

Year 3 Implementation Plan / Monthly Executive Report

Rev. Anthony Makar

January 2015

LONG RANGE PLAN ASPIRATIONS			
<i>Goals Set Forth In the LRP</i>			
Planned Implementations for 2014-2015		Current Status and Deadlines	Outcomes/ Indicators of Progress
# 1. WE WILL BE AMONG THE MOST ENGAGING AND ENRICHING CONGREGATIONS IN ATLANTA			
<i>A. Create a process for each visitor and member to find a place within the congregational community.</i>			
JS	1. Collect feedback from newcomers and develop metric to measure effectiveness of Welcoming Programs.	1. Assess existing process <ul style="list-style-type: none"> Aug 2014 update: goal established, feedback protocols under development. Dec 2014 update: an on-line survey sent out to visitors so they can offer feedback about their experience is in development 	1. We'll be able to measure effectiveness or ineffectiveness of programs.
JS	2. Enhance Welcome Ministries <ul style="list-style-type: none"> a. Establish routine follow-up with newcomers to ensure they are moving forward on their membership journey, as well as finding a way to engage immediately upon arrival. b. Create rotating covenant group for newcomers and new members. 	2. Enhance Welcome Ministries <ul style="list-style-type: none"> Aug 2014 update: goals established. Oct 2014 update: Jessica Seales is establishing an Usher/Greeter Transition Team to generate momentum and leadership in both assessing and improving the program. Nov 2014 update: Jessica Seales is looking at the Roots and Branches model from All Souls Tulsa as she considers changes to our new member class. Dec. 2014 update: Usher/Greeter Transition Team had its first meeting on 12/1. // Jan 2015: Enhanced messaging around Wednesday evening programming begins. // "Drop in" adult programming on Wednesday evenings centering around our "Touchstones" worship theme resources begins. // "Bring-a-Friend Sunday" scheduled for January 17. // Official UUCA groups policy has been updated and posted to the website. 	2a. Visitors find it easier to connect to UUCA. Some progress indicators include: (a) percentage of visitors who attend Introducing UUCA; (b) percentage of visitors who attend Introducing UUCA and then go on to attend Exploring UUCA; (c) percentage of people who attend Exploring UUCA and then go on to become members.
JS	3. Support Welcome Ministry volunteers <ul style="list-style-type: none"> a. Work with volunteer leadership to improve existing Welcoming Ministries processes and create new processes as necessary. b. Recruit new volunteers for Connectors team and work with them to provide more opportunities to get involved for congregants during coffee hour. 		2b. UUCA is effective in retaining members. One progress indicator includes the percentage of new members who are still members after two years and then after five years. 3. Welcome Ministries volunteers will feel appreciated and far better equipped to serve.

