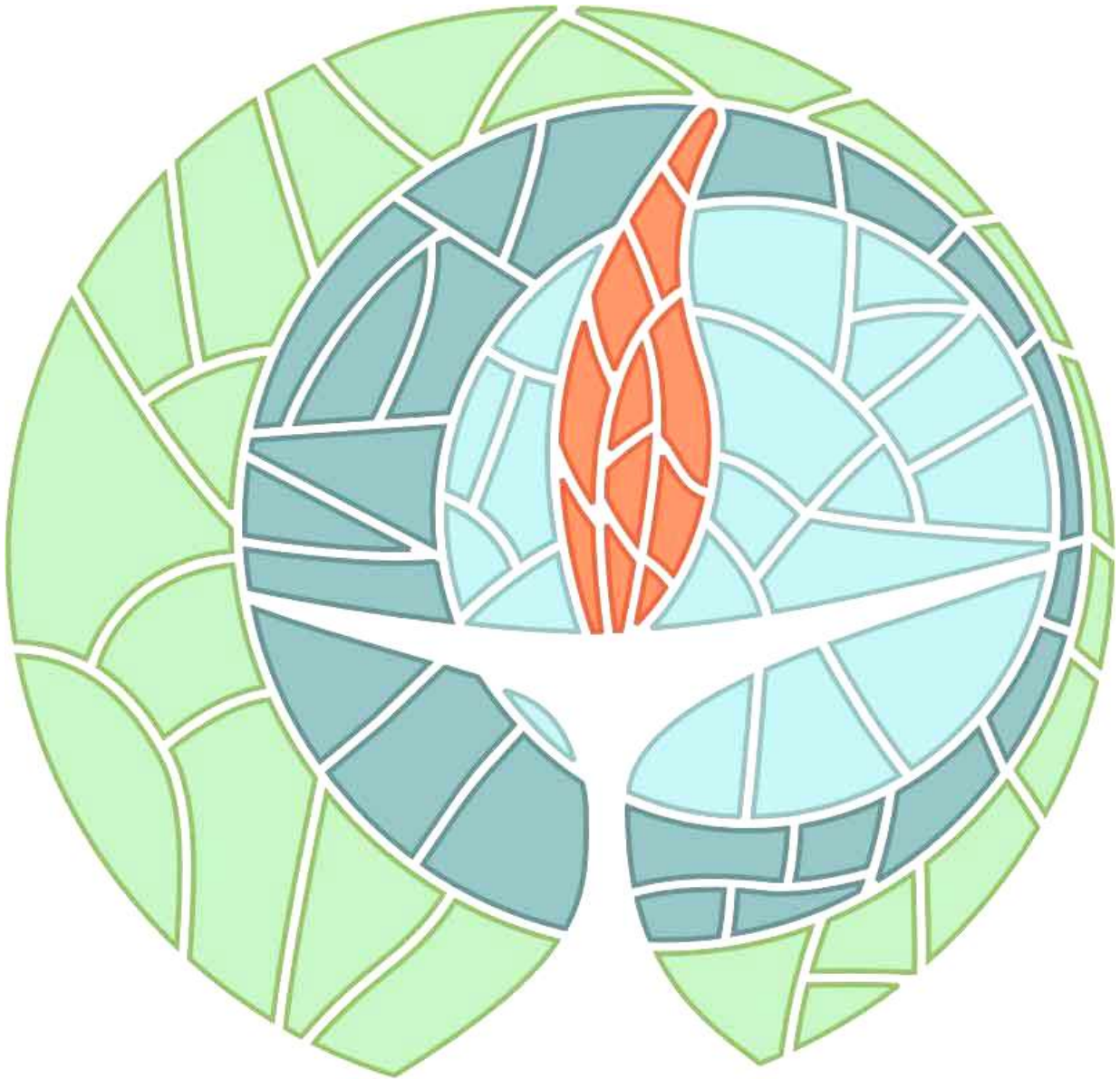


Aim High in Hope And Work



**A Strategic Plan to Promote
Spiritual Community and Social Action**

**Unitarian Universalist Church of Silver Spring
2007 – 2011**

Aim High in Hope and Work

A Strategic Plan to Promote Spiritual Community and Social Action

**Unitarian Universalist Church of Silver Spring
2007 – 2011**

Approved by the Board of Trustees
September 12, 2007

Ad Hoc Strategic Planning Committee:

Catherine Buckler, Chair
Janet Coffin
Mark Ferrenz
Carol Hamilton
Jim Paoletti
Phyllis Ryder
Diane Trice
and Rev. Elizabeth Lerner

Table of Contents

Overview	ii
I. Introduction	1
II. Creating Community	3
Vision	3
Currently	3
Key Strategies.....	3
Goals	3
III. Transforming Ourselves	5
Vision	5
Currently	5
Key Strategies.....	5
Goals	5
IV. Transforming the World	7
Vision	7
Currently	7
Key Strategies.....	7
Goals	8
V. Transforming the Church to Meet Our Vision	9
Vision	9
Currently	9
Key Strategies.....	9
Governance	9
Staffing	10
Goals	11
Finance	12
Volunteer/ Leadership Development	13
Buildings and Grounds	15
Appendix A: Strategic Planning Process	17
Strategic Planning Committee Charge	17
Team Members.....	17
The Strategic Planning Process.....	17
Using The Strategic Plan	18
Appendix B: Appreciative Inquiry Philosophy and Guidelines	20
Appendix C: Data and Assumptions	21
Appendix C_1: Projected Attendance Chart (during normal church year).....	21
Appendix C_2: Possible Staffing Chart (Minimal staffing for growth -- depending on the discernment process about music director or MRE/ Assistant/ Associate Minister)	22
Appendix C_3: Volunteer Hours Calculation	24
Appendix D_2: Energy Assessment Report, Greater Washington Interfaith Power and Light	26
Appendix D_3: Global Warming Study/Action Group recommendations	32
Appendix E: Goals Arranged by Year	33

Overview

This Strategic Plan intends to articulate the goals as developed in the 2007 Appreciative Inquiry Summit. It will assist the members and staff of UUCSS in focusing their time and energy over the next five years as we aspire to these goals.

To develop this plan, the Board of UUCSS hired the Reverend Edward White, a consultant with the Alban Institute, and created a Strategic Planning committee. The Board asked for a multi-year plan around all the issues implied in the above including:

- financial planning (re-energized canvass, endowment, capital campaign)
- staffing issues
- infrastructure issues (including governance)
- volunteerism and leadership development
- expectations of membership
- communication

The Strategic Planning committee, assisted by Kathleen Madigan, a Joseph Priestley District consultant, led the congregation through a day-long summit in January 2007. Using the process of Appreciative Inquiry, members worked together to highlight UUCSS' current strengths and to discover what inspires and motivates our visions of the future. At the summit, the congregation put forward several goals, many of which overlap with those that the Board had provided:

- social action leadership
- increased staffing
- improved and environmentally sustainable building and grounds
- expanded Lifespan programming
- improved outreach to new members and
- an abundant financial base.

Guided by these goals, the committee gathered information from church leaders, committees and consultants and developed a five-year plan for UUCSS.

The Strategic Plan organizes the church vision into three main categories—*Creating Community* (which focuses on how we reach out to new members and bring them into our strong church family), *Transforming Ourselves* (which focuses on church programs and events that bring us together as a spiritual community and guide us on that journey), and *Transforming the World* (which considers how to bend the larger local and national community towards our UU values). To support the actions for each of these categories, financial, staffing, building and governance structures of the church must be adapted. These structural requirements are gathered in the fourth main category—*Transforming Our Church to Meet this Vision*.

In each area, the plan identifies the high-level goals that inspire our membership and develops specific steps needed to attain those goals.

- Our key strategies for *Creating Community* are creating a welcoming environment through our interactions, visual impact, and physical layout; communicating who we are by clarifying who we are and choosing where we communicate this; strengthening our processes for embracing newcomers, both guests and potential members, and working with humility and hope to welcome diversity.
- Our key strategies in *Transforming Ourselves* are growing our souls, embracing our diversity; celebrating our interdependent community; and caring for each other.
- Our key strategies for *Transforming Our World* are focusing on one or two key issues to be tackled through multiple church-wide social action projects; strengthening our process for choosing (and updating) an issue that our church will work on collectively; and committing significant additional resources to involving a high proportion of our members in the focused project.
- To meet our vision, we identify how we need to *Transform our Church*, and lay out timelines for addressing the key areas of governance, staffing, finance, volunteer/ leadership development, and buildings and grounds.

Make no little plans. They have no magic to stir [people's] blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our [children] and grand[children] are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.

Daniel Burnham, Chicago architect. (1864-1912)

I. Introduction

The Unitarian Universalist Church of Silver Spring is a community of hope and vitality, a place where our friends and members find spiritual direction as we learn to live our UU principles and carry them into the world. We are a welcoming community, a safe and sacred space for nurturing spiritual growth and lifelong learning, celebrating diversity, and bending the universe towards justice and compassion.

Our strengths make us who we are. We offer a place for spiritual exploration for members at all ages and stages of life. We embrace a diversity of theology and spiritual practice. We have a vigorous RE program, where generations explore spiritual values together. We value our sense of humor.

We are moved by our community's ability to rally when needed. After our losses on September 11th we came together for mourning and comfort. When a member passes away or is in need, we offer support and comfort. We challenge ourselves to grow in a spirit of hope.

