

**Five Year Strategic Plan  
October 2007**

**Starr King Unitarian Universalist Fellowship  
101 Fairgrounds Rd.  
Plymouth, N.H.**

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## Introduction

The Strategic Plan is a business plan for SKUUF to work toward and measure our progress, a guideline to ensure that we are moving forward. It is a fluid document helping us to fulfill our visions for the Fellowship.

This plan is heavily based on input received from members of our congregation who have participated in the following activities:

- 2004 meeting with District Executive Olav Nieuwejaar
- 2004-06 District Growth Program
- 2007 Weekend with UUA Consultant
- 2007 Focus meeting
- 2007 Committee work on visioning

What makes this effort different?

- o Serious consideration of significant changes suggested from the collected input
- o Measurable goals
- o Ongoing ability to monitor, review, revise and move forward
- o Board and congregational awareness and commitment to our future direction
- o Essential to making sure building expansion/ renovation plans fit our goals

In the plan, the organization of SKUUF activities is based on groupings that are intended to help us imagine an inspiring future and to provide us with a picture that both recognizes our inter-relationships and provides direction for future planning purposes.

Most committees will find themselves mentioned in more than one area, and some committees may find activities mentioned under their general role that will be carried out by other committees or individuals who may volunteer for tasks.

The Strategic Plan's goals will be accomplished by individual committees, by committees working together for some activities, by the governing board for certain goals, by ad hoc committees and individuals doing certain tasks, and by our minister and staff.

Thank you to our Strategic Planning Team Members: Marcia Blaine, Nancy Chaddock, Barbara Lambert, Sarah Stewart, Mary Tierney and follow-up work by Eric Hoffman, Cindy Spring and Marcia VanderMast.

## Overview of the Strategic Plan

### **Brief History of the Fellowship**

Starr King Unitarian Universalist Fellowship was gathered in 1980. For the first ten years the group met in homes and in various buildings including the Easter Seal Center, a Masonic Home, and the Yankee Fitness Center. In 1993 the Fellowship broke ground at 101 Fairgrounds Road and in the fall of 1994 moved into the current building. Since then the Fellowship has grown and continued to be a vibrant congregation providing both a physical and spiritual home for members and friends.

### **Motivation**

Over the last few years, the membership has realized that our current building is somewhat inadequate for our present and future needs. As the Board of Trustees and the Fellowship began to explore the idea of a building expansion, it became clear that the Fellowship needed a Strategic Plan to inform and guide the process of building design, raising funds, and construction.

The five-year Strategic Plan is designed to support our Mission Statement and the seven principles of the Unitarian Universalist Association.

### **Mission Statement**

*As members and friends of Starr King Unitarian Universalist Fellowship, we covenant with one another:*

- *to provide a liberal religious home for all persons who will share in creating a community that fosters spiritual growth*
- *to educate, encourage and empower ourselves and our children to become committed to local, national, and global issues as they relate to the principles of the Unitarian Universalist Association.*

*In consonance with our covenant we intend to pursue specific goals as mutually agreed upon from year to year.*

Unitarian Universalist congregations affirm and promote:

- The inherent worth and dignity of every person;
- Justice, equity and compassion in human relations;
- Acceptance of one another and encouragement to spiritual growth in our congregations;
- A free and responsible search for truth and meaning;
- The right of conscience and the use of the democratic process within our congregations and in society at large;
- The goal of world community with peace, liberty, and justice for all;
- Respect for the interdependent web of all existence of which we are a part.

## **Organization of the Plan**

The Strategic Plan is organized into eight sections. These sections represent the main activities and areas of Fellowship Life. These areas (in alphabetical order) are:

**Children and Youth**

**Continuing Education**

**Living Our Values**

**Membership**

**Physical Plant**

**Reaching Out**

**Staff**

**Worship**

Each section of the plan begins with a “Statement of Purpose” that explains why this area is important to the Fellowship. This is followed by “Overall Objectives” for the next five years. These objectives are meant to be general and overreaching. Next, each section identifies the people and committees of the organization that might be expected to contribute to the achievement of the Overall Objectives. Lastly, there is a set of measurable goals for each year of the plan. These goals are more specific in nature and are meant to demonstrate the ways in which the Overall Objectives will be attained.

## **Implementation**

The Board of Trustees will be responsible for implementing the plan. An evaluation will be done annually to track progress in each area. Some goals may be redefined and others may be dropped from the plan all together. Priorities change and new goals may need to be added. The Board will report on the results of the evaluation at the Annual Meeting.