		<p>3. Support Welcome Ministries volunteers</p> <ul style="list-style-type: none"> • Aug 2014 update: goals established. • Dec. 2014: Training materials are being updated; online sign-ups will commence (should be done by January 31) 	
<p><i>B. Incorporate many communities and cultures in our worship services and programming.</i></p>			
<p>AM</p> <p>DM</p> <p>AM</p>	<p>1. Inclusivity-based initiatives, by EnterCulture and others, in which hundreds of people are engaged in a consistent exploration of multiracial, multicultural inclusivity and what it means</p> <p>2. Enhancing the multiculturalism focus of our music program</p> <p>3. Ensuring that all our hiring processes include culturally diverse applicants</p>	<p>1. Inclusivity-based initiatives</p> <ul style="list-style-type: none"> • Aug 2014 update: the EnterCulture “syllabus” for 2014-2015 under development. Will involve carefully sequenced events including worship, community conversations, workshops, art displays, field trips, and communications. • Sept 2014 update: EnterCulture goes “above radar” in the Sept.14 worship service. The “I am UU” visual arts installation is up in the sanctuary. • Oct 2014 update: A member of EnterCulture meets with the YRUU group to discuss racism and multiculturalism. Also, the EnterCulture group is closer to finalizing its plan for 2014-2015. It wants to focus on the January 2015-August 2015 time frame, with an August recognition planned for folks who’ve participated in workshops at a certain level.... (inservice for 2015 is scheduled for August 16). The group spoke of multiple access points into the conversation about race & ethnicity (which we agreed was going to be our basic focus right now). The access points included: Sermons, Building the World We Dream Of workshops, Experiences (here, the EC group recommends one cultural/educational/etc. experience per month that congregants can check out on their own, and Communication via the website, Weekly Update, and monthly newsletter. • Jan 2015: EnterCulture hosts its first monthly workshop with 40 people in attendance. // UUCA’s youth group is featured in the national UUA youth ministries blog for the work its doing around the “Be The Change” RE curriculum. See http://blueboat.blogs.uua.org/2014/12/23/you-can-be-the-change/ <p>2. Enhancing multiculturalism focus for our music</p>	<p>1a. UUCA folks are able to talk about race matters with greater skillfulness</p> <p>1b. The congregation is, measurably, a more congenial place for people of color</p> <p>1c. The congregation taking a formal stand in support of becoming a more multicultural, multiracial, multigenerational community.</p> <p>1d. Board initiatives lead to the explicit inclusion of multicultural values in Executive Limitations.</p> <p>2. People of all ages are inspired and their multicultural sensitivities enhanced</p> <p>3. Our professional ministry at UUCA is integrated.</p>

		<ul style="list-style-type: none"> • Sept 2014 update: Rev. Makar and Don are wondering if a “musician-in-residence” is actually where we want to go... They are in a process of rethinking, reimagining. • Nov. 2104 update: The “musician-in-residence” idea has morphed into a better plan: for Don to seek out training/education to support his capacity to further develop multiculturalism in our music program • Jan 2015: Don will be attending the American Choral Directors Association Conference (last week of February) and will target multiculturalism-related trainings and workshops <p>3. Ensuring cultural diversity in hiring processes</p> <ul style="list-style-type: none"> • Aug 2014 update: The Minister 2015 Task Force met with UUA Transitions Director the Rev. Keith Kron. We learned that, in the past 4 years, 10% of ministers in search are people of color. Of this 10%, the number of folks looking for a 2nd minister position is small. We will need to actively recruit candidates. • Sept 2014 update: Rev. Makar speaks with a candidate who is a person of color • Oct 2014 update: The initial person of color candidate has decided to remain where they are, given how rooted they feel in that place; Rev. Makar is in conversation with a second person-of-color candidate and has just received their Ministerial Record (MR). • Nov 2014 update: Rev. Makar spoke with a third person of color candidate. The Beyond Categorical Thinking workshop was on Nov. 15, with 38 people in the room. • Dec. 2014 update: 3 people of color have been interviewed in the Associate Minister search so far. 2 people of color (of 2) were in the final round of interviews for the Facilities Administrator position. 1 person of color (of 3) was in the final round of interviews for the Director of Administration position. 3 people of color (of 3) were in the final round of interviews for the Communications Specialist position. 	
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C. Extend educational offerings for congregants and the larger community.