Over the last seven years, many people have found in UUCSS a spiritual home. Since the end of 2000, our average Sunday attendance has increased from 167 to 225. Our membership has grown to 409. During that period, when many UU congregations sustained an annual growth of one percent or less, our growth has averaged about ten percent. The UUA has recognized UUCSS as one of the congregations in the nation with an outstanding level of sustained growth. As the church expands, we see great possibilities for what we can become.

To develop further the energy and creativity of our growing congregation, we need to plan our growth thoughtfully. We need to expand our opportunities for spiritual growth and care. We need to assure that a broad range of members is involved in the governance and programming responsibilities of the church. We also must consider how our church infrastructure—our governance, our buildings and grounds, our staffing, and our finances—can best be adjusted to serve our growing and changing membership.

To that end, in spring 2006, the UUCSS Board of Trustees convened an ad-hoc Planning Committee and charged it to develop a five-year plan.¹ The Planning committee organized an appreciative inquiry² summit to learn from church members what aspects of our church currently support and energize our community and what visions our members have for the future. By the end of the Summit, church members had identified six persistent themes to give direction to our planning:

- ❑ social action leadership
- ❑ increased staffing
- ❑ improved and environmentally sustainable building, grounds, and operations
- ❑ expanded Lifespan programming
- ❑ visible outreach to new members and
- ❑ an abundant financial base.

¹ See Appendix A for the committee's charge and list of committee members.

² See Appendix B for an overview of Appreciate Inquiry

The Strategic Planning Committee reviewed the outcomes of the Summit, studied the reports of the summit subgroups, met with various church committees, consulted UUA guidelines, and met regularly with a consultant from the prestigious Alban Institute. From these sources, the Committee identified a wide range of exciting opportunities and prioritized them according to our current strengths, the momentum of the church, and the potential of the church infrastructure to adapt and support them. The result of this work is this Aim High in Hope and Work: A Strategic Plan to Promote Spiritual Community and Social Action, UUCSS 2007-2011.

We know that our plan cannot anticipate all the changes that will happen at UUCSS: national and local events, coupled with the talents and concerns that our new members may bring, will no doubt shape us. But we recognize that if we are to develop towards our vision of whom we would become, we need to put building blocks in place now. We have tried to anticipate some of the questions that lie ahead and we expect that the plan will be updated regularly to keep it current.

After this plan is adopted, the Board, the Program Council and church staff will be developing detailed steps to implement it. These will be refined at the January 2008 Board/Council retreat. For the entire life of this plan UUCSS leadership will periodically revise it through discussion, debate and deliberation.

II. Creating Community

Vision

People join UUCSS because they find tranquility, a sense of direction in a life-long spiritual journey, and a place of hope and playful energy. UUCSS seeks diversity in our membership through outreach, and, when necessary, through fostering internal transformations so that we can become more welcoming. At UUCSS, newcomers readily find and welcome opportunities to carry out the life and work of the church

Currently

That the UUCSS is already welcoming to newcomers is evident by our abundant growth in recent years. Over the past seven years, our growth has averaged about ten percent, significantly higher than most UU congregations. People join our congregation because they find a sense of spiritual direction, hope and good humor, because our leaders and ministers (both professional and lay) are inspiring, and because our religious education program provides a safe and sacred place for our children and youth.

Key Strategies

We want our beliefs to be reflected in the visual and physical space of our church grounds. We wish to build on the work of our membership committee to ensure that newcomers are welcomed into the church community, actively participate, and share in the strength and in the responsibility for this community.

We wish to be a community of greater diversity. When people of diverse experiences explore spiritual questions together, we gain a deeper understanding of who we are and how we wish to act in the world. At the same time, UUCSS recognizes that fostering diversity is not only a matter of outreach, but may require internal conversations and transformations. We propose to learn from the expertise of UUA organizations, and to coordinate our outreach with local congregations.

Our key strategies for Creating Community are

- Creating a welcoming environment through our interactions, visual impact, and physical layout.
- Communicating who we are by clarifying who we are and choosing where we communicate this;
- Strengthening our process for embracing newcomers, both guests and potential members
- Throughout, working with humility and hope to welcome diversity

Goals

	Professional and Lay Leadership	Start Date
Creating a Welcoming Environment		
We engage in conversations with nearby, diverse UU communities (such as Davies Memorial) to raise congregational awareness about diversity.	Membership/ Minister/Board	2007
As we grow, we maintain and strengthen our processes for engaging with visitors and people who have attended with some regularity.	Membership/ Minister	2007
We assess and improve how welcoming our campus is. Is it easily navigated? Accessible for diverse groups?	Property	2007
We educate ourselves about how better to welcome diverse members, and we develop an on-going plan to increase diversity.	Membership/ Minister/ Board	2008
The church visually reflects the diversity of spiritual journeys and diversity of members who are welcomed in our congregation.	Outreach/ Property	2010

	Professional and Lay Leadership	Start Date
We track visitors and membership to assess our growing diversity.	Membership/ Staff	2011
Communicating Who We Are		
UUCSS communicates who we are through a variety of media, such as websites, brochures for media, podcasts.	Outreach/ Minister/ DRE	2007
As a welcoming congregation, UUCSS communications reflect our value of being a safe place for GLBTQA friends and members.	Outreach (with GBLTQA Task Force)	2009
UUCSS communications reflect the diversity of spiritual practices in our congregation, as well as our leadership in social action	Outreach Minister	2010
We track which activities draw new friends and members to the church.	Outreach/ Membership	2011
Embracing Newcomers		
We educate ourselves about strategies for growing our church and the denomination by participating in existing UU growth networks, such as the Baltimore Washington Growth Council	Outreach	2007
Through our joining process, newcomers join the church mindful of the values we embrace and of the commitment we make to them and expect from them.	Membership Committee & Minister	2008
Interested guests and friends are helped to engage meaningfully in church life.	Membership Committee; VP to Program Council; & Minister	2009
Develop a culture of congregation-wide wide commitment to welcoming newcomers.	Congregation (we are all equally responsible.)	

III. Transforming Ourselves

Vision

UUCSS is a supportive place for congregants to explore spiritual questions, grow personally, and come together as an intergenerational, religious community, learning how to live our UU values. We honor many spiritual traditions, and we know that church can be spiritual *and* playful. As a strong, caring community, we minister to members of our congregation through all life stages.

Currently

Our congregation has developed our member-to-member covenant to solidify our desire to live our UU values with each other. Our programs and activities draw us together into a community.

Our vibrant Religious Education program is a great strength in our church and benefits from deep support in the community. Many families come to our church because RE provides such dynamic and positive experiences. Our high school members, the Young Religious Unitarian Universalists (YRUU), consistently astound us with their wisdom and passion; their number and commitment is a sign of the strength of that program. As our children and youth grow up in our congregation, we honor them through meaningful rituals: the baby dedication, Coming of Age, the bridging ceremony.

Our adult members find community and opportunities for spiritual growth in many areas of the church. Groups gather around common interests—such as our young adult group, Families Living UU Values (Families LUUV), and LGBTQA (Lesbian-Gay-Bisexual-Transgender-Queer-Ally) Task Force, among others. The church’s well-established and meaningful In-Reach groups provide members opportunities to grow together spiritually. We have a committed group of thoughtful lay ministers who assist with the pastoral care of our community.

We also have many regular activities that bring our congregation together, such as intergenerational and youth-led worship services, the Fellowship Dinner, Uinter Dinners, the Auction, Suite Treat, the Annual Picnic, and our fall trip to Catocin.

Key Strategies

As we continue to grow, we should strengthen these programs and add new ones. We should provide more opportunities for our members to be encouraged and supported in their spiritual journeys. We should ensure that all of our members are well-served by our congregation by strengthening and expanding our lifespan religious education, pastoral support, and music programming. We also should continue to serve as a strong, caring community for our all members, especially those at critical transitions in their lives.

Our key strategies in Transforming Ourselves are

- ❑ Growing our souls
- ❑ Celebrating our diverse community
- ❑ Caring for each other

Goals

	Professional and Lay Leadership	Start Date
Growing Our Souls		
Church committees use rituals, symbols and other methods to highlight the spiritual aspect of their time together.	Minister /Program Council/	2007

	Professional and Lay Leadership	Start Date
To help our children and youth develop and celebrate an inner resource that will sustain them throughout their lives, we introduce into regular curricula a range of spiritual practices.	DRE/ RE youth Committee	2007 (introduce over three years)
Each year we introduce at least one lifespan Religious Education course that motivates members towards spiritual practice.	DRE/ Minister/ RE-Youth and Re-Adult Committee	2008
Celebrating our Diverse Community		
As music is one of the most basic ways of sharing and being in community, our music programs bring a variety of groups (including cross-generational) together at least once annually.	Music/ Minister	2007
We continue to celebrate our intergenerational community through regular youth-led and intergenerational worship.	DRE/ Minister	2007
We assess our on-going activities (such as the Auction, Fellowship Dinner, Picnic) to ascertain if, with our growing congregation, any of these need to be re-designed. We suggest using a process of Appreciative Inquiry.	Program Council	2007
We build a lifespan religious education program that offers members opportunities to embrace diversity, such as the UUA anti-racism programming.	DRE/ Minister/ RE-Youth and Re-Adult Committee	2009
Church Programming meets the needs of designated populations in the church (such as Simple Lifestyle programs, retirement support groups, Summer Camp, end-of-life issues, endowment).	Program Council	2011
Caring for Each Other		
We choose and implement appropriate technology to support the exchange of information needed to be a caring community.	Admin Ops Committee	2009
Programming and pastoral care attends to members transitioning through life stages, reaching out proactively to help these members & their families see how the change may manifest in new opportunities and relationships and spiritual journeys.	Minister & Lay Ministers	2010

IV. Transforming the World

Vision

Two centuries of UU social activism have witnessed an end to slavery, the women's suffrage movement, the civil rights movement, the end of the draft and the end of a long war. We continue that legacy through a church-wide focus on social action – Our collective spirit and energy motivate change toward a better world which recognizes the integrated web of life and the inherent worth and dignity of all people. Through focused, coordinated and visible social action we can accomplish far more than we as individuals can. As members of UUCSS develop and act on their commitments to social justice they are able to experience their UU values within the congregation and the world.