*Children and Youth*  
Statement of Purpose

Starr King Fellowship offers a religious home for people of all ages, including children, youth and their families. It is part of our mission as a congregation to “educate, encourage, empower ourselves and our children to become committed to the principles of the Unitarian Universalist Association.”

Overall Objectives for 2012

To support the spiritual development of families and facilitate their integration into SKUUF’s membership.

To offer excellent, consistent spiritual growth programs for children.

To provide a youth program for high school students in Starr King Fellowship.

To accommodate a program of up to 50 registered children and youth and 22 children attending on average per week.

Individuals and groups with responsibility for this plan area

Director of Religious Education

Minister

Nursery Care Provider

Religious Education Committee

Worship and Music Committee

Activities Committee

Green Sanctuary Committee

Social Justice Committee

2007-08

Hire a professional nursery care provider to watch babies and toddlers during the Sunday morning service.

Continue to recruit adults from Starr King’s general membership to share a Sunday morning program with the children.

Include at least one child as a participant in most Sunday morning services.

Train at least one teacher for Our Whole Lives Junior High program.

Plan at least four family-friendly social activities.

Evaluate current Sunday morning program and available curricula and recommend future steps.

Hold a Youth Ministry Summit with stakeholders to brainstorm needs and possible programs.

Recruit and train at least two advisors for a senior high youth group.

Offer at least a six-session senior high youth program.

Establish criteria for evaluating effectiveness of senior high youth program.

#### 2008-09

Offer childcare and/or children's programs concurrent with all-church activities.

Expand Sunday morning nursery care to include adult education sessions following the worship service.

Supply one teacher for Our Whole Lives Junior High group with Plymouth Congregational Church.

Brainstorm and evaluate possibilities for Unitarian Universalist summer day camp with environmental themes.

Establish children's choir and/or children singing with adults for special services.

Recruit and train at least one new advisor for senior high youth group.

Offer at least a nine-session senior high youth program.

Evaluate effectiveness of senior high youth program and make necessary changes.

#### 2009-10

Offer Sunday morning children's programs year-round.

Provide program for children to participate in at least one community service effort yearly.

Offer Unitarian Universalist summer day camp for one week.

Recruit and train at least one new advisor for senior high youth group.

Offer a senior high youth program that meets at least once a month during the church year.

#### 2010-11

Maintain a regular children's music program.

Develop a regular children's community service program.

Offer a year-round senior high youth program which meets at least once a month.

#### 2011-12

Offer a second weekly family-friendly service.

## Continuing Religious Education

### Statement of Purpose

Continuing Religious Education fosters a sense of community at Starr King UU Fellowship and enriches the spiritual and intellectual lives of its members and friends as it also reaches out to the wider community.

### Overall Objectives for 2012

To explore and share our lifespan developmental issues such as finding meaningful work, finding partners, parenting, facing mid-life issues, retirement, aging and dying.

To provide a forum for members and friends to share their passions, skills and expertise with others in a variety of areas such as music, visual arts, technology, writing, travel, outdoor activities.

To give members and friends of the congregation an opportunity to learn and grow in their knowledge and skills as they contribute their time and talent to leading and organizing various programs.

To continue the Small Group Ministry program.

To have an average attendance of 140 per month in the programs initiated since fall of 2007.

### Individuals and groups with responsibility for this plan area

Continuing Education/Adult Education Committee

Minister

Public Relations Committee

Technology Committee

Activities Committee

Budget and Finance Committee

Nominating Committee

Newsletter Editor

Members and Friends of SKUUF

### 2007-2008

Establish a Continuing Religious Education Committee.

Create a survey of the congregation's interests accessible via web and in print.

Offer a Sunday 11:00 program to explain this initiative. Encourage people to complete the survey and to submit proposals for their own programs.

Tally the results of the survey and make the results available to interested participants and potential program leaders.

Create a program proposal form, available on the website and in print.

Continue the Sunday Adult Ed programs (11:00 – 12:00), offering at least two programs per month.

Offer at least one weekday evening adult education program throughout the year.

Establish procedures for opening and closing the church building, cleaning up, tracking attendance numbers, establishing a fee schedule, offering child care.

Develop a fall schedule with the goal of attracting at least 30 participants each month in October and November.