JT	1. Rebuild Adult RE Team 2. Go in search of settled Associate Minister of Lifelong Learning and	1. Rebuild Adult RE Team <ul style="list-style-type: none"> • Aug 2014 update: Rev. Thickstun has assembled a team and met for the first time. The team includes 	1. New energy and enthusiasm for adult RE; steps towards the fulfillment of our “lifelong learning and growth vision” which I preached about on August 24, 2014)
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<p>AM</p>	<p>Growth</p>	<p>people like Kay Golan and several Lay Ministers.</p> <ul style="list-style-type: none"> Oct 2014 update: Now that the Fall slate of Adult RE classes has been established, the newly assembled team is re-imagining what Adult RE will look like for UUCA, with a dual focus on curriculum and mode of delivery. <p>2. Search for Associate Minister of Lifelong Learning and Growth</p> <ul style="list-style-type: none"> Aug 2014 update: Rev. Makar has assembled a Task Force and has been working with them since this past June. The Task Force met with UUA Transitions Director the Rev. Keith Kron to develop an action plan for success. Rev, Makar cast vision about the Associate Minister position in his sermon on Aug 24 Sept 2014 update: The Task Force hosted a community conversation about their process on Sept. 7. Rev. Makar has already spoken to two potential candidates; Rev. Makar clarified some aspects of what success looks like: (a) We are careful to engage every UUA “official” voice and event related to the search for a (hired) associate minister; (b) We are clear about the capacities and competencies we are looking for in our Associate Minister; (c) We are using all the tools and means at our disposal for recruiting candidates that are a good match for our AM profile; and (d) We ensure that our chosen candidate has, IN FACT, all the capacities and abilities that they communicate on their written materials and in phone conversations. Oct 2014 update: The initial person of color candidate has decided to remain where they are, given how rooted they feel in that place; Rev. Makar is in conversation with a second person-of-color candidate and has just received their Ministerial Record (MR). Nov. 2014 update: The Task Force is continuing its work of writing the Congregational Record. The Beyond Categorical Thinking workshop was on Nov. 15, with 38 people in the room. Dec. 2014 update: The Congregational Record is up on the UUA’s settlement site. In early January we will be able to see who’s indicated interest in the position. Jan 2015 update: The Minister 2015 Task Force met January 14 to establish its work plan for the next phase 	<p>2a. The congregation feels informed about and engaged in the process</p> <p>2b. Potential candidates are able to access accurate and inspiring information about UUCA and the job position easily and readily;</p> <p>2c. Rev. Makar hires a candidate that will inspire progress towards our Ends and LRP Aspirations.</p>
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of the search.

D. Nurture fellowship among congregants and provide pastoral care.

<p>JS</p> <p>JS</p> <p>JT</p>	<p>1. Fun and Fellowship activities (Fun and fellowship activities will help to increase the congregation's "intergenerational IQ" as well as its sense of warmth and friendliness. All this translates to a greater capacity to make progress towards our first Ends Statement: "According to the findings on religion and life satisfaction, 33% of people who attend religious services every week and have three to five close friends in their congregation report being "extremely satisfied" with their lives." http://usatoday30.usatoday.com/yourlife/mind-soul/spirituality/2010-12-07-happyreligion07_ST_N.htm)</p> <p>2. Assess Covenant Groups and develop structure for implementation of new Covenant Groups, advertise opportunities to congregants. (Small groups are a key way that large congregations support their members. To support membership retention, large congregations must "do small" very well, and one way of "doing small" is to provide a dynamic covenant group system. Assessment will help us know where we are and next steps for further development. The ultimate result ought to be increased performance related especially to our 1, 2, and 3 Ends Statements.)</p> <p>3. Strengthen the connection between the Lay Ministry program and our UUCA children, youth, and families. (A strengthened connection between Lay Ministry and our children, youth, and families paves the way to a fuller expression of our "Lifelong Learning and Growth" vision.)</p>	<p>1. Fun and Fellowship activities</p> <ul style="list-style-type: none">• Aug 2014 update: established goals include: (a) developing a Fun & Fellowship Team of 4-5 congregants, (b) creating quarterly events that incorporate monthly worship themes, (c) holding at least one Fun & Fellowship event that also serves as a fundraiser, and (d) developing Fun & Fellowship activities that are multi-generational. Sunday Funday on August 10 was a great success.• Oct 2014 update: A program schedule for Wonderful Wednesday events has been posted http://www.uuca.org/community-life/wonderful-wednesday/• Nov 2014 update: Trunk or Treat on Oct 29th featured an intergenerational event that was much enjoyed. Jessica Seales says that quite a few families who don't normally show up for Wonderful Wednesday came.• Dec 2014 update: Wonderful Wednesday will feature a Hanukkah Event Dec. 17 <p>2. Assess Covenant Group program</p> <ul style="list-style-type: none">• Aug 2014 update: we already have in hand one bid for a small groups consultation, and we are in process of assessing it.• Oct 2014 update: a decision was made to postpone any consultation for a year, allowing new leadership to become familiar with the program• Nov 2014 update: Jessica Seales attended a workshop on Small Group ministry on Nov. 15, offered at Northwest by Rev. M'ellen Kennedy, co-founder of the UU Small Group Network.• Jan. 2015 update: We held a training for covenant group leaders (both existing and prospective) on January 24, facilitated by M'ellen Kennedy. <p>3. Lay Ministry-UUCA families connection</p> <ul style="list-style-type: none">• Aug 2014: Goal established.	<p>1. Congregational vibrancy.</p> <p>2a. Current status and effectiveness of covenant groups is established.</p> <p>2b. Next steps for further development of covenant groups are identified.</p> <p>3a. Areas where the linkage between Lay Ministry and our children, youth, and families are identified.</p> <p>3b. Improved pastoral care support for families.</p>
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		<ul style="list-style-type: none"> • Nov 2014: Rev. Thickstun is arranging for a trainer to work with UUCA staff and then Lay Ministers on the basics of effective management of mental illness in congregants. • Dec 2014 Update: The Lay Ministers facilitated a “Ministry of Poinsettias” that extended care to UUCA members who are homebound. • Jan 2015: Rev. Thickstun has arranged for support groups, offered by Rev. Ellen Gardner-Cook, Bereavement Coordinator, Compassionate Care Hospice. Revs. Thickstun and Makar have arranged for Dr. Peg Griffith to come in January 20 and do a 2 hour presentation for the UUCA staff on the effective management of people who are mentally ill. 	
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E. Offer opportunities and experiences that nurture the spiritual growth of each congregant.