Currently

As a congregation, UUCSS fights the effects of poverty, supports immigrants, lobbies for human rights, and affirms our commitments to diversity:

- ❑ We support Beacon House financially and with mentoring support to at-risk youth in Edgewood DC;
- ❑ We deliver meals monthly to So Others Might Eat; and
- ❑ We serve dinner monthly to homeless men and women at the Shepherd's Table in Silver Spring, MD.
- ❑ Our English and as Second Language courses here in our church help our closest neighbors.
- ❑ We send contingents regularly to Annapolis to lobby for Maryland Marriage Equality as well as environmental sustainability.
- ❑ We regularly attend marches and rallies on the National Mall around peace, women's rights, LGBTQ rights, immigrant rights, global climate change and other issues that coincide with our UU values.

Key Strategies

When we work together, we can feel the power of our commitment and see a greater impact from our work. Individual activism is always encouraged and supported, but in order to realize our broader vision UUCSS needs to develop a congregation-wide approach. By highlighting one, or a few, issue(s), and developing a wide range of related projects supporting those issues, we can focus our collective energy and create structures to assist broad participation. With multiple related projects we can create more opportunities for members who have limited time or experience with social justice work and energize members of all ages, abilities, desires and talents. The resulting common experiences will enhance opportunities for shared reflection, learning and community building. The increased focus and participation should also make us more effective at achieving social change.

Our key strategies for Social Action:

- ❑ Focus on one or two key issues to be tackled through multiple church-wide social action projects. We recommend that, to start, the church focus on two issues that were voiced loudly and often at the summit: environmental sustainability³ and LGBT Marriage Equality
- ❑ Strengthen our process for choosing (and updating) a project that our church will work on collectively.
- ❑ Commit significant additional resources to involving all of our members in the focused project.

³ The results of an Energy Audit of the church and recommendations by the Global Warming Study/Action group are included in Appendix D.

Each of these steps is essential to success. We need buy-in from our already active social justice community. We need church wide acceptance of our process for selecting an issue. Finally, it is crucial that we be effective in providing additional resources of volunteer time, of staff time and of money.

Goals

	Professional and Lay Leadership	Start Date
We identify specific and appropriate social action activities that can be carried out by different church groups as well as church-wide and that focus on environmental sustainability ⁴ and LGBT Marriage Equality.	Program Council/ Social Action Council	2007 (each fall for the following year)
At regular intervals, we publicly celebrate our actions and our successes	Program Council	2007 + Build into the action plan above
We annually communicate about our social justice projects, so that our members and friends know what we are doing and how they might contribute.	All committees, with guidance from the Social Action Council	2007 (on-going)
Because we seek to have greater and greater impact and to become a leader in social action, we regularly reflect on our work, and educate ourselves about social action in our area and in our denomination, and develop partnerships when appropriate.	All committees, with guidance from the Social Action Council	2008
We identify the next key social justice issues for our church to address on a church-wide basis, keeping in mind our goals to: <ul style="list-style-type: none"> • make a significant impact; • provide a common experience through which members explore the spirituality of social action; • educate ourselves and our children about the social justice issue and practices; • build community; • build our identity as a church committed to social action. 	Program Council/ Social Action Council	2009

⁴ The results of an Energy Audit of the church and recommendations by the Global Warming Study/Action group are included in Appendix D.

V. Transforming the Church to Meet Our Vision

Vision

Highlighting our relationship as members of a religious community, we approach each church activity as an opportunity for spiritual growth. We work together to create a supportive and stimulating experience for those who dedicate their time and energy to the work of our church—our church leaders, volunteers, and staff—so people contribute their time and expertise with enthusiasm.

Currently

Our growth over the past 7 years has meant many changes to our church community. New members have been welcomed and integrated into the community. New successful programs have been launched. Yet in many ways, our infrastructure has lagged behind our rapid growth. Systems appropriate to support our church in the past are now strained.

Key Strategies

Over the next five years, the church will discern how we want to govern, staff, finance our vision, develop leadership and volunteers, and invest in our buildings and grounds. Our goal is to create effective, well functioning systems that support our larger visions of creating community, transforming ourselves and transforming the world.

Governance

Vision

As we continue to grow in members, programs and staff, our church governance will be a flexible and lean structure that supports the work and vision of the congregation. As our members focus more on transformative work for themselves, the community and the world, we will make our organization and policies more supportive and less restrictive. We will always keep in mind our denomination's tradition of congregational polity and our responsibility for stewardship of the corporation.

Currently

Our current board-council structure has served us well for many years. As the church has matured, the board of trustees has struggled with becoming more focused on policy and ends, and turning over program decisions to the program council and the professional staff. Our engagement with an outside consultant in 2006-2007 and this very strategic planning process has helped us to move forward in the last year. The program council has re-visioned itself as a team, and the board has given them more authority for program decisions. The board has sought to understand its role in vision, policy and stewardship.

Key Strategies

The goal of any changes to our governance structures is to provide flexibility and dexterity. Congregations are not just chartable organizational structures, but complex emotional systems. Room must be made for some messiness as we continuously develop and change. Church governance also differs from other non-profit organizations because the 'owners', staff and 'clients' overlap each other. Changes in structure will not fix problems that are not structural. With all these caveats, however, we must see if we can achieve more economy of governance. We propose that the Board assign a committee to research the many options and determine the appropriate new structure for our church governance, following the timeline below.

Goals

	Professional and Lay Leadership	Start Date
Create Ad Hoc Governance committee	Board	Dec, 2007
Develop Plan for education, work & reporting	Governance Committee, Board	Jan 2008
Preliminary Report	Governance Committee	May 2008
Final Report	Governance Committee	Oct 2008
Develop Constitutional modifications, if needed	Governance Committee, Board	Nov 2008
Institute as trial	Board	Jan 2009
Review & Revise (if needed)	Board	May 2009

Staffing

Vision

UUCSS' staff is a team of fine professionals who work with lay leadership to serve our church, meeting our current needs, while working to identify and realize future aspirations. We are a fair compensation congregation, with competitive compensation and benefits, benefits packages that are family friendly and flexible. We work to create a collegial and supportive work environment.

Currently

We recognize that as our Congregation grows, tasks that once could be handled by UUCSS members may become too much to ask of volunteers. The daily administrative needs of the congregation have expanded, as well. In our most recent budget cycle, our growing congregation made a bold and profound commitment to hire additional staff members to support our congregation: a sexton responsible for grounds and building maintenance and an additional administrator to provide office and membership support.

Key Strategies

- Staffing to Support Volunteers
- Staffing for Growth
- Staffing for Program Support and Enhancement

Staffing to Support Volunteers

As we consider how to divide tasks among member volunteers and church employees, UUCSS should best assist our members in pursuing their personal ministry. When tasks do not offer members opportunities for community and spiritual growth, we should consider whether paid staff or consultants could provide that service. At the same time, as we affirm our commitment to the democratic process, we must ensure that congregants have an opportunity to shape the daily life of the church.

Staffing for Growth

Over the next five years, we will staff to meet the projected needs of our growing congregation. UUCSS has decided to staff for growth—hiring staff in anticipation of our growing congregation to meet our

congregation's growing needs. Staffing for growth, according to the UUA, costs about 2% of gross household income of members.

Based on denominational guidelines and the advice of our consultant from the Alban Institute, we have some proposals of what our future staffing might look like⁵. We stress, however, that these proposals are based on a lot of assumptions about congregational growth and finances: we set them here not because we feel they are the only solutions but because we want to offer some specific examples of how we might increase our staffing. Looking at the specific data demonstrates why such changes require a long-term approach, as it reveals both the financial impact and the intersections in the timetables for hiring.

Staffing for Program Support and Enhancement

Because UUCSS is currently operating with an interim DRE, we have a variety of options for meeting our increased ministerial needs. We could hire a Minister of Religious Education who would lead the RE program for youth and adults and who would assist the Senior Minister with pastoral care. Such an MRE would perform ministerial work and adult RE programming that was not part of the past DRE position, and so the MRE would need dedicated administrative and/or part time professional support. Another option would be to hire an Assistant or Associate Minister and keep the RE position a Director of RE.

Similarly, we should evaluate the long-term goals of our music program and plan for increased music program hours.