Expand the fall programming for the period of January – June 2008 with a goal of attracting at least 60 participants each month.

Request proposals for programming for 2008- 2009 submitted by the end of July 2008.

Evaluate the program as a whole and determine how to improve the offerings, improve attendance and solicit more proposals if needed.

Develop a schedule for 2008-2009.

Review the need for technology equipment and support and availability of printed materials with the program leaders. Determine these needs by January, prior to submitting budget requests for the coming year.

Offer at least two Small Group Ministry groups throughout the year.

Review the plans for 2008-2009 and revise as needed.

### 2008-2009

Add at least five groups/programs/classes during the year.

Offer at least three Small Group Ministry groups throughout the year.

Train two teachers for Our Whole Lives Adult program.

Set a goal of 100 attendees each month at continuing education programs.

Publicize classes and lectures to the greater community through newspaper articles and/or flyers. Investigate the feasibility of including programs that are targeted at participation via the web (blogs, etc.), including the viewing of streamed materials.

Develop a SKUUF Continuing Education web site which will: publicize CE programs and events; provide on-line registration; and provide course proposal forms.

Film appropriate programs and make them available to local public access television. Make video copies available to interested members and friends.

Revise and update the survey. Tally results and solicit proposals for programming for 2009-2010.

Consider the possibility of summer programming for 2009.

Review plans for 2009-2010 and revise as needed.

### 2009-2010

Continue successful initiatives from 2007-2009. Add to the number of offerings in an attempt to increase their depth and breadth. Solicit input from members and friends.

Offer Our Whole Lives Adult program.

Set an attendance goal of 120 a month for all Continuing Education programs.

Assess the feasibility of offering joint Continuing Education programs with other regional Unitarian Universalist congregations.

Identify members to attend VT/NH/ME District or UUA workshops relative to Continuing Religious Education.

Review plans for 2010-2011 and revise as needed.

Create a revised survey and tally the results. Solicit proposals for 2010-2011, create a schedule and provide information to the Public Relations committee as before.

### 2010-2011

Set an attendance goal of 130 per month at Continuing Education programs.

Reach out to local churches to determine the feasibility of joint programming focused on exploring common social justice, environmental and spiritual issues.

### 2011-2012

Continue offering 9-10 programs per year. Set an attendance goal of 140 per month.

Continue successful initiatives and procedures. Revise as necessary.

## Living Out Our Values

### Statement of Purpose

Starr King Unitarian Universalist Fellowship is called to be a religious institution which fosters ethical and just relationships within the congregation and with the larger world, through social justice work and community service. Members of the fellowship seek to live out the principles of the Unitarian Universalist Association, especially the seventh principle: “Respect for the interdependent web of existence of which we are a part.”

### Overall Objectives for 2012

To increase and improve social justice activities and participation.

To produce a higher level of involvement in social issues by Starr King Fellowship members, friends and their families.

To be certified as a Green Sanctuary through the Seventh Principle Project.

To help volunteers locate the type of volunteer work that best suits their interest and skills, and to match volunteers with organizations.

### Individuals and groups with responsibility for this area

Social Justice Committee

Green Sanctuary Committee

Nominating Committee

Religious Education Committee

Minister

Worship and Music Committee

Governing Board

Building Committee

Office Assistant

Property Maintenance Committee

Endowment Committee

### 2007-08

Conduct a process for the congregation to help decide which social justice and environmental issue(s) will be the focus for the next two years.

Develop a plan of action to address the above issues, which will include the activities that will best serve to educate the congregation about the issue(s) and motivate them toward group and individual action.

Develop a direct relationship with the children of the Fellowship on the issue(s), and conduct activities or gather materials that will best serve their need to understand and become active on the issue(s).

Offer at least one worship service on a social justice theme.

Conduct at least one adult education session after the Sunday service on a social justice theme, plus one specifically on community service, and at least two specifically on a sustainable living theme.

Designate representative(s) to attend the summer conference of the UU Action Network of New Hampshire group, bringing back to the congregation a report with suggestions for individual and group involvement

Continue to donate one Sunday's collection each month to non-profit organizations whose vision and mission are in accordance with Starr King Fellowship's.

Develop a page on the SKUUF website to help members and friends keep informed of issues relating to social justice and the environment.

Use fifty percent "green" supplies within the Fellowship building.

Adopt a policy supporting SKUUF's progress toward becoming a Green Sanctuary.