<p>JS</p> <p>DM</p>	<p>1. Theme-based Worship Initiative (Theme-based worship—adopting a specific topic for a month and focusing on it in depth in worship, religious education, and other aspects of congregational life—will enhance our congregation’s vibrancy and enable progress towards our 1st Ends Statement. It addresses such problems as our shallow ADHD Culture, theological illiteracy, and congregational fragmentation.)</p> <p>2. Theater Arts Programming Initiative (A revitalized theater arts program will create multiple opportunities for personal and spiritual growth for program participants as well as the audiences of performances.)</p>	<p>1. Theme-based worship initiative</p> <ul style="list-style-type: none"> • Aug 2014 update: Communications to the congregation about this through Aug, and Sept, newsletter articles; Rev. Makar has secured a full set of Touchstone Journals, to be available on the website; coordination across program areas to be discussed at staff level and then implemented. • Sept 2014 update: first month of theme-based worship complete. One covenant group has reported using Touchstone materials as the basis for its conversations. • Dec. 2014 update: Rev. Makar preached “Don’t Tell Them to Buck Up” as a way of strengthening people’s skills in expressing love towards people who are hurting. • Jan. 2015 Update: Beginning his month, we are providing “drop in” adult programming on Wednesday evenings centering around our “Touchstones” worship theme resources. // Rev. Makar preached on what UUCA can do to enhance its nurture and support of people who are mentally ill on January 11. <p>2. Theater arts initiative</p> <ul style="list-style-type: none"> • Aug 2014 update: Community Conversation on Aug 10 • Nov 2014 update: Don Milton III is still in process of recruiting the right mix of folks to his Theater Arts Team. 	<p>1. Congregational vibrancy. Example progress indicators include increased worship attendance and survey results indicating that people feel they are growing spiritually.</p> <p>2. A revitalized theater program.</p>
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- Jan 2015: Don Milton II has assembled the "Theater Arts Collective" and they will have their inaugural meeting January 26.