Goals

	Professional and Lay Leadership	Start Date
Evaluation of Music Program to plan for increased hours.	Music, Minister	2007
Appoint Committee to discern the best position to offer to increase professional ministry (DRE/ MRE; Assistant or Associate Minister; or some combination).	Board	2007
Discernment Committee reports to Board.	Discernment Committee	Jan 2008
If the Committee recommends hiring a DRE , then		
Appoint DRE hire committee.	Board	Jan 2008
Recommend and Hire DRE.	DRE Search Committee/ Board	Fall 2008
If the Committee recommends hiring an MRE, then		
renew interim DRE, appoint MRE Search Committee.	Board	Jan 2008
If the Committee recommends hiring an Assistant Minister or an Associate Minister		
Appoint Assistant Minister Hire Recommend and Hire Assistant Minister OR Appoint Associate Minister Search Committee and begin process to call new minister.	Board Assoc/ Assistant Minister Search Committee	Jan-Fall 2008

⁵ A chart that ties proposed staffing to attendance figures can be found in Appendix C

	Professional and Lay Leadership	Start Date
(If Committee recommended MRE or Associate Minister) Call new minister.	Congregation	Spring 2009
(If Committee recommended MRE or Associate Minister) New minister begins.		Fall 2009
Additional Staffing Considerations		
Consideration of a need for professional staffing during summer months?	Board/ Personnel/ Minister	2007
Review staffing hours based on church growth	Personnel Committee/ Minister	2009
Consider outsourcing collector/treasurer or hiring business administrator	Finance	2011

Finance

Vision

UUCSS has ambitious goals and limitless potential. In order for us to achieve our potential, the commitment to embrace a culture of abundance and giving must equal the commitment to our goals.

Currently

Members of UUCSS have risen to budgetary challenges over the past several years, demonstrating their love of and commitment to this church and all it has to offer. Recent pledge drives and subsequent giving have allowed us to raise staff salaries to UUA guidelines and become a UUA “Fair Share” congregation. The 2006 Pledge drive was upbeat and inspirational in tone, drawing connections between financial giving, community connection and spiritual growth. We will continue to build on these themes in the future.

Key Strategies

We recognize that wisdom says pledging levels often lag behind growth as new members take time to develop connection to the church community and appreciation for all that it does. The Strategic Plan affirms the church’s commitment to welcoming and nurturing its new members, sustaining its continuing members, and helping all to understand the responsibilities that come with membership, including being active stewards of the church’s financial strength.

Much of what is laid out in the strategic plan comes with budgetary ramifications. Therefore, we need a strong vision for nurturing a spirit of abundance and strengthening stewardship of our community.

Our key strategy for Finance is to carefully prioritize our financial goals. The priorities are:

1. pledge drives
2. capital campaign
3. endowment

Goals

	Professional and Lay Leadership	Start Date
Pledge drives		
Conduct successful pledge drives that build on the positive spirit of the 2006 drive.	Finance/ Minister/ Board	2007, 2008, and forward
Align pledge goals with priorities laid out in the strategic plan, particularly staffing and building/grounds.	Finance/ Board	2007, 2008
Capital Campaign		
Following the discernment process recommended in the Buildings and Grounds section of this plan, establish a committee to begin the visioning process for a Capital Campaign.	Board	2007-08
Develop a plan for the Campaign.	Capital Campaign Committee	2008
Begin the Campaign.		2009
Endowment		
Reconstitute Endowment Committee	Board/ Finance	2008
Set timelines, goals and strategies for growing the endowment.	Endowment Committee	2009

Volunteer/ Leadership Development

Vision

Supporting the church as a volunteer is a holy act and a means of spiritual growth; working together is central to building a community of caring and spiritual growth. UUCSS identifies volunteer work that is meaningful and important, prepares its members well for such work, and celebrates their accomplishments regularly and thoughtfully.

Currently

Volunteers contribute an enormous amount of time to our community. For example, member volunteers contribute to the following activities, per year:

- | | |
|-------------------------------|--|
| Choir: 3,960 hours | Auction Events (dinners, etc): 765 hours |
| RE-Youth: 3,762 hours | Financial Admin: 672 hours |
| Admin Operations: 1,656 hours | |

These are just the top five activities; in total, members contribute 18,000 hours per year to our community. For program support activities, this is the equivalent of roughly six full-time staff members⁶.

⁶ A table with estimated volunteer hours can be found in Appendix C_3.

Clearly, UUCSS relies heavily on this volunteer work. We could not function without it. For our congregation to thrive, we must work very deliberately to encourage and support our volunteers.

Even as the church has grown, our members' life situations have changed. Just when UUCSS needs more volunteers to support our day-to-day operations and our members' personal ministries, the demands of the working world in the Washington DC Metro area have increased. Many of our members are single parents, or in two-career families, or have increased work responsibilities. We cannot expect that volunteers will regularly be able to donate extensive time to church administration. Therefore, we must adjust our use of volunteers to assure that the time people devote to the life and work of our community is meaningful and positive.

Volunteers feel excited and energized about their work when they find in it opportunities to use their creative and intellectual talents and when their contributions are recognized. Furthermore, they feel positive about contributing when they feel that they can choose which projects to be involved in, feel the time commitments fit flexibly with other demands on their lives, and can change what they offer if they are called toward a new personal ministry. Conversely, if volunteers do not experience these kinds of supports, they feel trapped or burned out.

Key Strategies

We need to draw some lessons from this:

- ❑ Volunteer nurturing, especially training, must be carefully attended to.
- ❑ Volunteer recognition must be a major priority.
- ❑ We must ensure that the roles we ask volunteers to assume are meaningful.
- ❑ We must assure that the time we regularly ask of individual volunteer each week is appropriate (on average, ten hours weekly is too much; two hours may be more appropriate.)
- ❑ We must provide reasonable staff support to our volunteers: functions that require continuous attention and frequent availability should be performed by paid staff.
- ❑ We must guarantee that volunteers can move on from current responsibilities, by regularly preparing new people for those tasks.
- ❑ We need to identify the ways in which our members depend on the congregation for assistance in their personal growth and ministries.

Goals

	<i>Professional and Lay Leadership</i>	<i>Start Date</i>
Committees develop and practice rituals and practices to affirm the spiritual aspect of their work together.	All committees/ Minister	2007
Develop & fund training program for congregational leadership.	Minister, Program Council	Sep, 2007
Commit staff time to assisting with volunteer recruitment.	Staff	Oct, 2007
Regularly celebrate together our successes, and our volunteering efforts.	Minister, Board, Program Council	Jan, 2008
Annually recognize every volunteer at UUCSS.	Minister, Program Council	Sep, 2008

Buildings and Grounds

Vision

The buildings and grounds house, protect and reflect the life of a church. In return, congregants have a spirit of stewardship towards the physical church, ensuring that current and future members and renters will enjoy safe, comfortable, and functional surroundings in which to conduct the spiritual and practical work of the church. UUCSS is committed to environmental stewardship and makes decisions that reflect this.

Currently

Much of the grounds and buildings of UUCSS are beautifully designed and rich with history. The sanctuary building is a calm and lovely spot for spiritual reflection and practice. Devoted members designed and maintain the grounds. The sanctuary's quilts are a beautiful, important memorial to our past members. The "YRUU Building," the original church building, holds much emotional attachment to the humble beginnings of the congregation.

However, basic and critical maintenance has been deferred time and again over the years, at times due to financial constraints, at others due to lack of an efficient process for assessing and addressing maintenance needs. The church's historic paradigm of conducting physical plant maintenance largely through volunteer efforts is outdated.

Consequently, the church is faced with many urgent needs for its buildings and grounds. For instance, the administration building does not consistently provide a comfortable workspace for our staff, with drafty windows and cramped quarters. The HVAC system in the sanctuary building is nearing the end of its useful life. We must conduct a thorough and realistic assessment of these needs and launch a sustained, committed effort to address them.

Key Strategies

Upkeep of buildings and grounds requires ongoing care, much of it specialized. Current needs must be assessed directly, courageously, in a timely way, and on an ongoing basis. Periodically, more in-depth assessments need to be done to determine how depreciation and changing needs are affecting the overall health and usefulness of the buildings and grounds. While church members all must be invested in the general upkeep of the church as they use it, much of the work of cleaning and repairs must be carried out by paid staff or contractors. The church budget, and therefore giving, must be aligned with realistic needs in this regard.

In all planning and activities, we should give strong consideration to environmentally sustainable options. [The results of an Energy Audit of the church and recommendations by the Global Warming Study/Action group are included in Appendix D]

Our key strategies for Buildings and Grounds:

- Church buildings and grounds provide adequate, comfortable, safe and functional space for rituals, activities, and reflection of both members and renters.
- UUCSS maintains its buildings and grounds with foresight as well as with attention to immediate needs. Long- and short-term decisions are made intentionally and courageously.
- UUCSS fosters a spirit of shared stewardship for its buildings and grounds.
- Adequate resources are provided for hiring staff and contractors to conduct regular and as-needed maintenance activities.
- UUCSS undergoes an in-depth process of discernment to develop a plan addressing major improvements to its buildings and grounds.