Plan for application of 'green' building principles and use of 'green' materials in the construction of the new building addition.

Light the Earth Candle in the Sunday worship service.

Sponsor joint non-profit educational and/or advocacy activities about sustainable living at least twice per year.

Encourage SKUUF members to write short articles for the newsletter, the press and other media about ways of integrating the 7<sup>th</sup> Principle into their lives, at least twice per year.

Offer 7<sup>th</sup> Principle-related worship elements in the worship service at least twice per year, including on the Sunday before Earth Day.

Assess interest within SKUUF for establishing a Community Service committee.

Complete a review of the Endowment Fund's current investments and make recommendation(s) to the Board.

### 2008-09

Work on the activities that will bring the two-year focus on issue(s) to a conclusion

Plan some event directly inviting the public at large to engage with the congregation on the focused issue, or on some other issue that may have some urgency.

Offer at least two worship services on social justice themes.

Develop a summer youth program with a focus on plant identification hikes, field trip(s) to recycle centers, and green-theme story hours.

Complete certification as a Green Sanctuary, as recognized by the Seventh Principle Project.

Use seventy-five percent “green” supplies within the Fellowship building.

Encourage SKUUF members to write short articles for the newsletter, the press and other media about ways of integrating the 7th Principle into their lives, at least four times a year

Demonstrate UU 7th Principle activities on Plymouth State University campus through such activities as an information table at Earth Day, etc.

Expand the SKUUF lending library with books and films appropriate for family use and discussion, acquiring two books and three films a year on sustainable living topics.

Identify local organizations, whose missions are aligned with that of Starr King Fellowship, and who target diverse ages or socio-economic groups, and/or who have the greatest volunteer needs and the least ability to attract volunteers for any reason.

Consider how the volunteer efforts of SKUUF members and friends could benefit the recipients of the Community Outreach program.

Develop a general plan of action for the development and use of the Fellowship’s Endowment Fund.

#### 2009-10

Develop a ‘recognition patch’ for youth volunteers in environmental work in the greater Plymouth community.

Evaluate the success of the summer youth program and modify it if necessary. Offer the summer youth program with emphasis on the environment and the UU 7<sup>th</sup> Principle.

Use ninety percent “green” supplies within the Fellowship building.

Develop a major program at Starr King Fellowship on a sustainable living theme, with proceeds to benefit a group doing work in this area.

Encourage SKUUF members to write short articles for the newsletter, the press and other media about ways of integrating the 7th Principle into their lives, five times a year.

Develop a method for quantifying individual SKUUF members’ and friends’ volunteer hours, with a goal of at least ten people volunteering twenty hours or more to targeted organizations.

#### 2010-11

Conduct a process for the congregation to help decide which issue(s) will be the focus for the next two years.

Develop a plan of action to address the above issues, which will include the activities that will best serve to educate the congregation about the issue(s) and motivate them toward group and individual action.

Develop a direct relationship with the children of the Fellowship on the focused issue(s), and conduct activities or gather materials that will best serve their need to understand and become active on the issue(s).

Monitor supplies used by office staff, building maintenance staff and grounds maintenance volunteers to assure compliance with 90+% standard.

Determine a mechanism to evaluate the usefulness of joint non-profit educational and/or advocacy activities about sustainable living to members of the Fellowship and the Community-at-Large.

Evaluate the summer youth program, according to how well it meets its goals and financial feasibility.

Evaluate the use of the SKUUF lending library of books and films appropriate for family use and discussion, acquiring specific books and/or films as needed.

Evaluate 2009-2010 major program and plan a similarly themed program for 2011-2012.

### 2011-12

Decide on, and make specific plans for, some major event, or some regular forum or coffee-house type gathering, to be held within the expanded space of our meetinghouse, open to the public and related to Social Justice.

Use the 7<sup>th</sup> principle to evaluate environmental sustainability of SKUUF as an organization and its influence on the lives of the members. Report findings to the membership.

## Membership

### Statement of Purpose

Starr King UU Fellowship welcomes all who come in search of spiritual and personal growth. The Membership Committee works with visitors and friends of SKUUF to create a smooth integration into the Fellowship, matching interests and skills with SKUUF's programs and activities. In addition to our efforts to attract new members we must always take excellent care of the members we have.

### Overall Objectives

To improve the way the Fellowship welcomes and integrates potential members.

To achieve a goal of 158 members by January 2012.

To establish practices that will increase visitors' interest in becoming members.