2. WE WILL INCREASE OUR IMPACT IN THE LARGER WORLD.

A. Create an infrastructure to empower congregants to perform, coordinate, & participate in peace & justice work.

JS	1. Infrastructure (created in Implementation Year #2) is the Social Justice Coordinating Team (SJCT). SJCT establishes goals for 2014-2015.	1. SJCT Growth Goals 2014-2015 <ul style="list-style-type: none"> • Aug 2014 update: establishment of growth goals in process, in addition to the goals outlines in sections B-D below • Oct 2014 update: Rev. Makar leads a "Refresh" for the SJCT on Oct. 27 to address developmental issues and to secure the team on firmer ground • Nov 2014 update: Rev. Makar and Jessica Seales are having one-on-ones with team members to continue the refresh and keep the momentum going strong! 	1. Besides providing basic direction towards growth, clarification of 2014-2015 goals will establish work priorities and define what success looks like for the program year ahead
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B. Educate the congregation about unmet peace and justice needs.

JS	1. Provide multi-generational, simple social justice action opportunities surrounding each monthly worship theme. (Social justice action is a powerful form of social justice education. The linkage to monthly worship themes enhances congregational vitality, and the multigenerational flavor represents progress towards our Fourth Ends Statement: "Children and youth, centered in the values of our religious community and nurtured in love, who are compassionate leaders in seeking justice and peace.")	1. Multi-generational, simple social justice action opportunities <ul style="list-style-type: none"> • Aug 2014 update: goal established • Sept 2014 update: Sept. social justice action was raising awareness around voting • Oct 2014 update: Oct. social justice action was promoting participation in Pride and Children's Sabbath events • Nov 2014 update: Nov. social justice action was an invitation to join Ens and Outs in their environmentalism work. 	1. Families are supported in developing UU identity in their children. One progress indicator is survey results indicating that parents feel supported in their work of raising their children to be UUs. Survey results would also indicate that parents are aware of multi-generational service opportunities (whether or not they are able to avail themselves of it)
JS	2. Partner with community organizations to offer quarterly trainings and educational opportunities for congregants to become engaged community activists. (Partnering with community organizations is a very effective way of immersing congregants in social justice action-education experiences.)	<ul style="list-style-type: none"> • Jan 2015 update: "On Martin Luther King Day of Service, Monday, January 19th, UUCA, in partnership with Northwest UU Congregation, will host "The Great Breakfast of Giving"! Everyone is invited to bring breakfast items and hygiene products (see your newsletter for a list of needed items) and we will assemble bags to be given out at Toco Hills Community Alliance. The project starts at 11 AM in the social hall – all ages are welcome!" 	2. UUCA sees an increased number of congregants who see themselves as community activists. Progress indicators could include: (a) UUCA offers x number of trainings in community activism, (b) x number of congregants report that they see themselves as community activists.
AM JS	3. Social justice education experiences in worship and beyond (Using worship to inspire deepened exploration of social justice issues is effective)	2. Partner with community organizations <ul style="list-style-type: none"> • Aug 2014 update: goal established 	3. When worship is focused on peace and justice issues, it has a powerful impact and inspires people to action.

		<ul style="list-style-type: none"> • Nov 2014 update: The “Lunch and Learn” on the Children’s Sabbath Sunday involved a variety of external community organizations and institutions (including the CDC) <p>3. Social justice education experiences in worship and beyond</p> <ul style="list-style-type: none"> • Aug 2014 update: experiences in worship and beyond are being scheduled in the 2014-2015 worship grid. These include around 6 EnterCulture-related worship services and related events; Pride Sunday and the Pride Parade afterwards; Children’s Sabbath Sunday; and MLK Sunday and related events... • Sept 2014 update: SJCT to host a voter registration table in the social hall Sept. 28 • Nov 2014 update: October and November were full of worship services devoted to raising awareness of social justice issues. Issues included LGBTQ rights, children’s rights, and race. Experiential activities outside of worship were provided for each of the topics to enable people to go deeper. • Dec. 2014 update: On Dec. 7, Rev. Makar preached on the issue of race and law enforcement. Plans are starting to develop around UUCA hosting a conversation with law enforcement that deals with Ferguson, New York, and Atlanta. // Also, State Senator Nan Orrock provided an overview of the upcoming 2015 Georgia Legislative session on Sunday, December 14, 2015 • Jan 2015 update: On January 18, Rev. Makar preached on economic justice. UUCA social justice groups providing direct services to low income people and/or addressing issues related to economic inequality had table in the social hall and shared information about their group and recruited new volunteers. 	
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C. Establish a social justice center that will serve as a development and support center for individuals and groups committed to peace and justice work in the Atlanta community.

