes the process that we have followed, and provides the detailed long range plans for key areas of ASC. These sections follow:

- Long Range Planning Summary Statement
- Additional Recommendations
- Annual Planning Process
- Long Range Planning Process
- Detailed Long Range Plans

## **Long Range Planning Summary Statement**

The overall theme that is woven throughout the Long Range Plan is one of growth. ASC has a vision of growth in numbers and in connectedness and commitment. We plan to grow in attendance, in membership, in our support for our individual learning and the spiritual enrichment of members young and old, in our active contributions to our own church community and to the creation of a just world. We plan to cultivate the resources and appropriate facilities to support our growing spiritual community.

To achieve growth in committed membership will require good work among the many activities and realms of ASC. We plan to continue to develop a range of opportunities for people to enter our doors and from there to be enriched and to contribute back to the life of our congregation and beyond.

Sunday morning worship will continue as a focal point of our communal experience as a congregation, but it will also increasingly become a doorway to other forms of spiritual, educational, social, and volunteer activity throughout the week.

To achieve this broader reach and deepening experience will require systematic coordination among all areas of ASC. There are significant interdependencies built into the plans of many committees. Only through coordinated effort will the goals of many of the committees be fully achieved. Only through coordinated effort will ASC be able to help a growing number of new people arriving at our doorstep – as well as current attendees and members – find deeper ways to participate in the life of our community.

## **Church Year 2009-2010 Vision**

**Membership:** ASC is a vibrant and growing community, with a diverse membership and a strong lay leadership. We have created a culture of membership, where becoming and remaining a member is highly valued. Visitors and friends feel welcomed, enthusiastically pursue joining and find the process of joining both enjoyable and straightforward. Members feel supported and nourished in their spiritual journey. A high percentage of members are regularly engaged in the ASC community.

**Worship:** Community and spiritual engagement is fostered through worship. The congregation continues to find their overall experience of the Sunday worship service to be spiritually rich, engaging, and diverse. Worship at ASC regularly includes a diverse range of participants, including participants from children to young adults to seniors. The congregation and committees are aware of and participate actively in the special Sunday celebration “rituals” such as Water Service and Blessing of the Animals. Additional worship offerings addressing diverse spiritual paths and forms are available through alternative Sunday evening services, weekday services, and Adult Religious Education offerings. The children’s worship experience, although often held separately, is an integral part of the life of the church, fostered by parents and non-parents alike.

**Music:** As an integral part of Worship, the Music Program imbues ASC services with the magic of music and provides congregants the opportunity to participate in music as player, singer or listener. The Program contributes in a vital way to the Sunday worship experience, and offers additional musical events that support ASC’s mission.

**Programs, Education, Social Action:** Community and spiritual engagement is fostered through programs and educational activities, providing a connection and understanding of living our UU principles. The ASCenter is a learning center for ASC adults, offering courses and gatherings that articulate the values of ASC and UUism and deepen the inquiry and journey of ASC members and friends. Our individual work at ASC impacts the wider community and raises important social issues. Social Action has created and implemented a focused range of social action opportunities that express the priorities and concerns of the ASC community and have motivated an ever-increasing proportion of the membership to participate in social justice work.

**Lay Leadership:** ASC has active, well-functioning systems for ensuring that the essential laity roles of the congregation are covered (e.g., governing bodies, committee leaders, committee members, and specific roles such as Head Usher). ASC lay leaders and staff work together in an ongoing and clearly defined partnership to foster and develop lay leadership from within the congregation; to provide lay leaders with support; and to maintain awareness of lay leadership areas that need attention. Through a similar ongoing and clearly defined laity-staff partnership, volunteer coordination works well: we successfully coordinate, manage, and appreciate volunteers across areas of congregational life such as hospitality/welcoming roles, work parties, social action leadership, children's RE,

ASCenter, worship participation, and more. Volunteers feel valued and find their work in the ASC community both meaningful and fun.

Resources: Our resources are well managed and the needs of the church, staff and congregation are carefully weighed. Covenant renewal continues to be a successful annual process by which members and friends pledge financial and volunteer service support to ASC, and members (in so doing) renew their membership. We continue to act as responsible stewards of the physical building, to protect and preserve this historic church for the congregation and the wider community, and to provide a safe, secure and beautiful place of worship to help nurture the congregation.

## **Additional Recommendations**

In our process of reviewing the data gathered throughout the year and working with each committee in the construction of their plans, it became apparent to us that there were key strategic areas that were either missing, or which we believe needed to be strengthened in order for ASC groups to achieve their goals. From these discussions, four specific recommendations emerge that the Long Rangers are submitting to the Prudential Committee for discussion and action. The areas are:

- Lay leadership development
- Increased focus on public relations and communications
- Creation of structures and process that support ASC volunteer activity.
- Creation of strategic financial plan for growth and stability of ASC in the future

### ***Lay Leadership Development***

Currently there are few processes in place that support members of the congregation in growing into leadership roles in ASC. We believe that a more explicit focus on leadership cultivation is important in two ways: 1) by enabling ASC members to enhance personal leadership skills 2) creating greater effectiveness in activities such as planning, cross-area communication, volunteer satisfaction and retention. We recommend that action be taken to boost lay leadership through: 1) skill development 2) leadership practices and processes 3) structures that support leadership of volunteer committees (for example, tips for running a meeting).

### ***Public Relations and Communications***

Many of the goals identified in the ASC Long Range Plan concern attracting people to ASC, engaging them while they are here, and ensuring that they return. We believe that an investment needs to be made in our public relations and communication efforts both externally – to create greater visibility in our neighborhoods, and internally – to ensure that volunteer committees are fully informed and have access to communication vehicles.

### ***Volunteer Coordination***

Currently there are barriers to effective volunteerism at ASC – it is difficult for prospective volunteers to “find their way in.” The lack of structures or systematic processes create difficulties such as redundancies of effort, difficulty knowing “who to go to” with problems or issues. More specific volunteer coordination responsibility and accountability should be built into future staff roles.

### ***Strategic Financial Planning***

Although building a healthy financial future is part of the vision for ASC, there is no clear strategic plan in place for how that will be accomplished, and no link between the long range plans within areas of ASC (Religious Education, for example) and the annual budgeting process. This is a major “disconnect” in the system, and needs to be addressed. A strategic financial plan is needed that outlines areas such as:

- Creation of an endowment for ASC’s programs or capital improvements.
- Investment strategies.
- Role of fundraising and development, apart from covenant.
- Processes that link annual and long range planning with budgeting.

## **Annual Planning Process**

One of our key insights from the planning process was the realization that our purpose was as much to think about and support an ongoing planning process across ASC as it was to produce a formal “plan” defined by a specific time period. For that reason, we propose an annual ASC planning process, described below.

The ongoing goal of the ASC Long Range Planning Committee (“The Long Rangers”) is to support committees and staff responsible for each area in translating their plans into successful action.

The Long Rangers plan to continue to operate under the auspices of the Pru, working in close collaboration with the Council. Our goal is to always have 4-6 active Long Ranger members, combining a core of continuing members with additional new members to balance continuity and renewed energy. We plan to include one Long Ranger member who also serves on the Pru to enable the two bodies to work closely.

The Long Rangers will help committees and staff “reality test” their long range plans as implementation begins, assess progress, revise plans as needed, continue to coordinate among action areas, celebrate successes, and prepare future plans. The Long Rangers will continue to support the planning activities of the larger Pru, Council, the committee, and the staff.

The Long Rangers envision that the planning process will continue beyond the 5-year period of the current plan. We expect that a long range planning perspective will increasingly continue to become integral to the work of Arlington Street Church.

# **Annual Long Range Planning Calendar**

Starting in the fall of 2004, the Long Rangers major activities each year will include:

## ***September***

Council meeting kick-off: At the first Council meeting of each year, committee members and staff will review vision and goals for each area and describe initial action steps planned to meet these goals. The Council will also discuss and continue to identify potential overlaps and address possible collaborations and conflicts. Long Ranger representatives will be present at the meeting to support this process and will outline the ongoing planning process for the year.

## ***September/-November***

Plan-to-action meetings with each committee: Long Ranger members will visit each committee and support them in revisiting the plan they prepared in the spring, reality testing the plan against current resources (including available budget and volunteer time and energy). Committees will revise their plan if necessary, confirm who will carry out initial action steps, and set projected completion dates. This meeting will also help each committee reflect on how they might best work as a group to achieve their goals and provide a fulfilling experience for committee members.

## ***January***

Mid-year group check-in meeting with all committees: The Long Rangers will work with the Council to convene a meeting at which leaders and interested members of all committees come together and report on progress to date, challenges encountered, how their committee is functioning, any expected adjustment to goals or timelines, and their next steps in implementing their plans for the remainder of the year. This meeting will also help the committees continue to coordinate their work.

## ***February/March***

Assessment and planning meetings with each committee: Long Ranger members will visit each committee and help them to assess their progress towards their goals for the year, reflect on their group functioning, and begin their planning for the following year in light of their overall 5-year vision and goals. The Long Rangers will also invite the committees to reflect on whether their current 5-year goals and vision still represent the needs of the congregation or whether they might need to adjust their vision or goals to respond to new challenges or opportunities. This planning process will assist the committees in preparing to submit projected budgets for next year.