To establish a means to keep in touch with everyone in the Fellowship in order to be better aware of needs and concerns, and to attempt to help with those needs when we can.

To strive to keep our members involved with SKUUF through attendance at Sunday services and through participation in activities and/or committees.

To decrease the number of year-round members who significantly reduce their involvement with the Fellowship.

### Individuals and groups with responsibility for this plan area

Membership Committee  
Minister  
Committee on Ministry  
Religious Education Director  
Continuing Education Committee  
Administrative Assistant  
Budget and Finance  
Governing Board  
Technology Committee  
Nominating Committee

### 2007-2008

Increase Starr King membership to at least 126 members by January 2008.

Conduct two Path-To-Membership classes during the year. Provide child care.

Revise and update the Welcome Packet.

Recruit two Sunday greeters for the upstairs entrance and foyer.

Recruit one Sunday greeter for the downstairs entrance.

Provide training to all greeters.

Send a reminder list of greeter responsibilities to each greeter.

Explore the possibility of using special nametags for greeters.

Develop a brief questionnaire for first-time visitors.

Develop an information packet to send within five days of a local person's first visit. Include letters from the Minister, the Membership Committee, a current newsletter.

Make a follow-up phone call to each local visitor within two weeks of the first visit.

Schedule children and youth to hand out Orders of Service. Coordinate with the RE Director.

Research a product that will allow permanent visitor nametags to be made in smaller numbers.

Explore the possibility of creating a mentoring program for new members.

Develop a packet for new members. Include a letter from the Minister, a letter from the Treasurer or Chair of Stewardship regarding pledging, a copy of the By Laws, the SKUUF year calendar, Continuing Education opportunities.

Schedule one dialog per month about UUism, to be led by the minister and intended to provide historical information to new members.

Develop a process to make friendly contact, monthly with all members.

Explore the possibility of inviting first-time visitors to "let the basket pass" at Sunday service, as a guest of SKUUF.

Assess the need for audio visual equipment to support the Path-To-Membership classes.

Reestablish the Extending Family Committee

Encourage at least one member of the Membership Committee to attend a VT/NH/ME District workshop focused on Membership issues.

Recruit a minimum of six members of the committee to take responsibility for one or more of the 2007-2008 initiatives.

### 2008-2009

Establish a Next Step program for new members. Pre-requisite: Path-To-Membership class.

Develop a questionnaire of members' interests and skills as they apply to Fellowship involvement.

Explore ways of recognizing all committee members for volunteer work contributions.

Explore the possibility of creating a position to be known as Volunteer Coordinator. This may be a part-time paid position.

Establish a means of tracking visitors from their first visit through involvement in a Path to Membership class or a group or committee.

Increase membership numbers to at least 128 by January 2009.

Create policies regarding the use of visitor parking in the upper level lot.

Explore the possibility of modifying the New Member Recognition ceremony.

Research the cost of giving new members a chalice necklace or chalice pin. Include this cost in the 2009-2010 budget.

Design a mentoring program and train volunteers.

Purchase a bulletin board for photos of new members and recent visitors.

Encourage at least one member of the Membership Committee to attend a VT/NH/ME District workshop focused on Membership issues.

Update contact plan for regular worship attendees, who may not be members

#### 2009-2010

Offer the mentoring program.

Increase membership numbers to at least 134 by January 2010.

Establish a database of all members' interests and skills as they apply to Fellowship involvement.

Update the photo directory.

Explore ways to encourage youth 16 years and older to consider membership.

Discuss chalice lighting procedures with the minister and Worship Committee:

- occasionally invite a chalice lighter to share a brief personal moment about the meaning of SKUUF.
- include children and youth in the chalice lighting

Establish a "floater program" which designates volunteers to mix with visitors during coffee hour, to extend the welcome and answer questions. Provide training for volunteers.

Evaluate existing procedures for the years 2007-2009. Brainstorm modifications if necessary.

Continue successful initiatives and innovations. Modify as necessary

Encourage at least one member of the Membership Committee to attend a VT/NH/ME District workshop focused on Membership issues.

#### 2010-2011

Increase membership numbers to at least 144 by January 2011.

Interview new members added since September 2008, and evaluate existing procedures for the years 2009-2011 in order to assess our ability to attract new members and retain them.

Encourage at least one member of the Membership Committee to attend a VT/NH/ME District workshop focused on Membership issues

#### 2011-2012

Increase membership numbers to at least 158 by January 2012.