JS	<p>1. Explore how to maximize our Give Away the Plate program as a source of opportunities for building more enduring connections with our Give Away the Plate recipients, ultimately enabling social justice organizations to consider UUCA as a “First Stop” for organizing activities. (Note: “Establishing a social justice center” at UUCA is like a big whale, and it’s impossible to eat a big whale in one gulp. But</p>	<p>1. Maximizing GATP program</p> <ul style="list-style-type: none"> • Aug 2014 update: goal established • Oct 2014 update: shift of administration of GATP over to SJCT in process • Dec 2014 update: We are leveraging our connection 	<p>1. Our GATP program strengthens our connection to the community. One progress indicator includes (a) percentage of GATP recipients who reconnect with UUCA at some later time to participate in our community in some capacity (e.g., as a speaker)</p>
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	you can eat one in smaller bites. Working through our GATP program represents a small bite—progress!)	with GATP recipients. UUCA folks secured 26 turkeys for Toco Hills Community Alliance, the GATP recipient for November.	
<i>D. Select an all-congregation social justice mission that makes a difference in the lives of Atlantans.</i>			
JS	1. SJCT will work with the staff and leadership to determine a process for selecting one or more all-congregation social justice missions. (Includes developing a policy for selecting congregation-wide social justice projects).	1. Determining an all-congregational process <ul style="list-style-type: none"> • Aug 2014 update: goal established • Nov 2014 update: the SJCT is making great progress in tackling policy around this. A first draft has been developed. • Dec. 2014 update: still in process of finalizing the policy 	1. Lots of questions around how to select an all-congregational social justice mission exist; so to raise these issues and answer them will represent great progress.
JS	2. SJCT will work to host at least one congregation-wide social justice event, with 20% of the congregation will participate in one or more social justice activity.	2. Hosting at least one congregation-wide social justice event <ul style="list-style-type: none"> • Aug 2014 update: goal established 	2. Hosting an all-congregational social justice event will give the congregation a taste of what we could enjoy if we were to commit to something more formally.
# 3. WE WILL MOTIVATE AND INSPIRE OURSELVES AND OTHERS.			
<i>A. Develop (and update annually) a detailed communication operations plan; identify technology and services to carry out strategies.</i>			
EW	1. Develop annual operations plan	Develop annual plan <ul style="list-style-type: none"> • Sept 2014 update: On Sept 10 Rev. Makar met with Clark Thomas and Erian Wright to review the Implementation Plan and clarify Erian's areas of focus. One result of the meeting was awareness of the need for a Communication and Marketing Team to work with Erian. Another result was the development of a success vision around communications at UUCA. See Appendix A. • Oct 2014 update: A UUCA Communications Advisory Team is in process of formation, with Kay Golan as the initial member 	1a. Besides providing basic direction towards growth, the communications operation plan will establish work priorities and define protocols for how to get the work done. 1b. Congregants feel reasonably satisfied by our communications system and practices
<i>B. Strengthen the internal focus of the website.</i>			
EW	1. Develop annual operations plan	Develop plan	1. Congregants will feel more empowered
<i>C. Train congregants to tell our UU stories, articulate our faith, and invite the participation of others in our community.</i>			
AM	1. Enhance UU evangelism sensibility and skills	1. Enhance UU evangelism <ul style="list-style-type: none"> • Aug 2014 update: exploring the possibility for UUCA to host "Fundamentals of UU Evangelism Without the Fundamentalism," led by Tandi Rogers, UUA Growth Strategist • Sept 2014 update: The Tandi Roger's workshop is a go, and now we are figuring out the scheduling • Oct 2014 update: The Evangelism workshop is scheduled for May 30. All area UU congregations have been invited to the event. 	1. More congregants are practicing "friendship evangelism" or other ways of sharing UUCA with others. Progress indicators include: (a) percentage of UUCA members and friends who have invited friends to the congregation once over the course of a year, (b) percentage of UUCA members and friends who have invited friends to the congregation multiple times over the course of a year, (c) survey results that indicate that X percent of the congregation feels comfortable with evangelism
AM	2. Raise awareness of and plan for participation in a variety of Atlanta-area events that can raise visibility for UUCA		2. The general public's awareness of UUCA is increased.