## ***May***

End-of-year group coordination and celebration meeting with all committees: The Long Rangers will work with the Council to convene a meeting at which leaders and interested members of all committees report on process achieved during the year, challenges encountered, how each committee is functioning, and their plans for the following year. This meeting will help the committees identify and address overlaps and conflicts in their plan. The meeting will also provide an opportunity for the committees to share their assessment of their progress toward their larger 5-year goals and vision.

## **5-Year Planning Renewal Cycle**

In the fifth year of each cycle, the Long Range Planning Committee will conduct another broad assessment of congregational needs and priorities, including focus groups and a congregational survey. The Long Rangers will help the committees, Pru, Council, and staff to set vision and goals for the following five-year period.

## Long Range Planning Process

The process that the Long Range Planning committee took included the following phases:

1. Winter 2003: Environmental Scan: Gathering of information related to the environment of ASC (demographics, communities, trends, etc.).
2. Spring 2003: Focus Groups: Open forums to gather opinions on specific areas of ASC life such as membership, covenant, social action, worship, finance, building, religious education, and so forth.
3. Summer 2003: Data Analysis and formulation of initial mission and vision statements.
4. Fall 2003: Congregational Survey conducted in conjunction with Communications Survey.
5. Fall 2003: Special focus group conducted of “long-time members” – individuals who have played an important historical leadership role for ASC and bring deep experience to the conversation.
6. Winter 2004: Goal planning with each major areas of ASC. The Long Rangers provided a structured planning process and format to support detailed planning.
7. Spring 2004: Finalization of draft plans by all groups.
8. Spring 2004: Long Range “Round-Up” held at which each area of ASC presented their plans and a cross-ASC discussion was held regarding priorities, interdependencies, and so forth.
9. Summer 2004: Data analysis and formulation of overarching recommendations by the Long Rangers to the Prudential Committee.
10. Summer 2004: Construction of final draft long range plan.

## **Detailed Long Range Plans**

The following pages describe the detailed long range plans for several key areas at ASC including Membership, Covenant Renewal, Worship, Music, Social Action, ASCenter, Children's Religious Education, and Building.

## Membership

Committee Name	Membership
Committee Key Contact(s)	Polly Latham and Sheila Murphy (Committee Co-Chairs), Mark Watanabe
Committee LRP Contacts	Paul Dakin & Bruce Cutting
Purpose and Five Year Vision	<p>The Membership Committee's purpose is to ensure that ASC is a community that welcomes new members, supports existing members and facilitates a deepening of individual members' commitment to both ASC and Unitarian Universalism. The Committee's work supports the much larger membership efforts of the entire ASC community: staff, lay leadership and the congregation.</p> <p>Five year vision: ASC will be a vibrant and growing community, with a diverse membership and a strong lay leadership. We will have created a culture of membership, where becoming and remaining a member is highly valued. Visitors and friends will feel welcomed, will enthusiastically pursue joining and will find the process of joining both enjoyable and straightforward. Members will feel supported and nourished in their spiritual journey. A high percentage of members will be regularly engaged in the ASC community. Volunteers will feel appreciated and will find their work in the ASC community both meaningful and fun. We will have functional systems for developing lay leaders, for communicating across the community, for volunteer management, and for showing our appreciation to volunteers.</p>

## Membership Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	Create a culture of membership	Summer 2004 retreat	Ongoing	
2	Make the membership process streamlined and transparent	Spring 2004	Fall/Winter 2004	
3	Increase membership retention to a rate consistent with best practices of similar UU churches	Fall 2004	Ongoing	#1
4	Increase the number of new members	Ongoing, with significant work beginning in Fall 2005 (see goal worksheet #4)	Ongoing	#1, #2, #3

## Membership: Primary Goal #1

Committee Name	Membership Committee	
Goal Name	#1	Create a culture of membership

Goal Summary Description	Ensure that “membership” is an integral part of the congregational life of ASC. Communicate that membership is about more than numbers; instead it is about the very nature of the beloved ASC community and how we interact with each other and with the larger community.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Continual communication about the benefits of membership <ol style="list-style-type: none"> <li>1. Develop a shared understanding of the meaning of membership that can be articulated</li> <li>2. Communicate benefits of membership regularly through Window, Inside and website</li> <li>3. Include membership information in all ASC communications</li> </ol>	<ul style="list-style-type: none"> <li>• Support of clergy</li> <li>• Staff</li> <li>• ASCenter involvement</li> <li>• CRE involvement</li> <li>• Pru</li> <li>• Council</li> <li>• Congregation</li> <li>• Comm Comm</li> </ul>	Ongoing; begin at summer 2004 Membership Committee retreat	Membership Committee will facilitate the conversation and coordinate the information.
B	<b>Ensure that every aspect of ASC is fully engaged in the membership process</b> <ol style="list-style-type: none"> <li>1. <b>Work with Clergy and Worship Committee to include membership component in worship services</b></li> <li>2. <b>Regular meetings with Kim, Howard and staff</b></li> <li>3. <b>Membership Committee liaison to Pru and Council</b></li> <li>4. Regular and intentional communication with all other committees and groups</li> </ol>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Pru</li> <li>• Council</li> <li>• Worship Committee</li> <li>• Small Group Coordinator</li> </ul>	Ongoing; begin in 2004-2005 church year	Membership Committee will facilitate the process

Major implications for OTHER areas of ASC: As with virtually all Membership Committee goals, this will require involvement of every part of ASC. The Membership Committee will function as a support, as a catalyst and as a coordinator for membership activities. However, creating a culture of membership will involve significant cultural changes for ASC and is beyond the scope of any single committee or group. Together we can create a model for a spiritual community that values and embraces a commitment to membership.

## Membership: Primary Goal #2

Committee Name	Membership Committee	
Goal Name	#2	Make the membership process streamlined and transparent

Goal Summary Description	Revise the membership process to ensure that it is “user friendly” and communicate the process clearly and frequently.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	<p><b>Review and update membership process</b></p> <ol style="list-style-type: none"> <li><b>Identify current obstacles to membership and develop systems to remove them</b></li> <li><b>Ensure that membership process is accurately communicated in all areas of ASC (Window, Inside, website)</b></li> <li>Change name of New UU class to ASC Membership class for greater clarity about purpose of the class</li> </ol>	<p>Staff Pru Council Comm Comm Hospitality Committee</p>	Fall/Winter 2004	Membership Committee
B	<p>Improve the ASC Membership class</p> <ol style="list-style-type: none"> <li>Survey recent participants to determine what works</li> <li>Establish dates at beginning of church year</li> <li>Invite lay leadership participation in classes</li> <li>Consistent lay leadership across each class</li> <li>Social event at end of each class</li> <li>Facilitate ongoing communication among class participants</li> <li>Follow up with participants for one year               <ul style="list-style-type: none"> <li>Have they joined?</li> <li>Are they engaged in some way with ASC?</li> </ul> </li> </ol>	<p>Staff Lay leadership</p>	Ongoing; begin in 2004 –2005 church year	Membership Committee will coordinate

Major implications for OTHER areas of ASC: Creating a streamlined and transparent membership process will require involvement of Staff, Pru, Council and all lay leadership.

### Membership: Primary Goal #3

Committee Name	Membership Committee	
Goal Name	#3	<b>Increase and maintain membership retention at a rate consistent with best practices of UU urban churches</b>

Goal Summary Description	Membership retention is vitally important to creating a stable community. While all urban churches may face a relatively high attrition rate, ASC should adopt the best practices of similar UU congregations.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	<p><b>Develop an understanding of what similar UU churches do to retain members</b></p> <ol style="list-style-type: none"> <li>1) Identify best practices churches               <ol style="list-style-type: none"> <li>a) Conduct phone interviews with leadership</li> </ol> </li> <li>2) Analyze membership retention at ASC               <ol style="list-style-type: none"> <li>a) Survey members who have left for reasons other than geographic relocation</li> </ol> </li> </ol>		Fall/Winter 2004	Membership Committee
B	<p><b>Develop a plan to increase membership retention at ASC</b></p> <ol style="list-style-type: none"> <li>1) Regular follow up with members and friends who have been absent               <ol style="list-style-type: none"> <li>a) Identify absent members and friends                   <ol style="list-style-type: none"> <li>i) Phone calls</li> <li>ii) Notes</li> </ol> </li> </ol> </li> <li>2) Reduce volunteer "burn out"               <ol style="list-style-type: none"> <li>a) Ensure that all committee meetings have a spiritual component (chalice, check-in, etc)</li> <li>b) Adequate staff support</li> <li>c) Work with Clergy to ensure that lay leaders are receiving pastoral support</li> <li>d) Show appreciation to volunteers through social events, thank you notes, recognition during services, Window and Inside articles, etc.</li> </ol> </li> <li>3) <b>Develop volunteer opportunities that meet the changing needs of volunteers (i.e. time constraints, increased opportunities, etc)</b></li> </ol>	Staff Pru Council Small Groups Entire congregation	2004 2005 church year	Membership Committee will coordinate

C	<b>Engage members and friends in activities at ASC</b> 1) Support small groups 2) Hold regular social events (pot lucks, dances, etc) 3) Encourage participation in ASCenter programs	Staff Council Covenant Committee	Ongoing	Membership Committee will facilitate the process
D	Deepen individual members' commitment to ASC and to Unitarian Universalism 1) Different types of support for members at different stages of membership 2) Develop lay leadership a) Congregation "owns" the church and is accountable b) Identify and develop new leaders 3) Achieve greater congregational empowerment	Staff ASCenter UUA MBD Pru	Ongoing	Membership Committee will facilitate the process
E	Know who the active members are	Staff Pru Council Entire congregation	Ongoing	Membership Committee will facilitate the process

Major implications for **other** areas of ASC: As with virtually all Membership Committee, this will require involvement of every part of ASC. The Membership Committee will function as a support, as a catalyst as a coordinator for membership activities. However, increasing membership retention requires the involvement of staff, lay leadership and the entire congregation to create a welcoming environment. Staff and financial resources will be needed to ensure adequate support for volunteers.