Goals

	Professional and Lay Leadership Responsibility	Start Date
Develop clear, efficient, and realistic process for reporting and addressing ongoing maintenance needs.	Council / Prop. Committee Sexton	2007
Create a Building Review Committee to conduct in-depth assessment of major maintenance and space use needs.	Board Council / Prop. Committee Minister Administrator	2007
Present a realistic, detailed plan for meeting those needs ⁷ . (This will inform the Capital Campaign)	Building Review Committee	2008

⁷ We have collected recent reports on maintenance needs in Appendix D

Appendix A: Strategic Planning Process

Strategic Planning Committee Charge

The Board asked for a multi-year plan around all the issues implied in the above including:

- financial planning (re-energized canvass, endowment, capital campaign) . staffing issues
- infrastructure issues (including governance)
- volunteerism and leadership development
- expectations of membership
- communication

Team Members

Catherine Buckler, Chair
 Janet Coffin
 Mark Ferrenz
 Carol Hamilton
 Jim Paoletti
 Phyllis Ryder
 Diane Trice
 and Rev. Elizabeth Lerner

The Strategic Planning Process

In spring 2006, the UUCSS Board of Trustees convened a Strategic Planning Committee and charged it to develop a five-year plan. The Strategic Planning Committee, in turn, set out to learn from church members what aspects of our church currently support and energize our community and what visions our members have for our future. In an all-day church summit meeting in January 2007, over 90 people gathered to share their insights and energy. For the summit, we brought together a wide cross-section of our congregation—youth and senior members, Deaf and hearing, gay and straight, Latino, black, and white, new members and old.

The Summit was a lively and productive event. With good humor, we imagined hyperbolically what UUCSS might become, and in the process, we identified some common areas of our vision. Our church embraced and celebrated its *growth*—we dreamed that we’d have a MegaChurch, that we might be so big as to have our own UUCSS Metro stop on the purple line, that we might have two, three, and later five assistant ministers to support the congregation. We envisioned *more diverse membership*—an all-Spanish evening service, a Hispanic assistant minister, more Black and Asian members. We imagined that our UU *spiritual message* would be carried through *new media technologies*: we pictured our sermons broadcast on radio WWLD (“What Would Liz Do?”), we imagined a state-of-the-art website. We conjured *energetic new Lifespan programs*--youth choirs, a Hispanic boys’ choir, a signing choir; summer camps, lively classes for lifelong learning and spiritual growth. We saw ourselves *on the forefront of progressive politics nationally*, with regular lobbying days, Rev. Liz elected to Congress, and consistent, church-wide actions on issues we cared about—marriage equalities for LGBT citizens, peace, and environmental sustainability. We dreamt big for our *church grounds*: an all “green” campus with rooftop solar panels that fed electricity back into the local grid, new buildings constructed with environmentally sustainable materials, an underground garage. In our future church, *members* were energized, committed, and eager to work for UUCSS; we had abundant *finances* to support our work.

We had great fun dreaming big, anticipating who we could become, watching our ideas for the church reflected in the day’s presentations. By the end of the Summit, the participants had identified six persistent themes to give direction to our planning:

- ❑ social action leadership,
- ❑ increased staffing,

- ❑ improved building and grounds,
- ❑ expanded Lifespan programming,
- ❑ visible outreach to new members, and
- ❑ an abundant financial base.

Summit subgroups met to further clarify the vision and brainstorm potential church activities related to each of the six thematic areas.

The Strategic Planning Committee reviewed the outcomes of the Summit, studied the reports of the summit subgroups, met with various church committees, consulted UUA guidelines, and met regularly with a consultant on church organization from the prestigious Alban Institute. From these sources, the Committee identified a wide range of exciting opportunities and prioritized them according to our current strengths, the momentum of the church, and the potential of the church infrastructure to adapt and support them. The result of this work is this Aim High in Hope and Work: A Strategic Plan to Promote Spiritual Community and Social Action, UUCSS 2007-2011.

Using The Strategic Plan

The Strategic Plan organizes the church vision into three main categories—*Creating Community* (which focuses on how we reach out to new members and bring them into our strong church family), *Transforming Ourselves* (which focuses on church programs and events that bring us together as a spiritual community and guide us on that journey), and *Transforming the World* (which considers how to take social action to bend the larger local and national community towards our UU values). To support the actions for each of these categories, financial, staffing, building and governance structures of the church must be adjusted. These structural requirements are gathered in the fourth main category—*Transforming Our Church to Meet this Vision*.

The Planning Committee recognizes that these categories have artificial boundaries: as we welcome new members, we reaffirm our own commitment to our spiritual home; as we carry our UU values into the public arena, we are ourselves transformed by practicing our values. When we have a visible presence as a church community that fights for environmental sustainability, marriage equality or immigrant rights, we may attract people who seek a church to help them grow and act in these areas. Finally, the support structure of the church—our Board and committees, our staff and our grounds—are integral sites for on-going spiritual growth and practice. They not only support the other lifework of the congregation, but also offer opportunities to practice our UU commitments—to celebrate each other’s inherent worth and dignity, to see the spiritual power of community and of nature, and to practice right relations. In organizing the plan into these distinct categories, we do not wish to erase the productive and numerous intersections among these categories, only to clarify a plan of action that will, we hope, encourage our growth in all the intersecting venues of church life.

In designing the plan, we were conscious that our role is to provide some overall guidance for the upcoming years; we paint here in broad strokes the goals we strive for. Our plan remains general about how to arrive at these goals, however. We understand that our committees, along with our lay and professional leaders, are better prepared than we are to identify the appropriate day-to-day implementation. Furthermore, we recognize that if a strategic plan becomes too detailed, too prescriptive, then it strips the congregation of its important, creative function: that of working together spiritually to achieve the vision of the church. When the concrete outcome of a goal would directly affect other goals, we identified specific benchmarks for that goal. In other cases, our expectation is that the specific lay/professional leaders responsible for that goal would develop a plan, including benchmarks, to present to the Board. We have indicated such in our goal plans and time tables.

Finally, we know that our plan cannot anticipate all the changes that will happen at UUCSS: national and local events, coupled with the talents and concerns that our new members may bring, will no doubt shape us. We don’t pretend to know all the future can bring, but we have tried to anticipate some of the questions that lie ahead, and we are determined to plan for a future even though we understand that it will be different when we get there. We recognize that if we are to develop towards our vision of who

we would become, we need to put building blocks in place now. At the same time, we expect that the plan will be revised and updated in a timely way

The final draft of this Plan was presented to the UUCSS Board of Trustees in August 2007. The Board is responsible for implementing the Plan and for reviewing it regularly. We recommend that UUCSS continue to employ the practice of Appreciative Inquiry as they consider additional proposals for the church. We also recommend that UUCSS prepare a new strategic plan every five years.

Appendix B: Appreciative Inquiry Philosophy and Guidelines

“The thesis of Appreciative Inquiry is that an organization, such as a church, can be recreated by its conversation. And if that new creation is to feature the most life-giving forces and forms possible, then the conversations must be shaped by appreciative questions.”⁸

In other words, we are what we talk about. This is not the whole truth certainly, but it is an important reality of human nature. We can inspire one another and we can depress one another, depending on what we talk about.

The energy level and enthusiasm of people significantly follows along with the topic under discussion. There are energizing topics and there are depressing topics, and energy levels rise and fall accordingly.

The strategy is not one of ignoring problems. The strategic issue is how to give problems appropriate attention without letting them “ruin your day”, or dominate the life of a congregation.

We have all been in meetings where people agreed to an agenda and then someone raises an issue and everybody focuses on that issue and spends so much time talking about that one thing that little time is left for the original agenda. This is the way human conversations usually work. We are used to it, perhaps too much so.

The advice from our consultants, Reverend Ed White of the Alban Institute and Kathleen Madigan of JPD, was to use an Appreciative Inquiry as a way of getting our members to focus on what visions inspire them and what hopes motivate them.

These conversations provide strong visions of the future and knowledge of what inspires us. Sharing these conversations strengthens our individual hopes and nurtures community wide visions of where we want to go.

This energy and commitment in turn provides the leadership of UUCSS with vital energy and direction needed for formulating a strategic plan for our future.