Encourage at least one member of the Membership Committee to attend a VT/NH/ME District workshop focused on Membership issues.

Continue initiatives and innovations, modified practices and procedures.

## *Physical Plant*

### Statement of Purpose

Starr King Fellowship is housed in a beautiful and meaningful church building. The building provides a place where we can worship, socialize, educate our children and reach out to the larger community. It accommodates our growing congregation.

### Overall Objectives for 2012

To house the Fellowship in a building which can accommodate at least 120 people in the sanctuary for worship; at least 140 people per month in Continuing Religious Education activities; and meet the needs of at least 158 members.

To provide a beautiful space for worship, rites of passage and community forums which honors the legacy of the church building built in 1994.

To allow movement between the floors of the church building for people with limited mobility.

To include those with hearing and/or sight impairments fully in the life of the fellowship.

To provide meals for the fellowship in a large and functional institutional kitchen.

To provide religious education classrooms, including a designated youth room, a designated chapel area and playspace for up to 50 children and youth and 22 children attending on average per week.

To provide office space for the staff of the fellowship.

To build and maintain a church building in accordance with sustainable living principles.

To maximize the quality of its communication and presentations through high quality technology, especially but not necessarily limited to audio-visual technology.

To provide adequate storage for the moveable equipment of the fellowship.

### Individuals and groups with responsibility for this area

Building Committee

Capital Campaign/Stewardship Committee

Property Maintenance Committee

Green Sanctuary Committee

Worship and Music Committee

Religious Education Committee

Minister

Director of Religious Education

Governing Board

Technology Committee

## 2007-08

Conduct a capital campaign to raise gifts and pledges to support enlarging the current Starr King Fellowship building.

Finalize a building plan in accordance with the goals presented in this Strategic Plan.

Approve plans for a new church sign and wayside pulpit for the front of the fellowship.

Paint of the back of the meetinghouse.

Carry out the landscaping plan imagined by the Landscape working group in 2007.

Improve the safety and security of the fellowship building.

Plan for increased maintenance of a larger building.

Review cleaning contract, including use of “green” supplies, and make changes as necessary.

Provide wireless internet access throughout the fellowship building.

Review office computing equipment and procedures and recommend upgrades.

Add a speaker in the nursery so that the care-givers can listen to the service.

Assess the current assisted hearing system in the sanctuary, and recommend immediate and long-term improvements.

## 2008-09

Secure a bid from a general contractor to carry out the expansion of the fellowship building.

Acquire at least 150 new chairs for the sanctuary.

Erect a new sign and wayside pulpit in front of the church building.

Develop a landscaping plan for the to-be-enlarged building.

Plan the finishing of the interior of the new building, considering paint, furniture and soft furnishings.

Create a plan to expand the labyrinth with seating to create a useable outdoor worship and meditation space.

Develop a transition plan to house fellowship activities during construction.

Monitor payment on pledges for the capital campaign, following up where necessary.

## 2009-10

Break ground on the building expansion.

Continue to meet for worship, religious education and fellowship events during construction.

Plan a building dedication ceremony for spring or fall 2010.

Begin executing labyrinth improvement plan.

Assess office computing suitability for audio-visual needs, and recommend improvements.

## 2010-11

Collect final payments for capital campaign; transition all costs to regular operating budget.

Publicize availability of the enlarged building to individuals and organizations in the Plymouth area.

Complete enhancement of labyrinth area to create outdoor meditation and worship space.

Permanently mount a digital video projector and screen in the fellowship building.

Carry out audio-visual computing recommendations.

## 2011-12

Evaluate maintenance plan and adjust as necessary.

Establish technology review and maintenance plan.

## Reaching Out

### Statement of Purpose

Reaching Out makes Starr King Fellowship more visible, more involved and, hopefully more understood in the community. It can be related to social justice issues and may also include encouragement of membership growth. By living out our UU Principles and Purposes we can affect our local and global communities.

### Overall Objectives for 2012

To increase SKUUF's visibility in the greater Plymouth community.

To live out, support and promote our UU Principles and Purposes in the larger community, reaching out to other area non-profit organizations for joint programming

To improve and expand the website as a vital means of communication

To publicize SKUUF events and activities through print and audio-visual media

To identify and connect with target audiences such as Plymouth State University, community non-profit organizations, and Compas de Nicaragua.