## Membership: Primary Goal #4

Committee Name	Membership Committee	
Goal Name	# 4	Increase the number of new members

Goal Summary Description	With a strong culture of membership, a clear joining process and high member retention, ASC can consider the question of “what is the optimal membership number for our community?” Based on the collective answer to that question, a plan will be developed and implemented to reach that number.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	<p><b>Determine an achievable and desirable rate of growth</b></p> <ol style="list-style-type: none"> <li>1) Surveys, focus groups, etc</li> <li>2) Analyze financial implications of significant growth</li> <li>3) Analyze staffing needs to support significant growth</li> <li>4) Analyze space needs to support significant growth</li> <li>5) Analyze systemic changes inherent in growing to a program or corporate church model and develop change management processes and systems               <ol style="list-style-type: none"> <li>a) Cultural changes</li> <li>b) Role changes for staff, especially Clergy</li> </ol> </li> <li>6) Develop consensus around desirable growth goal</li> </ol>	Staff Pru Council Finance Committee Building Committee Senior Staff Advisory Committee Entire congregation	2004 – 2005 church year	Membership Committee will facilitate the process
B	<p><b>Develop comprehensive plan to reach membership growth goals</b></p> <ol style="list-style-type: none"> <li>1) Outreach</li> <li>2) Staffing needs</li> <li>3) Financial needs</li> <li>4) Building requirements</li> <li>5) Utilize denominational resources</li> </ol>	Staff Pru Council Finance Committee Building Committee Senior Staff Advisory Committee Entire congregation UUA MBD	2005 – 2006 church year	Membership Committee will facilitate the process
C	Implement growth plan	Staff Pru Council Finance Committee Building Committee Senior Staff Advisory Committee Entire congregation	2006 – 2007 church year	Membership Committee will facilitate the process

Major implications for OTHER areas of ASC: More than any other Membership Committee goal, this will require involvement of every part of ASC. The move from a pastoral to a program

or corporate church will require a tremendous change in the culture of ASC. The first step will be to ensure that there is an understanding across the congregation about what significant growth will really mean for ASC. Next will be to determine if there is consensus that this amount of growth is a desirable goal. If consensus exists, a comprehensive plan will be required, with significant change management needed during the implementation process.

**The following supplement is a planned timeline for an ASC Membership Growth Initiative, as proposed by the Membership Committee in May/June 2004.**

2004 - 2005 church year

- Establish infrastructure
- Begin growth discussion
- Reduce attrition
- Data gathering

2005 - 2006 church year

- Continue data gathering
- Continue reducing attrition
- Develop plan based on growth discussions

2006 - 2007 church year

- Focus on outreach
- Grow membership

2007 - 2008 church year

- New data gathering
- Refine the growth plan

2008 - 2009 church year

- Ongoing

## Covenant Renewal

Committee Name	Covenant Renewal
Committee Key Contact(s)	Paul Dakin, Sherene Aram
Committee LRP Contacts	Bruce Cutting, Paul Dakin
Purpose and Five Year Vision	Covenant Renewal continues to be a successful annual process by which members and friends pledge financial and volunteer service support to ASC, and members (in so doing) renew their membership.

### Covenant Renewal Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	Covenant Renewal pledge total increases each year at a rate based on the following: renewing members pledging average 7.5% higher than previous year, plus a net gain of 35 new members pledging at an average rate of \$500 each (= \$17.5K) June 2004.... \$230.0K (actual projection 5/11 = \$235K) June 2005.... \$264.7K June 2006.... \$302.1K June 2007.... \$342.3K June 2008.... \$385.4K  [see Goal #4 below for Covenant Renewal Process – details]	Ongoing	Ongoing	
2	Covenant Renewal volunteer-service offerings are valued and used effectively in fueling the work of ASC.	Ongoing	Ongoing	
3	ASC's pledge fulfillment rate rises from a historical average of 85%-88%, up to more than 95%.	Ongoing	Ongoing	
4	[Details of the Annual Covenant Renewal Process: major steps & components]	Each January	Each June	#1

## Covenant Renewal: Primary Goal #1

Committee Name	<i>Covenant Renewal</i>	
Goal Name	#1	Covenant Renewal pledge total increases each year.

Goal Summary Description	<p>Covenant Renewal pledge total increases each year at a rate based on the following: renewing members pledging average 7.5% higher than previous year, and a net gain of 35 new members pledging at an average rate of \$500 each.</p> <p>June 2004.... \$230.0K (actual projection 5/11 = \$235K)          June 2005.... \$264.7K          June 2006.... \$302.1K          June 2007.... \$342.3K          June 2008.... \$385.4K</p>
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	<p>Team of Covenant lay leaders and ASC staff perform the work needed to “do” Covenant Renewal each spring</p> <p>[Details provided as Goal #4]</p>	Major staff support: mailings (pre- and post-pledge), web, Window, order-of-service, Pulpit words from minister(s), data entry, data reporting	Each year from January thru June, with peak of activity March-April	Covenant Co-Chairs, Church Administrator, and Senior Minister to oversee and identify work steps, identify parties responsible
B	NOTE OF CONTEXT: Covenant Goals above depend in large part on Membership Goals (page __): a welcoming culture, effective joining process, and member retention / outreach.	Need 75 new members joining ASC a year, with an 85% retention rate, for net gain of 35 a year.	Ongoing (see Membership Goals)	(see Membership Goals)
C	CONTEXT cont'd: Covenant Goals also depend on ASC visibility/publicity	Need ongoing publicity and visibility and conscious effort to attract hundreds of prospective new members (interested visitors) a year to generate 75 actual new members.	?? (This aspect of ASC is not as organized as it needs to be, at present.)	<p>ASC Communications Committee*, ASC lay leadership, ASC staff as assigned</p> <p>*Committee needs to be re-formed and active... also needs to become invested in (connected to) ASC's Long Range Plan Goals.</p>
D	CONTEXT cont'd: Covenant Goals depend largely on positive Sunday Morning experiences year-round (Worship, Music, Hospitality/Coffee Hour)	Need ongoing effort from Worship and Ministers to ensure ASCers are inspired and engaged through Sunday Services	Ongoing	See Worship Goals, Music Goals, and the Hospitality/Welcoming portion of Membership Goals

Supplemental Description: The Four Table Legs of Congregational Growth and Health – as they relate to Covenant Renewal:

As a metaphor, successful Covenant Renewal can be seen as happening on a sturdy four-legged table:

- (1) publicity/outreach to bring new people to ASC,
- (2) a congregation that welcomes newcomers and facilitates their connection into the ASC community,
- (3) a pro-membership culture that promotes membership and provides numerous and effective joining opportunities that are positive experiences, and
- (4) member retention, meaning that members choose to renew their Covenant year after year after year.

- 1) **PUBLICITY:** Covenant needs an ongoing stream of hundreds of newcomers to ASC. **NEEDS:** Publicity-related organization and planning on the part of lay leadership. Lay leadership needs to recognize “PR” opportunities and capitalize on them (Positive Example: same sex marriages 5/20/04... ASC staff produced impressive “ASC info packets” for couples) See Subgoal 1-C above.
- 2) **WELCOMING:** Covenant needs a culture in which newcomers are attracted to the ASC community upon experiencing it, and take subsequent steps to become part of the ASC community. **NEEDS:** Inspiring and engaging Worship Services. Well organized hospitality (ushers, info table, print communications and announcements). Clearly identified and well-promoted opportunities for newcomers and newer members to meet others and connect to ASC: sermon discussion, social events, work parties and other “newcomer-ideal” volunteer opportunities, and (very important), a well-run program of small groups.
- 3) **JOINING:** Covenant needs a pro-Membership culture at ASC so that there is a structural means for congregants to “fully belong”, to affirm their active participation and investment in the ASC community. Membership Committee is now stronger than it has been in many years; this good work must continue in order to meet Covenant goals. Need a net gain of 35 new members a year, which means a total gain of about 75-80 members a year per Long Range Plan goals 2004-2009. This will require numerous “New Member” joining opportunities that are well organized, well promoted in advance, and highly positive experiences for those who participate.
- 4) **MEMBER RETENTION:** As in #2, for members to stay in long-term relationship with ASC, the Worship services must remain inspiring and engaging so that long timers feel continued spiritual stimulation and growth. We learned from Surveys that this factor is the most important. ASCenter can play a large part in member retention as well: attendance trends and ASCenter / Adult RE program strength seem to have correlated in the past decade. CRE is very important also: if done well, it will increase the likelihood that families stay with ASC as their children grow. Social Action also can strongly engage both longtimers and newer ASCers, if organized well and if the initiatives are compelling and timely re: the passions of the congregation. (Examples: Iraq war/”Patriots for Peace” in early 2003, marriage-equality rallies and voter registration in 2004.)