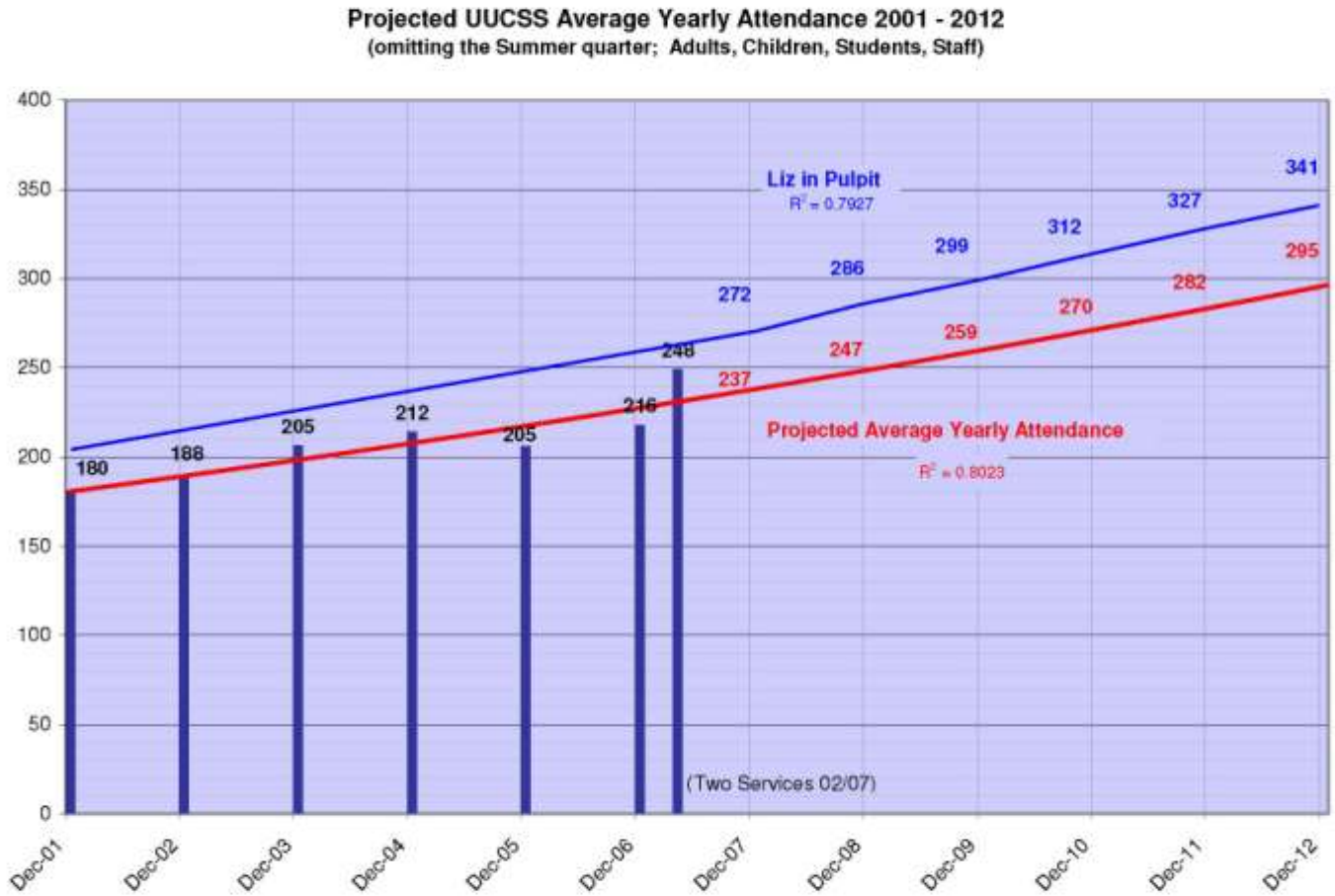
We recommend that UUCSS adopt Appreciate Inquiry as part on an on-going planning process, within committees and within broader church planning. Some recommended texts include: Mark Lou Branson, *Memories, Hopes and Conversations: Appreciative Inquiry and Congregational Change* (Alban Institute, 2004).

⁸ “Memories, Hopes, and Conversations: Appreciative Inquiry and Congregational Change” by Mark Lou Branson, The Alban Institute, 2004, page xiii.

Appendix C: Data and Assumptions

To make proposals for the Strategic Plan, the committee made educated guesses about such things as our projected growth, appropriate rates of staffing for growth, our volunteer hours, and the state of our current campus. To assist future planning in these areas, we provide here the information and assumptions that guide our recommendations.

Appendix C_1: Projected Attendance Chart (during normal church year)



Appendix C_2: Possible Staffing Chart (Minimal staffing for growth -- depending on the discernment process about music director or MRE/ Assistant/ Associate Minister)

Based on ratios advocated by UUA staff, staffing for growth calls for one program staff person for each 100 attendees. Administrative support is calculated in relation to program staff. The first program staff person calls for one administrative staff person, additional program staff then should be supported by ½ a program staff person. These ratios were used to calculate the “hours supported by attendance” in the chart below.

Includes timelines & potential salaries. Note that the proposed increases are tied to projected attendance.

		YR1 2007/08	YR2 2008/09	YR3 2009/2010	YR4 2010/2011	YR5 2011/2012
Church Statistics/Projections	Average Sunday attendance - church year (summer not included)	247	259	270	282	295
Program Staff	hrs supported by attendance	98.8	103.6	108	112.8	118
	Senior Minister	40	40	40	40	40
	Assistant Minister	0	0	20	20	20
	DRE	40	40	40	40	40
	Music	15	20	20	20	20
Program staff subtotal		95	100	120	120	120
	difference - supported vs planned	-3.8	-3.6	12	7.2	2
Administrative Staff	hrs supported by attendance	69.4	71.8	74	76.4	79
	Admin 1 - data & office management	40	40	40	40	40
	Admin 2 - Membership, rentals, vol coor, Liz support	30	30	30	30	30
	Admin 3 - scope TBD				10	10
Admin subtotal		70	70	70	80	80

		YR1 2007/08	YR2 2008/09	YR3 2009/2010	YR4 2010/2011	YR5 2011/2012
	difference - supported vs planned	0.6	-1.8	-4	3.6	1
Salaries	Senior Minister	\$98,850	\$105,770	\$113,173	\$121,096	\$129,572
	Assistant Minister	\$-	\$-	\$28,995	\$29,865	\$30,761
	DRE	\$55,700	\$57,371	\$59,092	\$60,865	\$62,591
	Music Director	\$20,888	\$28,686	\$29,546	\$30,433	\$31,346
	Program salary subtotal	\$175,438	\$191,826	\$230,806	\$242,258	\$254,269
Benefits	assuming 20% of salary	\$35,088	\$38,365	\$46,161	\$48,452	\$50,854
Admin staff - salary	Admin #1 - Congregational administrator	\$38,200	\$39,346	\$40,526	\$41,742	\$42,994
	Admin #2 - Office Assistant	\$20,250	\$20,858	\$21,483	\$22,128	\$22,792
	Admin staff subtotal	\$58,450	\$60,204	\$62,009	\$63,870	\$65,786
Benefits	assuming 20% of salary	11,690	12,041	12,402	12,774	13,157
	STAFFING subtotal - salaries only	\$233,888	\$252,030	\$292,815	\$306,128	\$320,055
	Staffing TOTAL - salaries + benefits	\$280,665	\$302,435	\$351,378	\$367,353	\$384,066

Assumptions

- ❑ UUA fair compensation guidelines used
- ❑ Midsize III - Geo Index 4
- ❑ 2007-2008 guidelines
- ❑ In each case the mid-range salary was used
- ❑ Choice of titles match those used by UUA guidelines

Appendix C_3: Volunteer Hours Calculation

	Comm Mbrs	Suprtrs	Comm Mtg	Event Pln	Evnt Exec	Mgmt	PCncl/Bd	Per Mo	Per Year	Notes
Board										
Miscellaneous								0.0	0	
President	1.0					15.0	3.0	18.0	216	
Finance	8.0		8.0	45.0			3.0	56.0	672	annual
- Stewardship Cmpgn	30.0		130.0	12.0	90.0			19.6	235.0	
- Endowment	3.0		3.0					3.0	36	
- Auction	2.0	28.0			450.0			37.5	450.0	annual
- Auction Events		90.0			765.0			63.8	765.0	annual
- Fellowship Dinner								0.0	0.0	annual
- Rummage Sale								0.0	0.0	annual
Personnel	6.0		9.0			20.0	3.0	32.0	384	
- HR Activities					15.0			15.0	180	
Planning	4.0		8.0			2.0	16.0	26.0	312	
Right Relations								0.0	0	
								0.0	0	
Nominating					5.0			5.0	60	guess
								0.0	0	
Program								0.0	0	
PC Chair	1.0						20.0	20.0	240	
Activities	7.0	5.0	14.0	3.5	2.0	5.0	2.0	26.5	318	
Administrative Operations	5.0	2.0	10.0		120.0	8.0		138.0	1656	
Arts					5.0			5.0	60	guess
- Art Fair					1.0			1.0	12	annual/guess
Caring					1.5			1.5	18	guess
Child Care	1.0	1.0		1.5				1.5	18	
Deaf Access	6.0		9.0	5.0	2.0			16.0	192	
{Denominational Affairs }								0.0	0	

	Comm Mbrs	Suptrtrs	Comm Mtg	Event Pln	Evnt Exec	Mgmt	PCncl/Bd	Per Mo	Per Year	Notes
Membership	5.0	2.0	7.5	1.0	13.0	9.0	2.0	32.5	390	
- Sunday Support	5.0	70.0	5.0	0.5	32.0	2.0		39.5	474	
- Directory	4.0				120.0			120.0	240	semiannual
Music	6.0		12.0	6.0		6.0		24.0	288	
- choir	22.0			330.0				330.0	3960	
- Suite Treat				5.0	10.0			15.0	180	annual/guess
Outreach	6	3	48		10			58	698	
- Web Posting					2.0			2.0	24	
{Property }								0.0	0	
- Landscape					5.0			5.0	60	guess
Religious Education, Adult					5.0			5.0	60	guess
Religious Education, Children & Youth					120.0			313.5	3762.5	
Uniter Editors + Crew	4.0	1.0		15.0	12			27.0	324	
Worship	6.0		12.0	6.0	6.0		2.0	26.0	312	
Ministry										
Inreach Groups	6.0		12.0	12.0	24.0	4.0		52.0	624	
Lay Ministers								0.0	0	
								0.0	0	
Social Action						5.0		5.0	60	guess
- LGBTQA					5.0			5.0	60	guess
- ESOL	5.0					11.0	2.0	13.0	156	
- Global Warming	10.0		15.0	10.0	15.0	10.0		50.0	600	
- Xmas Gift Wkshp				45.0	30.0			6.3	75.0	annual/guess
- Sheppard's T	1	12		2	24			26	312	
- SOME					6.0			6.0	72	guess
Total Vol Hrs							477.0	1646.1	18553.5	
Hrs/Mo per Mbr								4.7	53.0	

Appendix D_2: Energy Assessment Report, Greater Washington Interfaith Power and Light

Energy Assessment Report

Unitarian Universalist Church of Silver Spring

March 23, 2007

Completed by Allison Fisher of Greater Washington Interfaith Power and Light

I Summary

Thank you so much for taking the time to consider the energy efficiency of your building. The following should help you in your efforts. This report is designed to help your congregation create an action plan to reduce your environmental impact. Please share and discuss this report with all involved stakeholders.