To use technology to live out Starr King Fellowship's principles and values.

To use technology to create connections between members and with local communities.

### Individuals and groups with responsibility for this area

Public Relations Committee

Minister

Religious Education Committee

Technology Committee

Green Sanctuary Committee

Office Assistant

Website Coordinator

Director of Religious Education

Social Justice Committee

### 2007-2008

Inquire with local libraries about the desirability of donating books on Unitarian Universalism.

Participate in a town-wide interfaith Thanksgiving service.

Participate in Plymouth, or other local holiday parades and celebrations.

Make UU window decals and/or bumper stickers available for purchase by members and friends of Starr King Fellowship.

Educate the congregation about ways to share Unitarian Universalism with those who may be interested in our faith.

Form a technology committee.

Promote the use of the current library of VHS tape and DVDs for viewing by members or use by committees.

Research video and DVD presentations available from the Unitarian Universalist Association.

Record, on digital video and digital audio, the Sunday morning worship services and other events, in order to make the services and events available electronically to members and the wider community.

Formalize procedures for updating the Starr King website.

Provide local newspapers with timely information of SKUUF activities, and the contributions of Starr King members and the fellowship as a whole to the larger community.

Identify newspapers other than the *Record Enterprise* that are widely read and provide these with press releases, photos, notices of events.

Assess the Fellowship library and form a plan for future acquisitions.

Work with United Campus Ministry to create transportation plan between Starr King Fellowship and Plymouth State University.

### 2008-2009

Offer transportation to Starr King Fellowship services and events to and from Plymouth State University.

Adopt a highway, river or beach and identify SKUUF adoption.

Create a portable display of SKUUF activities and UUism to use at fairs, Old Home Days, and campus exhibits.

Print members' Elevator Speeches in SKUUF's newsletter three times each year.

Assess Starr King Fellowship's website and recommend next steps.

Provide regular recognition of Religious Education activities with pictures and press releases to local newspapers.

Include RE activities in the Sunday video taping for the cable channel.

Study the desirability of offering Sunday sermons to satellite locations.

Produce a Religious Education video ad for fall showing on Channel 20.

### 2009-2010

Offer alternative worship service schedule tailored to the University population.

Train interested members of the fellowship in using computer and audio-visual technology for SKUUF committee needs, programming, and outreach.

Offer satellite services in locations removed from the Plymouth area which have no UU presence.

### 2010-2011

Host an open house for the community when the new facility is complete

Establish an internet café at Starr King Fellowship.

## Staff

### Statement of Purpose

Starr King Fellowship is a community of adults, children and youth who contribute time and energy to their congregation. The ministry of the Fellowship is supported through the efforts of volunteers, permanent paid staff, and occasional and ongoing contract workers.

### Overall Objectives for 2012

To retain paid and volunteer staff to support the following program areas:

- Year-round Sunday morning religious education for children in grades preschool through 8<sup>th</sup> grade and appropriate evening junior high classes.
- Year-round youth group meeting monthly for students in 8<sup>th</sup> through 12<sup>th</sup> grades.
- Ministry to support pastoral, worship and leadership needs of a congregation of 158 adults and 50 children and youth.
- Robust Sunday morning music program, including hymn accompaniment, service music, and choir conducting.
- Childcare for Sunday services and after-service programs and all-congregation activities.
- Integration of adult members into Starr King Fellowship through adult education and volunteer work within and without the fellowship.

To retain paid and volunteer administrative staff to support the above programs and staff.

### Groups and individuals with responsibility for this area

Governing Board

Minister

Director of Religious Education

Office Assistant

Nominating Committee

Religious Education Committee

Worship and Music Committee

Committee on Ministry

Continuing Education Committee

### 2007-08

Establish personnel procedures for hiring, firing and supervision.

Create a staff plan to meet children's religious education and youth ministry needs over the next two to five years.

Assess the size and role of the Nominating Committee so that it might concentrate more of its efforts on leadership development.

Review existing policies relating to the reimbursement of expenses for volunteers attending leadership training, conferences, and business meetings at the District and UUA General Assembly.

Create a staff plan to meet support and administrative needs over the next five years.

Hire occasional professional musicians to provide music during Sunday services.

Plan for fellowship support during minister's sabbatical in Spring 2009.

Hire a Nursery Care Provider for Sunday morning services.

Engage in a program to assess the ministry of the congregation.