If ASC has all four “Table Legs” strong and solid, the result is a perfect foundation for congregational health and growth – thus setting the conditions for a highly successful Covenant Renewal, in terms of both fundraising total and outpouring of volunteer service offerings.

## Covenant Renewal: Primary Goal #2

Committee Name	Covenant Renewal	
Goal Name	#2	Covenant Renewal volunteer-service offerings are valued and used effectively in fueling the work of ASC.

Goal Summary Description	Covenant Renewal volunteer-service offerings are valued and used effectively in fueling the work of ASC.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Committees across ASC identify their needs and identify committed lay leaders.	Need Staff assistance at times to recruit and support/mentor lay leadership	Ongoing	Committees, ASC Council (or whatever future body equivalent to Council), ASC Staff (need staff person with clear responsibility for helping to build and support lay leadership, fill holes, etc.
B	Covenant Renewal process ends with lists of interested volunteers who are then promptly contacted by the committees in which they expressed interest.	Input from Laity to create Covenant card and identify contact persons; data entry and list production from ASC staff; responsible lay leaders who will follow up promptly upon receipt of volunteer lists	Ongoing with a peak in April-June each year	Lay leadership: identify volunteer needs and contact persons/committee leaders; Staff, help laity with process as needed; Admin Staff, data entry and list production; lay leadership, follow up contact with interested volunteers

### Notes – Volunteer Coordination:

Covenant Renewal is one piece of the Volunteer Coordination process. Through Covenant, volunteer service offerings are gathered and forwarded to the appropriate laity/staff contact persons (committee chairs, etc). Volunteer coordination is a larger issue: the need to have structures and processes in place that facilitate effective lay leadership and positive ASC volunteer experiences.

In particular, it is important that ASC has communication structures in place to know how well all necessary committees are faring; what their challenges are; and how the larger congregation can help. Human Resources: lay leaders, at times, may need guidance, support, coaching, encouragement from a source outside their committee.

The Covenant Renewal Committee recommends that these areas be addressed as part of Long Range planning.

### Covenant Renewal: Primary Goal #3

Committee Name	Covenant Renewal	
Goal or Project Name	#3	ASC's pledge fulfillment rate rises from a historical average of 85%-88%, up to more than 95%.

	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Covenant Renewal and Finance Committees and Worship (with input as needed from Pru) work together to educate congregation on pledge payment: its importance and our current stats	Communication through multiple channels (Window, pulpit, slip of info with pledge statements). Requires some staff support.	Ongoing, at 4 or 5 key points in fiscal year	Finance, Covenant to determine messages (with input from Pru as needed); Worship and Communications to assist as needed. Staff to produce appeal letters and info slips as needed.

Notes: This aspect of Covenant Renewal has historically been left to Finance and to ASC Staff to deal with; however, a partnership between Finance, Covenant Renewal, Communications, Worship, and Staff will likely be more effective in raising our pledge fulfillment rate.

## Covenant Renewal: Primary Goal #4

Committee Name	Covenant Renewal	
Goal or Project Name	#4	Details on the Covenant Renewal Process, to describe how Goal #1 will be achieved

Goal / Project Summary Description	<p>Covenant Renewal is the annual process by which ASC members and friends pledge financial support and volunteer service to ASC. Below is a broad summary of the pieces involved in Covenant Renewal.**</p> <p>[**Note: The outline below describes Covenant Renewal as we've done it in 2002, 2003, and 2004. Future Covenant Renewal leaders may opt to change some elements.]</p>
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### Covenant Renewal – Components and Steps

#### Advance Communications:

Article in Window

Pulpit Editorials from ASC members and announcements from ministers

Inserts in Order of Service

Postcard mailing or larger mailing re: Covenant Sunday

#### Fiscal/Pledge Planning:

Communicate with Pru/Finance on goals/objectives for Covenant Renewal

Articulate goals, once known, in above communications

#### Print Materials and Related Mailings:

Produce Covenant Card

– get input from committees re volunteer interests

Senior Minister and staff send thank-you letters to all who pledged

Senior Minister and staff send "reminder" letters

#### Covenant Sunday:

Brunch or similar celebration event - order food, organize volunteers in kitchen/parish hall

Clergy, Music Director, and Covenant C'tee plan worship service logistics and content (ark etc)

Organize pledge-counters in Chapel

#### Volunteer Coordination Follow up:

ASC staff to enter data and forward to appropriate lay leadership

"M.I.A." follow up (those who pledged last year but not this year)

Senior Minister sends reminder letter in May (as above)

Volunteers follow up with phone call (Covenant C'tee organizes this)

Church Administrator sends "last chance" letter mid-summer

Those who still have not renewed, are removed from Active M'ship in Sept

## Worship

Committee Name	Worship
Committee Key Contact(s)	Rev. Kim Crawford Harvie, Howard A. Berman, Kate Starr
Committee LRP Contacts	Jim Vetter
Purpose and Five Year Vision	<p>The ASC vision for the area of Worship is that by 2008-2009: The congregation continues to find their overall experience of the Sunday worship service to be spiritually rich, engaging, and diverse.</p> <p>The Sunday service regularly includes a diverse range of participants (readers, speakers, worship coordinators) including participants from young adults to seniors. Occasional intergenerational services give children an active role in Sunday worship.</p> <p>The congregation and committees are aware of and participate actively in the ASC “liturgical calendar” of special Sunday celebration “rituals” such as Water Service and Blessing of the Animals.</p> <p>Additional worship offerings addressing specific spiritual paths and forms followed by members of the ASC community (e.g., Buddhist meditation, yoga, pagan practice, Jewish study, humanist study, Christian ritual, contemporary worship) are available through alternative Sunday evening services, weekday services, and Adult Religious Education offerings.</p> <p>The group of qualified, committed Worship volunteers is large enough to address the diverse Worship needs of the congregation.</p> <p>Worship collaborates closely with the work of other committees including Music and Religious Education. Together, the committees and staff of ASC create a vibrant, energized congregation that is involved with more church activities. ASC is increasingly a “committed community,” not just an “attending community.”</p>

## Worship Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	<p>Conduct annual assessment.</p> <p>Worship conducts an annual assessment of the congregation’s experience of the spiritually richness, engaging nature, and diversity of the Sunday worship service. Results of the assessment inform worship planning.</p>	Jan 2005	Continuing	
2	<p>Publicize and increase opportunities to participate in worship.</p> <p>Worship regularly publicizes participation opportunities for lay members of the congregation. All congregation members know the process for volunteering to take part and many feel comfortable doing so. Many members of the congregation come forward to participate in worship.</p>	September 2004	Ongoing	

3	Publicize "liturgical calendar". Each September, the ministerial staff produces the liturgical calendar (special celebrations).	September 2004	Ongoing	
4	Increase supplemental worship. The Worship Committee assesses the alternative worship interests of the congregation and collaborates with committees such as Adult Religious Education and Young Adults to provide special offerings throughout the week. Indications of success include an increase in number of worship offerings, typical attendance of 12-25 participants, and a core number of participants who attend regularly.	November 2004	Ongoing	
5	Increase Worship Committee membership. Increase the number of qualified volunteers who plan and participate in worship. Include a greater number of lay members in Worship Committee membership.	September 2004	Ongoing	
6	Increase Sunday worship as a bridge to other participation. Using a range of strategies (e.g., "Inside ASC" listings, announcements), the Sunday service continues to increasingly become a gateway through which members of the congregation learn about and become involved in other church activities.	Already happening	Ongoing	

## Worship: Primary Goal #1

Committee Name	Worship	
Goal Name	#1	Evaluate

Goal Summary Description	Conduct annual assessment. Worship conducts an annual assessment of the congregation's experience of the spiritually richness, engaging nature, and diversity of the Sunday worship service. Results of the assessment inform worship planning.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Write an evaluation tool	Worship Committee and volunteers	Done by May 2005	Taskforce of Worship Committee Members
B	Post Survey online	Miguel	May 1, 2005	Miguel
C	Distribute Survey in Sunday Worship (2 consecutive weeks)	Volunteers	May 1 & 8 2005	Volunteers
D	Tabulate Raw Data	Volunteers, Miguel	By the end of 2005 Church year	Volunteers, Miguel
E	Meeting to discuss results of survey and brainstorm new ideas to address needs of the congregation	Worship Committee	September 2005 Worship Committee meeting	Worship Committee
F	Plan a Meet & Greet Open Forum to foster communication between committee members and the congregation	Worship Committee	Late September 2004	Worship Committee