Free (Immediate) changes

1. Place all electronics on power strips/ unplug them when not in use.
2. Turn off lights when you leave the room.
3. Clean all AC filters.
4. Activate sleep mode on computers.
5. Education and signage .
6. Implement heating/ cooling temperatures.

Recommended changes for the next two years

1. Replace all incandescent lights not on dimmers with CFLs.
2. Replace all exit signs with LEDs.
3. Clean and tune HVAC system yearly.
4. Use shrink wrap on single pane windows.
5. Weatherize all doors.

Longer-term changes

1. Replace old refrigerators.
2. Replace old Air conditioner units.
3. Install rain gardens.

II Recommended Changes

The following is a detailed explanation of actions your congregation should take. Where available, cost and payback information is included.

Heating/ Cooling

The following are recommended temperatures for your buildings. It is important to educate stake holders how to adjust the temperature and occupants

Winter	Summer
When a room is in use: 65-68	When a room is in use 68-72
When a room is not in use: 55-60	When a room is not in use 77- 82

Additionally all of the heating and cooling systems should be cleaned and tuned once a year. This will allow them to operate at the greatest efficiency.

Talk to the nursery school and discuss with them why and how they should regulate their heating/cooling.

Downstairs Kitchen

Old refrigerator

Recommended Change:

A new ENERGY STAR residential qualified refrigerator costing \$1,100 or less will pay for itself with in four years time. Because heat rises, it is better to get a model with the freezer on the bottom.

Payback period: Less than 4 years

Sanctuary

The thermostats are not talking to the system properly.

Recommendation: Please contact a professional to diagnose the problem. UU of Arlington has had some recent success with Calvert- Jones <http://www.calvertjones.com/> 703-370-5850. They provide maintenance for HVAC systems.

Office

Computers and Office Equipment

Overall, ENERGY STAR qualified office products use about half as much electricity as standard equipment. And using less energy keeps utility costs down and cooling costs down.

Please make sure that all current computers are set to enter into sleep mode. It powers it down to 15 watts or less. You can save \$25 to \$75 per desktop PC annually by activating power management. When computers are not in use, they should be completely turned off. They should be plugged into a surge protector and powered down to prevent phantom charges.

Please note: Many people believe that equipment lasts longer if it is never turned off. This incorrect perception carries over from the days of older mainframe computers.

There is also a common misconception that screen savers reduce energy use by monitors; they do not. Automatic switching to sleep mode or manually turning monitors off is always the better energy-saving strategy.

Office paper:

Consider buying paper that has a post consumer recycled content between 30- 100%. All photocopies should be doubled sided. This will cut down on paper use. Consider creating a scratch paper pile for paper that is only used on one side.

The offices receive great natural light. Try to use minimal artificial light.

7 Air Conditioner Units in office building

Recommend Change A new air conditioner unit costing \$300 will pay for itself in 2.7 years.

Make sure the new units are the right size for the room.

Air Conditioner filters should be clean regularly, twice each season.

Front doors

Recommended Change: New felt or new weather stripping to seal the doors better and a new door sweep.

Cost: 17 feet of felt \$2.49 or 10 feet of foam tape \$4.49

Payback: one winter

All doors should be checked at least twice a year to make sure they are not leaking air.

See Notes for an explanation about how to seal the doors properly.

Library lounge

Microwave should be unplugged to prevent phantom charges.
 This room also gets great natural light. Try to use minimal artificial light.

Outside light

1 60 watt bulb

Recommended Change: 14 Watt # RB146 @ \$1.68

Changes would cause reductions over lifetime of products

KWH: 460

Pounds of CO2: 631

Save: \$46

Payback: .1 years

16 exit signs

Recommended Change: Plastic Red LED Universal Mount Battery Back Up Exit Sign #20783 @ \$20.57

Total Cost: \$329.12

Changes would cause reductions over lifetime of products

KWH: 98,112

Pounds of CO2: 13,4610

Save: \$9,811

Payback: Immediate

In the new building thermostats automatically go off after 3 hours.

Youth Area

2 T12 Fluorescent fixtures

Recommend Change: Electronic Ballasts and T8 bulbs

Cost: Ballasts- \$26.40 T8 Fluorescent bulbs – \$26.72

Payback 3-4 years

This change will result in 14% more energy efficiency

Put all of the electronics on a power strip and turn it off when the room is not in use.

Single pane windows

Because installing new double pane windows would be very expensive, there is a cheaper alternative. You can install “shrink wrap” especially in the winter. This will help increase efficiency by 10%. The entire project should cost about \$15.00.

Air Conditioner Unit

Recommended Change: A new air conditioner unit costing \$300 will pay for itself in 2.7 years.

Make sure the new units are the right size for the room.

Air Conditioner filters should be clean regularly, twice each season

1 60 watt bulb

Recommended Change: 14 Watt # RB146 @ \$1.68

Changes would cause reductions over lifetime of products

KWH: 460

Pounds of CO2: 631

Save: \$46

Payback: .1 years

Bathroom

Recommended Change: 14 Watt # RB146 @ \$1.68

Changes would cause reductions over lifetime of products

KWH: 460

Pounds of CO2: 631

Save: \$46

Payback: .1 years

Place “lights off” signs in the bathrooms

Community buildings

9 90 watt spots

Recommended Change: 19 Watt R40 Flood Spring Lamp #1R4019 @ \$7.31

Total Cost: \$65.79

Changes would cause reductions over lifetime of products

KWH: 4,752

Pounds of CO2: 6,520

Save: \$475

Payback: .8 years

Community hall

24 90 watt spots

Recommended Change: 19 Watt R40 Flood Spring Lamp #1R4019 @ \$7.31

Total Cost: 175.44

Changes would cause reductions over lifetime of products

KWH: 12,672

Pounds of CO2: 17,386

Save: \$1,267

Payback: .8 years

30 65 watts spots

Recommended Change: 14 Watt R30 Flood Spring Lamp #RBR30144 @ \$3.44

Total Cost: \$103.20

Changes would cause reductions over lifetime of products

KWH: 12,240

Pounds of CO2: 16,793

Save: \$1,224

Payback: .4 years

Doors

Recommended Change: 3 new door sweeps and/ or felt or new weather stripping to seal the doors better and new door sweep.

Cost: \$5- \$15

Payback: one winter

All doors should be checked at least twice a year to make sure they are not leaking air.

Community room

Dishwasher

Never use the “heated dry” setting and try to run full loads.

2- 65 watt flood bulbs

Recommended Change: 14 Watt R30 Flood Spring Lamp #RBR30144 @ \$3.44

Total cost: \$6.88

Changes would cause reductions over lifetime of products

KWH: 816

Pounds of CO₂: 1,120

Save: \$82.00

Payback: .4 years

Air Conditioner Unit

Recommend Change A new air conditioner unit costing \$300 will pay for itself in 2.7 years.

Make sure the new unites are the right size for the room.

Air Conditioner filters should be clean regularly, twice each season

Rain Gardens/ storm water management: Rain gardens allow rain and snowmelt to seep naturally into the ground. This helps recharge our groundwater supply and prevents a water quality problem called polluted runoff. Rain gardens are an important way to make our cities more attractive places to live while building urban ecological health. For more information or help designing rain gardens, please contact Jeanette Stewart of Lands and Waters at 703-204-0841 or inti@mindspring.com

Ink cartridge recycling:

A great project for your youth program. They can collect used ink cartridges and send them in to be recycled by the funding factory: <http://www.fundingfactory.com/>. They can then use this money to fund a purchase of clean energy to offset what energy you do use.

For cell phones recycling you can contact Secure the Call: <http://www.securethecall.org/> a local organization which provides restored cell phones to the elderly and victims of domestic violence.

We did not spend any time examining the insulation of the buildings or steps you can take to conserve water. You can install faucet aerators on all bathroom room and kitchen sinks so they will only put out 1gpm.

Education:

You should start by educating and reminded people of how to use the building properly, some immediate steps include reminding everyone to turn off the lights when they leave the room, not to turn them on if the room is sunny enough, and be conscious of temperature level.

The next step is to model the actions of your congregations and let your congregation know what initiatives you are taking in your own building. If you are installing CFLs and energy efficient T8s then they should know, the what, why, and how. They should also know your motivation for these actions, specifically why your faith brings you to this action and about all of the money savings. You can create a publication, and feel free to ask GWIPL for help, that states all of your energy saving initiatives. This can be used in contacts with renters and at ceremonies held in your spaces.

The last step is to provide suggestions and programs which will result in your community members making these changes in their own homes and business. Two examples are monthly tips in the newsletter and programs to challenge the community to make these changes at home.

III. Notes

We did not spend any time examining the insulation of the building. This should be done especially in the older buildings.

Stakeholders: please identify all key stakeholders, inform, and educate them about your commitment to stopping global warming and using energy wisely to save money. Some key stakeholders might include your board of trustees, all committee leaders, staff (including janitorial staff), and renters. They should be trained in the proper use of heating/ cooling of the building and be leaders of energy smart practices like turning off the lights/ computers when they are not in use.