#### 2008-09

Complete a comprehensive plan of action to encourage leadership development and to offer continuing support to those recently assuming new positions.

Evaluate the cleaning contract for the fellowship building.

Create a staff plan to meet volunteer and membership coordination needs over the next five years.

Support the fellowship during a four-month ministerial sabbatical in Spring 2009.

Evaluate the Sunday morning music program and recommend staffing needs.

Expand Nursery Care to include adult education after Sunday morning services.

#### 2009-10

Explore the ministerial internship program through the Unitarian Universalist Association.

Review the staff plan for religious education and youth ministry.

## **Worship**

### **Statement of Purpose**

Sunday worship services are the inspirational heart of our spiritual community. The Worship and Music Committee forms a team that works with the minister to prepare Sunday services.

### **Overall Objectives for 2012**

To encourage and support the congregation in the quest for truth and meaning in their lives.

To broaden the membership of the Worship and music Committee and to increase participation of non-committee members in services.

To have worship services that are inspirational, responsive, and that embody UU core values and principles.

### **Individuals and groups with responsibility for this plan area**

Minister  
Worship and Music Committee  
Director of Religious Education  
Religious Education Committee  
Social Justice Committee  
Green Sanctuary Committee  
Public Relations Committee  
Membership Committee  
Music Director  
Individual members of the Fellowship

### **2007-2008**

Increase the membership of the Worship and Music Committee by three individuals.

Develop a program that will enable people in the congregation to become readers at the Sunday service on a scheduled weekly basis.

Give children a greater involvement in Sunday morning services at least once a month (goal to be continued and, depending on its effectiveness, broadened each year).

Plan to acquire copies of the new hymnal, *Singing the Journey*, by individual donation and dedication or some other means.

Continue working toward completion of the Labyrinth.

Identify a lay leader to attend at least one worship training or other workshop.

Hire an accompanist for the choir (guitar and/or piano) when a volunteer is not available.

Begin development of a Worship Associates Program for implementation in 2008/2009.

Start a collection of music CDs.

Develop an “Association Sunday” service.

Create a Sunday service with the Social Justice Committee, the Worship and Music Committee and/or the minister that addresses an issue of current importance.

Plan a Sunday service with the Sustainable Living Committee, the Worship and Music Committee and/or the minister with particular emphasis on the 7<sup>th</sup> Principle ( encourage the children’s participation in this service).

Bring in a minimum of two professional speakers for services who will also lead an adult education session after the service.

Continue to light the Earth Candle during worship services to heighten awareness of our responsibility to the earth and our interconnection with it. Encourage occasional poetry or other readings for variation.

Host an interfaith holiday celebration or service.

#### 2008-2009

Continue to implement initiatives from the previous year, as necessary .

Complete the Labyrinth and raise awareness of its existence in the greater community so that it may be enjoyed by all.

Solicit input from the congregation regarding the content and format, etc., of the Sunday services.

Create a worship service with the Social Justice Committee, the Sustainable Living Committee or other interested individuals, that is directly responsive to public policy issues immediately in the news.

Add a line to the budget to pay for music on Sundays when the choir or a member of the congregation is not performing.

Establish a children’s choir and/or have the children sing with the adult choir for special services.

Have Sunday sermons available in the lending library

Consider the desirability of offering Sunday sermons to satellite locations.

Hold children’s chapel services outdoors at the Labyrinth at least twice in the spring and fall, as weather permits

## 2009-2010

Continue to implement initiatives from the previous year, as necessary

Plan to accommodate 100 people at the Sunday morning service.

Evaluate information gleaned from the congregation in 2008-2009 and determine what, if any, changes need to be considered and/or acted upon.

Plan a service that includes an opportunity for the congregation to walk through the Labyrinth.

Create a “Volunteer Recognition” Sunday service to acknowledge and honor the contribution that volunteers make to the operation of the Fellowship.

Invite members to light the Chalice and to share what SKUUF and UUism means to them. Include Children when possible.

Offer an alternative worship service.

Purchase, or request for donations to purchase, stone benches for the Labyrinth.

## 2010-2011

Continue to implement initiatives from the previous year, as necessary

Plan to accommodate 110 people at the Sunday morning service.

Establish and maintain a children’s music program.

Create at least one service each year to be held at the Labyrinth.

## 2011-2012

Continue to implement initiatives from the previous year, as necessary

Plan to accommodate 120 people at the Sunday morning service.