## Worship: Primary Goal #2

Committee Name	Worship	
Goal Name	#2	Participate

Goal Summary Description	Publicize and increase opportunities to participate in worship. Worship regularly publicizes participation opportunities for lay members of the congregation. All congregation members know the process for volunteering to take part and many feel comfortable doing so. Many members of the congregation come forward to participate in worship.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Plan a Meet & Greet Open Forum to foster communication between committee members and the congregation	Worship Committee	Late September 2004	Worship Committee
B	Write an announcement for Inside	Volunteer from the Worship Committee	2 Wednesdays before the Forum	Volunteer from the Worship Committee
C	Make a pulpit announcement	Kim, Howard or another member of WC	2 Sundays preceding the Forum	Kim, Howard or another member of WC
D	Identify and act upon in a timely and scheduled manner opportunities for participation (elements of Sunday service and alternate worship opportunities)	Kim, Howard, one delegate from the Worship Committee	December 2004	Kim, Howard to act as voice, Worship Committee to coordinate and follow-up.
E	Write quarterly 'follow-up' column/articles for The Window	Volunteer from the Worship Committee	October 2004	Volunteer from the Worship Committee
F	Establish a Worship email address	Miguel	Anytime	Miguel

### Worship: Primary Goal #3

Committee Name	Worship	
Goal Name	#3	Publicize

Goal Summary Description	Publicize “liturgical calendar.” Each September, the ministerial staff produces the liturgical calendar (special celebrations).
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Publish a liturgical calendar in the August Window (half year)	Kim and Worship Committee volunteers	Copy deadline for publication 8/2004	Kim
B	Solicit feedback and additions from congregation (via established email address for the worship committee to be added by Miguel) to foster appropriate diversity with calendar contents	Worship Committee	Ongoing with publication deadlines as milestones	Delegate from the Worship committee will read the emails, discuss with the Ministers and WC members, and revise the calendar for upcoming publications
C	Modify the calendar and Publish Second half of liturgical calendar in the January Window	Kim and Worship Committee Volunteers	Copy deadline for publication 1/2005	

## Worship: Primary Goal #4

Committee Name	Worship	
Goal Name	#4	Alternative Worship

Goal Summary Description	<p>Increase supplemental worship.</p> <p>The Worship Committee assesses the alternative worship interests of the congregation and collaborates with committees such as Adult Religious Education and Young Adults to provide special offerings throughout the week. Indications of success include an increase in number of worship offerings, typical attendance of 12-25 participants, and a core number of participants who attend regularly.</p>
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Identify existing supplemental worship	Worship Committee	November 2004 WC meeting	Worship Committee
B	Work with ASCenter, CRE, and Council to identify other worship opportunities	Worship Committee	Begin with November '04 ASCenter meeting, then get onto agenda for January Council Or ask for rep's from ASCenter, CRE, and Council to work with members of W.C. task force	Worship Committee ASCenter, CRE, Council
C	Recruit volunteers for alternative worship leadership	Howard	January 2005	Howard
D	Train the volunteers for alternative worship leadership	Howard and Kim, Delegate from the Worship Committee	January 2005	Howard and Kim
E	Publicize the new offerings to foster attendance	Miguel, Communications Committee, Worship Committee	Spring 2005 issue of the Window	Miguel, Communications Committee, Worship Committee

Major implications for *other* areas of ASC: The Worship Committee will need to interact with ASCenter, CRE, Council to identify other worship opportunities beginning with the November '04 ASCenter meeting, then get onto agenda for January Council. Or ask for rep's from

ASCenter, CRE, and Council to work with members of W.C. task force. Once new offerings have been initiated, they will need to be adequately promoted and communicated to the congregation and will require the participation of the Communications Committee and Miguel.

## Worship: Primary Goal #5

Committee Name	Worship	
Goal Name	#5	Worship Committee

Goal Summary Description	Increase Worship Committee membership. Increase the number of qualified volunteers who plan and participate in worship. Include a greater number of lay members in Worship Committee membership.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Plan a Meet & Greet Open Forum to foster communication between committee members and the congregation	Worship Committee	August 2004	Worship Committee
B	Advertise the Meet & Greet Open Forum in the Order of Service	Miguel	Copy deadline for Miguel (8/18)	Worship Committee will draft copy and email to Miguel for placement
C	Invite members of the congregation to attend from the pulpit	Kim	9/5 and 9/12	Kim
D	Write a follow-up article for The Window with an invitation to participate	Volunteer from the Worship Committee	October 2004	Volunteer from the Worship Committee

## Worship: Primary Goal #6

Committee Name	Worship	
Goal Name	#6	“Cross Pollination”

Goal Summary Description	Increase Sunday worship as a bridge to other participation. Using a range of strategies (e.g., “Inside ASC” listings, announcements), the Sunday service continues to increasingly become a gateway through which members of the congregation learn about and become involved in other church activities.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Regular Pulpit Announcements	Kim, and recruiters from other committees/ activities leaders	Ongoing	All of us
B	Invitation to other Committees to use the Sunday Service as a “soapbox” opportunity	Council Meeting September 2004	Ongoing	Worship rep. to Council

Major implications for OTHER areas of ASC: Other Committees need to be made aware that the pulpit can be used as a communication tool and encouraged to submit messages to Kim or other members of the Worship Committee to get their message to the appropriate spokesperson in a timely fashion.

## Music

Committee Name	Music
Committee Key Contact(s)	Jim Tice, Tim Harbold
Committee LRP Contacts	Jim Tice
Purpose and Five Year Vision	<p>The Music Program imbues ASC services with the magic of music and provides congregants the opportunity to participate in music as player, singer or listener. The Program contributes in a vital way to the Sunday worship experience, and offers additional musical events that support ASC's mission. The program contributes to the ongoing financial health of ASC by the attendance and membership it generates.</p> <p><b>Vision:</b> The music program will have grown in the following ways:</p> <ol style="list-style-type: none"> <li>1. Increased number of choir members to 35.</li> <li>2. Section leader for each section (with care being taken to hire leaders who will participate as members of the larger group, incorporate into budget)</li> <li>3. Increased number of music committee members – 10, with half from outside the choir.</li> <li>4. Budget growth to sustain music programs, additional musicians, increased hours for music director</li> <li>5. More fully developed range of performance repertoire, wider variety of musical styles at Sunday services</li> <li>6. Increased sense of community among choir members, achieved through events such as retreats and group social activities</li> <li>7. Continue to grow the Music@ASC series (more high profile events, brochure, tickets, subscribers, self-sustaining, reconfigure chancel area to suit variety of events, etc.)</li> <li>8. Festival choir growth into separate choir that performs twice per year</li> <li>9. Artist in Residence program growth with wider range of musicians</li> <li>10. The music program will be conducive to long-term retention (for a period of 5 or more years) of talented directors.</li> </ol>

## Music Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	Music Committee: Create a functioning Music Committee of 10 members (with a goal of 5 non-choir members) to be responsible for coordination of Music@ASC events and artists, work on a music endowment plan, choir membership initiatives, and be the “sounding board” for congregational feedback on music at ASC.	9/2004	10/2004	
2	Choir membership: Achieve a desired membership of 35-40 singers with a committed (i.e., regular attendance) group of 30 singers with recruitment initiatives, assigning/hiring section leaders for each voice part, promotion and implementation of a Festival Choir to perform at least twice during the church year, creation of a chamber ensemble, and building a closer choir community through retreats, potlucks, and social events.	9/2004	6/2006	1
3	Choir administration: Create a new volunteer position of Chorus Manager/Librarian to coordinate choir communication, manager distribution of music, and assist Music Director as needed.	9/2004	10/2004	1
4	Music@ASC series: Continue to grow the Music@ASC series to be more self sustaining through more high profile events, a brochure, subscriptions, and changes to performance space to accommodate a wider variety of artists.	9/2004	2009	
5	Artists in Residence program: Continue to grow the Artists in Residence program with a wider range of musicians.	9/2004	2009	

## Music: Primary Goal #1

Committee Name	Music	
Goal Name	#1	Music Committee

Goal Summary Description	Create a functioning Music Committee of 10 members (with a goal of 5 non-choir members) to be responsible for coordination of Music@ASC events and artists, work on a music endowment plan, choir membership initiatives, and be the “sounding board” for congregational feedback on music at ASC.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Appoint a Music Committee Chair	1 volunteer	September 2004	Music Director
B	Recruit members for committee (from choir and congregation) with a goal of 6	1 Staff (Music Dir.) 1 Volunteer (Chair)	September 2004	Music Director and Chair
C	Develop “charge” for Music Committee	1 Staff (Music Dir.) 1 Volunteer (Chair)	September 2004	Music Director and Chair
D	Ongoing Music Committee meetings (once per month)	6 Comm. Members, 1 Staff (Music Dir.), Building space for meeting	October – June 2004	Music Director and Committee
E	Recruit new members for Committee each year until goal of 10 members	1 Staff (Music Dir.) 1 Volunteer (Chair)	May/June 2005 – 2009	Music Director and Chair