These are just recommendations from a site check. Please look at lights before making any actual changes and double check to make sure that the recommended changes will work. All prices were determined using our discounted online store. Products numbers are included for ease:
<https://www.miipl.org/miiplstore/catalog/index.php>

We currently do not sell sealing and corking products. These can be purchased in your local hardware stores.

Payback periods and cost estimates are included where information was available.

The follow is a summary of incandescent bulbs and their compact fluorescent equivalents.

CFL	Incandescent
14 W	60 W
18 W	75 W
23 w	100 W
42 W	150W

4. For more information on do-it-yourself window and door insulations you can visit:

http://www.eere.energy.gov/consumer/your_home/insulation_airsealing/index.cfm/mytopic=11280

<http://www.lowes.com/lowes/lkn?action=howTo&p=Improve/Weatherstripping.html#4>

<http://www.energy.state.md.us/energyinformation/energyefficiency/residential/weatherstripping.htm>

Appendix D_3: Global Warming Study/Action Group recommendations

The Global Warming Study/Action Group conveyed these recommendations to the strategic planning committee:

- 1) The church should review and implement the recommendations of the energy audit.
- 2) The church should make an annual investment in energy efficiency in its budget. We should establish a designated fund that would be used for making energy-efficiency improvements.
- 3) We should start with those energy-efficiency items that offer a quick payback.
- 4) We should eventually make all energy-efficiency investments with a payback of 5 years or less.
- 5) We should strive for energy conservation in our everyday church operations: turning out lights every time we leave a room; planning activities in a way that requires less energy.
- 6) We should purchase 100 percent wind power.
- 7) The board should consider energy savings when making church decisions and church policy.

Appendix E: Goals Arranged by Year

Appoint Committee to discern the best position to offer to increase professional ministry (DRE or MRE; Assistant or Associate Minister; or some combination)	Board	2007
As music is one of the most basic ways of sharing and being in community, our music programs bring a variety of groups (including cross generational) together at least once annually.	Music & Minister	2007
As we grow, we maintain and strengthen our processes for engaging with visitors and people who have attended with some regularity	Membership & Minister	2007
At regular intervals, we publicly celebrate our church-wide social actions and our successes	Program Council	2007
Church committees use rituals, symbols and other methods to highlight the spiritual aspect of their time together.	Minister & Program Council	2007
Committees practice rituals to affirm the spiritual aspect of their work together	All committees, RE Minister	2007
Communicate current endowment giving process to membership to ensure that people know how to do so, even as we develop a more comprehensive process.	Finance	2007
Create a Building Review Committee to conduct in-depth assessment of major maintenance and space use needs.	Board & Council & Prop. Committee & Minister & Administrator	2007
Develop clear, efficient, and realistic process for reporting and addressing ongoing maintenance needs.	Council & Prop. Committee	2007
Evaluation of Music Program to plan for increased hours	Music, Minister	2007
UUCSS communicates who we are through a variety of media, such as websites, brochures for media, podcasts	Outreach & Minister	2007

Key
Creating Community
Transforming Ourselves
Transforming our World
Transforming our Church

Assess and improve how welcoming our campus is. Is it easily navigated? Accessible for diverse groups?	Outreach & Property	2007
Assess our on-going activities (such as the Auction, Fellowship Dinner, Picnic) to ascertain if, with our growing congregation, any need of these to be re-designed. We suggest using a process of Appreciative Inquiry.	Program Council	2007
Continue to celebrate our intergenerational community through regular youth-led and intergenerational worship.	DRE & Minister	2007
Educate ourselves about strategies for growing our church and the denomination by participating in existing UU growth networks, such as the Baltimore Washington Growth Council	Outreach	2007
Engage in conversations with nearby, diverse UU communities (such as Davies Memorial) to raise congregational awareness about diversity	Membership & Minister	2007
Identify specific and appropriate social action activities that can be carried out by different church groups as well as church-wide and that focus on two issues that were voiced loudly and often at the summit: environmental sustainability and LGBT Marriage Equality.	Program Council	2007
To help our children and youth develop and celebrate an inner resource that will sustain them throughout their lives, we introduce into regular curricula a range of spiritual practices.	DRE & RE youth Committee	2007
Annually communicate about our social justice projects, so that our members and friends know what we are doing and how they might contribute.	All committees, with guidance from the Social Action Council	2007
Create Ad Hoc Governance committee	Board	2007

Key
Creating Community
Transforming Ourselves
Transforming our World
Transforming our Church

Commit staff time to assisting with volunteer recruitment	Staff	2007 Oct
Develop & fund training program for congregational leadership	Minister, Program Council	2007
Align pledge goals with priorities laid out in the strategic plan, particularly staffing and building & grounds.	Finance	2007
Build on the spirit and success of the fall 2006 pledge drive, with its positive focus on the connections between financial giving, community connection and spiritual growth.	Finance	2007
Following the discernment process recommended in the Buildings and Grounds section of this plan, establish a committee to begin the visioning process for a Capital Campaign,	Board	2007
Because we seek to have greater and greater impact and to become a leader in social action, we regularly reflect on our work, and educate ourselves about social action in our area and in our denomination, and develop partnerships when appropriate.	All committees, with guidance from the Social Action Council	2008
Develop a plan for the Campaign	Capital Campaign Committee	2008
Each year we introduce one lifespan Religious Education course that motivates members towards spiritual practice.	DRE & RE-Youth & Re-Adult Committee	2008
Present a detailed and realistic plan for meeting church needs	Building Review Committee	2008
Reconstitute Endowment Committee	Board	2008
Through our joining process, newcomers join the church mindful of the values we embrace and the commitment we expect from them.	Membership Committee & Minister	2008
Educate ourselves about how better to welcome diverse members, and we develop an on-going plan to increase diversity.	Membership & Minister	2008
If the Committee recommends hiring a DRE , then Appoint DRE hire committee	Board	2008

Key
Creating Community
Transforming Ourselves
Transforming our World
Transforming our Church

If the Committee recommends hiring a DRE , then Recommend and Hire DRE	DRE Search Committee & Board	2008 Fall
Discernment Committee reports to Board	Ministerial Needs Discernment Committee	2008 Jan
If the Committee recommends hiring an MRE, then renew interim DRE, appoint MRE Search Committee	Board	2008
Regularly celebrate together our successes, and our volunteering efforts	Minister, Board, Program Council	2008 Jan
Annually recognize every volunteer at UUCSS	Minister, Program Council	2008 Jan.
If the Committee recommends hiring an Assistant Minister or an Associate Minister Appoint Assistant Minister Hire Recommend and Hire Assistant Minister OR Appoint Associate Minister Search Committee and begin process to call new minister	Board & Assoc or Assistant Minister Search Committee	2008
Develop Plan for education, work & reporting	Governance Comm., Board	2008 Jan
Preliminary Report on Governance	Governance Committee	2008 May
Final Report	Governance Comm.	2009 Mar
Develop Constitutional modifications, if needed	Governance Comm., Board	2009 Sep
Institute as trial	Board	2009 Jan
As a welcoming congregation, UUCSS communications reflect our value of being a safe place for GLBTQA friends and members.	Outreach (with GLBTQA Task Force)	2009
Begin the Capital Campaign.	Finance	2009
Interested guests and friends are helped to engage meaningfully in church life.	Membership Committee; VP to Program Council; & Minister	2009
Review staffing hours based on church growth	Personnel Committee & Minister	2009
Set timelines, goals and strategies for growing the endowment	Endowment Committee	2009

Key
Creating Community
Transforming Ourselves
Transforming our World
Transforming our Church

We build a lifespan religious education programs that offer members opportunities to embrace diversity, such as the UUA anti-racism programming	DRE & RE-Youth & RE-Adult Committee & Minister	2009
We choose and implement appropriate technology to support the exchange of information needed to be a caring community (such as perhaps a members-only section of UUCSS website)	Admin Ops Committee	2009
We identify the next key social justice issues for our church to address on a church-wide basis, keeping in mind our goals to * make a significant impact * provide a common experience through which members explore the spirituality of social action; * educate ourselves and our children about the social justice issue and practices; * build community; * build our identity as a church committed to social action	Program Council/ Social Action Council	2009
Review & Revise (if needed)	Board	2009 May
(If Committee recommended MRE or Associate Minister) New minister begins		2009 Fall
(If Committee recommended MRE or Associate Minister) Call new minister	Congregation	2009
Programming and pastoral care attends to members transitioning thru life stages, reaching out proactively to help these members & their families see how the change may manifest in new opportunities & relationships & spiritual journeys.	Minister & Lay Ministers	2010
The church visually reflects the diversity of spiritual journeys and diversity of members who are welcomed in our congregation	Outreach/ Property	2010
UUCSS communications reflect the diversity of spiritual practices in our congregation, as well as our leadership in social action	Admin & Minister	2010

Key
Creating Community
Transforming Ourselves
Transforming our World
Transforming our Church

Church Programming meets the needs of designated populations in the church (such as Simple Lifestyle programs, retirement support groups, Summer Camp, end-of-life issues, endowment)	Program Council	2011
Consider outsourcing bookkeeping, collector, or treasurer or hiring business administrator	Finance	2011
We track visitors and membership to assess our growing diversity.	Membership & Staff	2011
We track which activities draw new friends and members to the church.	Outreach & Membership	2011

Key
Creating Community
Transforming Ourselves
Transforming our World
Transforming our Church