**Music: Primary Goal #2**

Committee Name	Music	
Goal Name	#2	Choir Membership

Goal Summary Description	Achieve a desired membership of 35-40 singers with a committed (i.e., regular attendance) group of 30 singers with recruitment initiatives, assigning/hiring section leaders for each voice part, promotion and implementation of a Festival Choir to perform at least twice during the church year, creation of a chamber ensemble, and building a closer choir community through retreats, potlucks, and social events.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Insure continuity/quality/vocal support for members - Hire section leaders (3 in FY2005, 4 in FY2006)	\$7500 in FY2005, \$10000 in FY2006	September 2005	Music Director
B	Build voices - Plan and implement choir retreat twice per year to provide a concentrated block of time to develop musical abilities, work on concert/Choir Sunday material, get to know each other.	Music Committee and Music Director, choir	Fall/Spring 2004 – 2009	Music Committee and Music Director
C	Build community - Plan and implement social and community building events for choir	Music Committee, choir	Sept 2004 – 2009	Music Committee
D	Develop vocal leadership - Provide for advanced opportunities (auditioned chamber ensemble, solos, etc.)	Music Director, chamber ensemble members, soloists	Sept 2004 – 2009	Music Director
E	Involvement in planning – Provide a voice in planning by choir by being well represented on Music Committee, representing choir in music decision making	Choir members, Music Committee	October 2004 – 2009	Music Committee
F	Recruit new members to choir – Ongoing recruitment initiatives (pulpit editorials, Order of Service/Window announcements, choir one-on-one, etc.)	Music Committee, Music Director, choir members	Sept 2004 – 2009	Music Committee and Music Director
G	Outreach to congregation - Provide for congregation-wide opportunities (Festival choir twice per year)	Music Director, choir, interested congregants	Fall/Spring 2004 – 2009	Music Director

Major implications for OTHER areas of ASC: This is dependent on Music goal #1 (creating a Music Committee)

**Music: Primary Goal #3**

Committee Name	Music	
Goal Name	#3	Choir Administration

Goal Summary Description	Create a new volunteer position of Chorus Manager/Librarian to coordinate choir communication, manager distribution of music, and assist Music Director as needed.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Write up job description	Music Director and Music Committee	Summer – Sept, 2004	Music Director and Music Committee
B	Announce “opportunity” of opening of volunteer position to choir members and wider ASC community; provide job Description.	Announcement posted in ASC newsletters or as part of Sunday service	Sept 2004	Music Director and Music Committee
C	Determine best candidate (responsible and detail oriented) from list of potential volunteers	None	Sept 2004	Music Director and Music Committee
D	Ensure that successful candidate is fully aware of duties going forward	None	Sept 2004	Music Director and Music Committee
E	Make announcement of person taking on this position to choir members/ASC community	Posted in ASC newsletters/Order of Service	October 2004	Music Director and Music Committee
F	Encourage candidate to solicit help from wider community to complete duties/cheerleader to seek others for help	Choir members	October 2004	Chosen Candidate with Music Director support
G	Review position each year and adjust responsibilities or “re-hire” as necessary		May/June 2005 – 2009	Music Director and Music Committee

Major implications for OTHER areas of ASC: This is dependent on Music goal #1 (creating a Music Committee)

### Music: Primary Goal #4

Committee Name	Music	
Goal Name	#4	Music@ASC series

Goal Summary Description	Continue to grow the Music@ASC series to be more self sustaining though more high profile events, a brochure, subscriptions, and changes to performance space to accommodate a wider variety of artists.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Work with Music Committee to develop schedule and brochure	Music Director, Music Committee	Fall 2004	Music Director, Music Committee
B	Create list of contacts, performers; partnership with musicians for ongoing presence.	Music Director	2004-2005	Music Director
C	Review performance space and work with RAP to make improvements	Music Director, RAP	2004-2009	Music Director, RAP

Major implications for OTHER areas of ASC: This is dependent on Music goal #1 (creating a Music Committee) and RAP

**Music: Primary Goal #5**

Committee Name	Music	
Goal Name	#5	Artists in Residence program

Goal Summary Description	Continue to grow the Artists in Residence program with a wider range of musicians.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Outreach, improve contacts, recruitment on new musicians	Music Director	2004-2009	Music Director

## Social Action

Committee Name	Social Action Committee
Committee Key Contact(s)	Chris Curtiss, Aileen Montour
Committee LRP Contacts	Jim Vetter & Bruce Cutting
Purpose and Five Year Vision	<p>The Social Action Committee is dedicated to making social action a priority of the entire Arlington Street Church community by providing opportunities to be involved in social justice work appropriate for the member's interest and capacity.</p> <p>Five year vision: Create and implement a focused range of social action opportunities that express the priorities and concerns of the ASC community and motivate an ever-increasing proportion of the membership to participate in social justice work, with the majority participating in at least one social action activity each year, and to build the leadership potential for ongoing and new activities.</p>

## Social Action Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	Participatory Membership – Identify short term and long term social justice programs that match the interests of ASC members so that the majority are motivated to participate in social justice activities/programs, and provide leadership for task forces.	Immediate	Ongoing	
2	Increase support of ongoing/key ASC social action programs (Friday Night Supper, Only a Child, etc.) that are important to ACS, and increase overall congregation participation in these programs.	By fall	Ongoing	
3	Community Outreach – Increase “outside-ASC” community awareness of ACS social action programs, and attract individuals with shared values to ASC (new members/friends).			
4	Connect with on-going organizations and advocacy groups outside ASC, both within and outside the UU community.			
5	Coordinate with, and involve in social action, the church as a whole, and other organizations within the church.			

## Social Action: Primary Goal #1

Committee Name	Social Action Committee	
Goal Name	#1	Grow ASC members active participation in Social Action programs and activities.

Goal Summary Description	Participatory Membership – Identify short term and long term social justice programs that match the interests of ASC members so that the majority are motivated to participate in social justice activities/programs, and provide leadership for task forces.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Assess congregation interests/passions related to social action. Committee members have already begun calling all people who checked social action as a commitment on their covenant pledge cards, to determine their interests, commitment, and perceived skills. This will be done every year. Committee chairs will see that everyone who has expressed an interest in social action during the year will be contacted.	Social Action Committee	Immediate and on-going	Social Action Committee members
B	Communicate current social action programs to members – Use all existing communications channels to develop ASC member awareness of social action programs, including: <ul style="list-style-type: none"> <li>• ASC Website</li> <li>• Window</li> <li>• Recognition by senior clergy</li> <li>• Pulpit editorials</li> <li>• Coffee hour table(s)</li> <li>• Occasional social action “activity fair” highlighting all of each season’s social action opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Social Action Committee</li> <li>• Publicity Committee</li> <li>• Clergy</li> <li>• Worship Committee</li> <li>• Space for additional table at coffee hour</li> <li>• Space and small amount of funding for activity fairs</li> <li>• Small amount of funding for bulletin boards, display boards, etc.</li> </ul>	In the fall and ongoing	To be determined

C	<p>Motivate ASC members to participate in social action – Recognize ASC members accomplishments in Social Action – support the formation of task forces to work on issues important to members, encourage and support potential leaders.</p> <ul style="list-style-type: none"> <li>• ASC Website</li> <li>• Window articles</li> <li>• Pulpit editorials</li> <li>• New UU classes</li> <li>• ASCenter courses</li> <li>• Personal contact</li> </ul> <p>Work with Miguel to re-design social action part of Website; submit an article to each issue of The Window; do frequent pulpit editorials on social action issues we are working on, starting in the fall; offer at least one ASCenter course in each session on a social action subject, including the UU Study Action Issues; contact new UU classes with information on social action opportunities.</p>	<p>Social Action Committee and task forces, including Globalization and Prison Reform; and additional task forces that can be formed, such as Civil Liberties and Equal Marriage</p>	<p>Fall 2004 - Ongoing</p>	<p>To be determined.</p>
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Major implications for OTHER areas of ASC: Collaboration with other committees (publicity, membership, covenant renewal, ASCenter, worship). ASC staff (clergy, Miguel).

## Social Action: Primary Goal #2

Committee Name	Social Action Committee	
Goal Name	#2	Increase support of ongoing/key ASC social action programs (Friday Night Supper, Only a Child, etc.) that are important to ASC, and increase overall congregation participation in these programs.

Goal / Project Summary Description	Increase overall congregation commitment to key current ASC programs (ex: Friday Night Supper, Only a Child, Prison Reform Task Force, Globalization Task Force, Rice Sticks and Tea, Voter Registration), to achieve increased overall active congregation participation in these programs. Goal: 25% of congregation actively participating (on an annual basis) in key ASC programs within 5 years.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Assess congregations' awareness of ongoing/key ASC social action initiatives.	<ul style="list-style-type: none"> <li>• Social Action Committee</li> </ul>		
B	Communicate value of ongoing/key social action programs to members – Use all existing communications channels to develop ASC member awareness of social action programs as a means of achieving individual spiritual growth, demonstrating UU values to the community, etc. using these resources: <ul style="list-style-type: none"> <li>• ASC Website</li> <li>• Window</li> <li>• Pulpit</li> <li>• Occasional social action “activity fair” highlighting all of each season’s social action opportunities.</li> <li>• Social Action information table at coffee hour</li> <li>• New UU Classes</li> </ul>	<ul style="list-style-type: none"> <li>• Social Action Committee</li> <li>• Publicity Committee</li> <li>• Worship Committee</li> <li>• Membership committee</li> <li>• Announcements from senior clergy</li> <li>• Space for a second table at coffee hour</li> <li>• Space for “activity fair”</li> <li>• Small amount of funding for display materials, refreshments, etc.</li> </ul>	In the fall and on-going	To be determined
C	Motivate ASC members to participate in social action – Recognize ASC members accomplishments in Social Action: <ul style="list-style-type: none"> <li>• ASC Website</li> <li>• Window</li> <li>• Pulpit , recognition by senior clergy</li> <li>• ASC in Action Awards program</li> </ul>	<ul style="list-style-type: none"> <li>• Social Action Committee</li> <li>• Publicity Committee</li> </ul>		

Major implications for OTHER areas of ASC: Collaboration with other committees, ASC staff and clergy.

**Social Action: Primary Goal #3**

Committee Name	Social Action Committee	
Goal Name	#3	Community Outreach – Increase “outside-ASC” community awareness of ACS social action programs, and attract individuals with shared values to ASC (new members/friends).

Goal Summary Description	Community Outreach – Conduct social action activities with an awareness of attracting individuals who share these values to become interested in attending/joining ASC, with Social Action programs attracting non-members to visit ASC each year.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Evaluate partnership / participation opportunities in existing external community programs and events – Create ASC visibility in community programs through various means, such as: <ul style="list-style-type: none"> <li>• ASC Cares T-Shirts for ASC members/friends volunteering in external community</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Social Action Committee</li> <li>• Publicity Committee</li> </ul>	Ongoing	To be determined
B	Increase visibility of ASC in community social action – Make it easy for outside community to see ASC in action using: <ul style="list-style-type: none"> <li>• ASC Website</li> <li>• Press releases / articles for community organizations newsletters and local press</li> </ul>	<ul style="list-style-type: none"> <li>• Social Action Committee</li> <li>• Publicity Committee</li> </ul>	Ongoing	To be determined

Major implications for OTHER areas of ASC: Collaboration with other committees, ASC staff

**Social Action: Primary Goal #4**

Committee Name	Social Action Committee	
Goal Name	#4	Connect with on-going organizations and advocacy groups outside ASC, both within and outside the UU community

Goal Summary Description	Connect and work with other groups within the UU community, such as UUJEC, and also with outside groups (such as the Boston Social Forum), in order to have a greater impact.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Establish contact with relevant organizations (for example, Criminal Justice Policy Coalition (CJPC) and Partakers, Inc. for Prison Reform Task Force); attend meetings, begin correspondence with key players in organization; organize events at ASC and invite members of these groups	<ul style="list-style-type: none"> <li>• Space for events (for example, the Prison Reform Task Force’s recent movie night with guest speaker Shawn Drumgold was held in the Parish Hall) (6 events/year)</li> <li>• Funding for above events (food and/or fees for speakers)</li> <li>• Volunteers</li> <li>• Membership fees for relevant organizations</li> </ul>	Ongoing	Social Action Committee and Task Forces, in conjunction with other groups at ASC, including Publicity Committee, Worship Committee

**Social Action: Primary Goal #5**

Committee Name	Social Action Committee	
Goal Name	#5	Coordinate with, and involve in social action, the church as a whole, and other organizations within the church.

Goal Summary Description	Connect with other committees within the ASC community so that the committees complement each other and work together.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	<p>Improve profile of various committees within ASC. Each active committee on “Committees” page of the ASC web site should have a live link, with a description of the committee’s work and contact information for leaders. Currently, there are only 3 committees for which there are live links (ASCcenter, CRE Committee, and Social Action Committee (and the SAC page needs work)).</p> <p>Representatives from each committee should establish contact with each other (perhaps a meeting with leaders of each committee?); attend each other’s meetings periodically to develop joint activities.</p>	<ul style="list-style-type: none"> <li>• ASC Committees</li> <li>• Web administrator</li> </ul>	Ongoing	ASC Committees

## ASCenter

Committee Name	ASCenter
Committee Key Contact(s)	Della Lawhon
Committee LRP Contacts	Art Shirk
Purpose and Five Year Vision	The ASCenter will be a learning center for ASC adults, offering courses and gatherings that articulate the values of ASC and UUism and deepen the inquiry and journey of ASC members and friends

### ASCenter Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	ASCenter provides a safe, nurturing and stable institutional structure from which dynamic and responsive offerings can be offered: framework for growth			
2	Purpose driven curriculum			
3	Develop a cadre of teachers who are effective educators/ group leaders, represent the diversity of the congregation, and are responsive to the needs and goals of the larger congregation			
4	Semi-annual Program Guide			
5	Sustain viable committee of ASC members to direct, evaluate and be ombudsmen for the ASCenter			

## ASCenter: Primary Goal #1

Committee Name	ASCenter	
Goal Name	# 1	Framework for growth

Goal Summary Description	ASCenter provides a safe, nurturing and stable institutional structure from which dynamic and responsive offerings can be offered
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Teacher orientation	Building space, volunteers. We need clear information on safety and building issues	September 2004	Committee volunteer and MBD resources
B	Effective and accurate registration process that encourages participation and community ties	clerical/administrative staff support	September 2004–continuing	Staff support needed to: - create class lists for completed forms throughout 4 wks of registration - enter registration information into ASCenter database - mail class lists to leaders before terms begin - report to committee
C	Supplies, building space, and room setup are appropriate and available for courses	easels, pens, rooms available, tables/chairs	September 2004–continuing	Staff support needed to organize materials and setup/breakdown rooms

**ASCenter: Primary Goal #2**

Committee Name	ASCenter	
Goal Name	# 2	Purpose driven curriculum

Goal Summary Description	Each term the curriculum supports participants in their membership journey and spiritual exploration as UUs and as growing evolving people
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Create and distribute course and leader evaluations each term	committee volunteers, storage space	May 2004	Committee creates, compiles and reviews
B	Participants and leaders propose courses	Course proposal and suggestion forms; Volunteers	ongoing - beginning now	committee and the larger ASC community and ministers
C	Year-long curriculum planning: Evaluate proposals and suggestions for both courses and leaders; develop Fall & Spring curricula	Understanding of other initiatives at ASC.	June 2004	committee
D	Maintain familiarity with UU curriculum	volunteer energy/MBD	ongoing - beginning now	committee
E	Assure that Study Action Items and Social Action education drives, and other congregational efforts are included	volunteer energy	ongoing - beginning now	committee and the larger ASC community and ministers

### ASCenter: Primary Goal #3

Committee Name	ASCenter	
Goal Name	# 3	Develop Teaching Community

Goal Summary Description	Develop a cadre of teachers who are effective educators/ group leaders, represent the diversity of the congregation, and are responsive to the needs and goals of the larger congregation
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Create, distribute and evaluate course and leader evaluations each term	Committee volunteers, storage space	May 2004	Committee creates, compiles and reviews
B	Seek out new leaders that round out skills and types of course offering – content and presentation/format variety	Committee, ministry and course leader volunteers	May & June 2004	Committee and ministry review previous participants and information gathered from the Covenant
C	Teacher training: UU teaching methods; overview of curriculum and how course inter-relate; class management; leader as community builder and resource	Committee volunteer	September 2004 & January 2005	Event planning; event program development; major goal setting for training objectives

Major implications for OTHER areas of ASC: Need information from Covenant regarding interest in ASCenter and education at ASC

**ASCenter: Primary Goal #4**

Committee Name	ASCenter	
Goal Name	#4	Semi-annual Program Guide

Goal Summary Description	Semi-annual Program Guide
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Develop a publication roject plan whose timeline is driven by the church calendar and the publishing schedule of the Window	ASCenter volunteer	May 2004	
B	Develop a final listing of ongoing & new courses based on purpose-driven curriculum	ASCenter volunteers	June 2004	
C	Schedule room: clarify leaders needs and availability first	Building space, Jeffrey and ASCenter volunteer	June 2004	
D	Gather leader bios, course descriptions and room details into a single document	ASCenter volunteer	May – June 2004	
E	Send all relevant information to Miguel for publishing; review proof	ASCenter volunteer & Miguel/publishing to print and web	TBD	

**ASCenter: Primary Goal #5**

Committee Name	ASCenter	
Goal Name	#5	Sustain ASCenter Committee

Goal Summary Description	Sustain viable committee of ASC members to direct, evaluate and be ombudsmen for the ASCenter
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Clarify roles and tasks specific to the committee and staff/clergy			
B	Meet regularly			
C	Annual social gathering			
D	Annual Committee retreat			

## Children's Religions Education (CRE)

Committee Name	Children's Religious Education (CRE)
Committee Key Contact(s)	New Committee chairs in Fall 2004
Committee LRP Contacts	Lisa Howe
Purpose and Five Year Vision	Describe your purpose/mission and vision of outcomes five years from now, drawing on the initial work done by the Long Range Planning team.  [NOTE: NEED THIS FROM CRE]

### CRE Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	Hire a Minister of Religious Education and establish staffing to meet the needs of ASC children and parents.	April 2004		
2	Build and sustain a strong CRE Committee	April 2004	Sept 2004	
3	Create a family friendly ASC, with more family oriented activities Quantify involvement, actions for us, others	April 2004		2
4	Develop a strong CRE curriculum/program specific to ASC and urban churches.	April 2004		2
5	Create and sustain a lifespan religious education with a Minister of Religious Education.	April 2004		1
6	Develop a strong music program as part of the CRE curriculum.	April 2004		

**CRE: Primary Goal #1**

Committee Name	Children's Religious Education (CRE)	
Goal Name	#1	Hire a Minister of Religious Education and establish staffing to meet the needs of ASC children and parents.

Goal Summary Description	To meet the needs of ASC children and parents, as well as create and sustain a lifespan religious education , requires a three-quarters time Minister of Religious Education beginning in fall 2005.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	For staffing: as a stop-gap, trial measure for 2004-5: Wheelock students with experience with children, looking to gain more. Parents rotate simple child care.	Funding. Parents and ASC volunteers	May 2004	Discussed with Howard in March. Parents - set up schedule Note - Describe ASC childrens needs: language, types of learning, culture, foster care background
B	Discuss MRE's with Liz Strong for ideas	Meeting at ASC	May 2004	Wendy, CRE, others at meeting
C	Create a timeline and description of what has and has not worked in the past at ASC	Discussions with past staff, Emily P	May 2004	Wendy, CRE committee rep.
D	Get perspective, ideas from other urban churches	Get list from Wendy	May 2004	Wendy, CRE committee rep.
E	Active involvement in Minister search process. Develop requirements to give Search Committee based on B, C, D		Requirements 9/04 Involvement thru 2005	Wendy, CRE committee rep.

**CRE: Primary Goal #2**

Committee Name	Children's Religious Education (CRE)	
Goal Name	#2	Build and sustain a strong CRE Committee

Goal Summary Description	
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Utilize timeline and description of what has and has not worked in the past at ASC, created for Goal 1			

**CRE: Primary Goal #3**

Committee Name	Children's Religious Education (CRE)	
Goal Name	#3	Create a Family Friendly ASC, with more family oriented activities Quantify involvement, actions for us, others

Goal Summary Description	
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Build a strong CRE committee (Primary Goal 2) and get involved w admin, other committees			
B	Utilize timeline and description of what has and has not worked in the past at ASC, created for Goal 1			
C	Set number of songs, performances at upstairs church service each year			
D	Set number of stories to be at upstairs church service each year.			
E	Sign up for children's service includes parents and other ASC			

**CRE: Primary Goal #4**

Committee Name	Children’s Religious Education (CRE)	
Goal Name	#4	Develop a strong CRE curriculum/program specific to ASC and urban churches.

Goal Summary Description	CRE committee and parents create and sustain the children’s part of a lifespan religious education program specific to ASC, with major help from a Minister of Religious Education beginning in fall 2005.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Meet to discuss what we already have in place.			
B				
C	Meet to discuss activities for exposure to other religions.			
D	Meet to discuss role of music in CRE.			
E	Utilize timeline and description of what has and has not worked in the past at ASC, created for Goal 1			

**CRE: Primary Goal #5**

Committee Name	Children's Religious Education (CRE)	
Goal Name	#5	Create and sustain a lifespan religious education with a Minister of Religious Education.

Goal Summary Description	Develop a strong, innovative curriculum for UU principles specifically with an urban church school focus which includes exposure to perspectives of world religions.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Relate ideas to LRP DRAFT statement of purpose for religious education, worship			

**CRE: Primary Goal #6**

Committee Name	Children's Religious Education (CRE)	
Goal Name	#6	Develop a strong music program as part of the CRE curriculum.

Goal Summary Description	Develop a strong music program that may include a children's choir.
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	Steps necessary to complete goal	Resources needed	Timeline	Roles to accomplish needed tasks / actions
A	Brainstorm ideas. What types of activities? Bells, choir. Being present for musical guests at service, or meeting them before, after			
B	Determine level of interest.			
C	Determine the number of first year and second year activities (x Sundays, outside of service time?)			
D	Discuss ideas with interested choir members, church			
E				

## Building

Committee Name	Building Committee
Committee Key Contact(s)	Lisa Howe, Jim Vogell
Committee LRP Contacts	Lisa Howe
Purpose Five Year Vision (see below)	The Building Committee is responsible for the stewardship of the physical building and grounds belonging to Arlington Street Church. Our charge includes overseeing routine maintenance, contracted capital projects, as well as organizing volunteer based work parties.

## Building Goals

	Primary Goals / Initiatives that need to be completed to achieve Five Year Vision.	Start Date	Finish Date	Dependencies on other goals
1	Make the entire building handicapped accessible, based on the work done to update the Master Plan.			
2	Successfully apply for grants to fund the improvements to the church.			
3	Put Master Plan in place for the capital improvements to the building.			
4	Establish and sustain a maintenance plan and an annual budget to perform routine maintenance tasks.			
5	Nurture and sustain a strong, committed group of volunteers to perform small repairs and upgrades to the church.			

**Building: Primary Goal #1**

Committee Name	Building Committee	
Goal/Project Name	#1	Accessibility

Goal / Project Summary	Make the entire building handicapped accessible, based on the work done to update the Master Plan.
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	Steps necessary to complete goal	Resources needed	Timeline
A	<b>Monitor and oversee the T project and its impact on the church.</b>	Building Committee Administrator	??? Subject to T schedule
B	Oversee the installation of the ramp to the Boylston Street basement door.	Building Committee Administrator	??? Subject to T schedule
C	Once the T ramp is installed, remove the “temporary” wood ramp in the alley. Restore landscaping in ramp area.	Volunteer Labor \$\$\$ Hire contractors	??? Subject to T schedule
D	Plan and implement a phased restoration of the Parish House. Assume access to the basement and first floor during the next five years. Continue to work on future phases of accessibility to the third floor and determine best plan for remainder of Parish House.	\$\$\$ Hire Goody Clancy to develop plans \$\$\$\$ Hire Contractor to perform the work Building Committee Finance Committee Church Administrator Congregation to review plans and vote	See planning schedule in Goal #3; Construction schedule: spring through fall of 2005
E	Work with the Capital Campaign Committee to raise money for Parish House basement and first floor accessibility. Elevator graphic as fundraising tool (in lieu of thermometer). Thanks to Cathy for that one!	Building Committee Finance Committee Capital Campaign Committee Church Administrator Congregation to review and approve budget	Spring Summer Fall 2004

**Building: Primary Goal #2**

Committee Name	Building Committee	
Goal/Project Name	#2	Fundraising for Capital Projects

Goal / Project Summary	Successfully apply for grants to fund the improvements to the church, in addition to raising funds from the Congregation.
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	Steps necessary to complete goal	Resources needed	Timeline
A	<b>Formation of Capital Campaign Committee</b>	Volunteers for committee Building Committee Finance Committee Church Administrator	Summer/Fall 2005
B	<b>Capital Campaign to raise funds for Goal #1</b>	Finance Committee Capital Campaign Committee (to be formed) Covenant Committee (coordination only) Building Committee Church Administrator Senior Minister Congregation	Fall 2005 through Spring 2006
C	Work with Finance Committee and Capital Campaign Committee to identify and apply for grants for the work	Building Committee Finance Committee Capital Campaign Committee	Summer/Fall 2005

**Building: Primary Goal #3**

Committee Name	Building Committee	
Goal Name	#3	Establish Master Plan

Goal Summary	Put Master Plan in place for the capital improvements to the building.
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	Steps necessary to complete goal	Resources needed	Timeline
A	<b>Work with Goody Clancy to complete the Master Plan for Parish House/First Floor accessibility.</b>	\$\$\$ Hire Goody Clancy (already in place) Building Committee Church Administrator	Fall 2003 - Fall 2004
B	Present proposed plan to the congregation	Same as above	Fall 2004
C	Present final plan to the congregation	Same as above	Winter 2004-05
D	Move into Capital Campaign (see Goal #2)		Spring Summer Fall 2004

**Building: Primary Goal #4**

Committee Name	Building Committee	
Goal Name	#4	Identify and Fund Building Maintenance Program

Goal Summary	Establish and sustain a maintenance plan and an annual budget to perform routine maintenance tasks and small improvement or upgrade projects to the building.
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	Steps necessary to complete goal	Resources needed	Timeline
A	<b>This schedule to be established by Building Committee.</b>		
B	Work with Church Administrator, Facilities Manager and Finance Committee to identify the maintenance needs of the building, cost estimates for this work and how it will be funded.	\$\$\$ Hire contractors to perform routine maintenance. Facilities Manager	
C	From the work above, identify work that can be done by church volunteers.	See Goal #5	

**Building: Primary Goal #5**

Committee Name	Building Committee	
Goal Name	#5	Nurture and Sustain Volunteer Base

Goal Summary	Nurture and sustain a strong, committed group of volunteers to perform small repairs and upgrades to the church.
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	Steps necessary to complete goal	Resources needed	Timeline
A	<b>Through the Maintenance Plan (Goal #4), identify projects that can be undertaken by volunteers.</b>	\$\$\$ for supplies and food for work parties Building Committee Church Administrator Facilities Manager	ongoing