		<p>2. Atlanta-area evangelism opportunities</p> <ul style="list-style-type: none"> • Aug 2014 update: We've noted the following Aug opportunities/events to get ready for next year: Emory Visitor Guide, Agnes Scott College's Welcome to Decatur Fair during Orientation • Sept. 2014 update: awareness that we will need some sort of evangelism team composed of congregants to pull this off. Any suggestions on names? ☺ 	<p>Progress indicators include: (a) We have X number of "touch-points" or interactions at any given publicity event, (b) we have X number of visitors to UUCA who explicitly report that they came because of an interaction at one of the publicity events.</p>
<p><i>D. Share inspirational messages and resources in various venues.</i></p>			
EW	1. Inspirational articles about UUCA events and personalities are in the newsletter	1. Inspirational articles in the newsletter	1. There's a burst of community pride which results, ultimately, in increased financial commitment to UUCA.
EW	2. Use of website, social media to communicate inspirational messages is enhanced	2. Enhanced use of website, social media <ul style="list-style-type: none"> • Aug 2014: Sound team is creating a wish list for technology improvements that would lead, among other things, to sermons being videotaped and disseminated on the Internet. We are also exploring how to leverage the power of smart phones. 	2a. People's access to UUCA's inspirational messages is increased. One progress indicator is the simple addition of means of communication that UUCA has never had before (e.g., videos of sermons made available, the web site made smart phone compatible, text messages).
DM	3. Power of music program to share inspirational messages is leveraged		
AM	4. There's a UUCA presence in big Atlanta events	3. Big community musical concert <ul style="list-style-type: none"> • Aug 2014 update: plans underway to organize a big community musical concert which brings various faith traditions together and raises money for a community nonprofit organization 	2b. People receive UUCA's inspirational messages with greater frequency. Progress indicators might include: (a) X percentage jump in click rates, (b) survey of congregation that indicates increase in receipt of messages
AM	5. There are special UUCA events to which the larger public is invited	4. UUCA presence in big Atlanta events <ul style="list-style-type: none"> • Aug 2014 update: Plans underway for UUCA participation in 2014 Pride Parade • Oct 2014 update: UUCA participation in the 2014 Pride Parade was tremendous. We received great coverage in the video of the parade made by TV channel 11 Alive. We have received several reports that our UU message of love and welcoming for all had a significant impact upon parade watchers. In the weeks leading up to the parade, we sold 60 UU Standing on the Side of Love t-shirts. 	3a. The general public's awareness of UUCA is increased
		5. Leverage power of special UUCA events <ul style="list-style-type: none"> • Aug 2014 update: Plans underway for Duncan Teague's ordination service on Sept. 27 • Oct 2014 update: Duncan Teague ordination was extremely powerful and a good witness for UUism to 	3b. The event raised X number of dollars
			4. The general public's awareness of UUCA is increased
			5. The general public's awareness of UUCA is increased

		<p>Atlanta</p> <ul style="list-style-type: none"> Jan 2015 update: Finalizing arrangements for the Feb. 17 event entitled, "Improving Community-Police Relationships in the Wake of Post-Ferguson," co-sponsored by the Georgia Psychological Association and UUCA. // Plans continue to be in formation around the March 4 Celebration of Unitarian Universalist contributions to Civil Rights event... 	
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E. Insure UUCA brand promotion and consistency.

EW	1. Develop annual operations plan	1. Annual operations plan	1. UUCA communications and messages are all consistent in look and feel
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4. WE WILL HAVE THE RESOURCES TO FULFILL OUR ASPIRATIONS AND POTENTIAL.

A. Develop a stronger culture of generosity and stewardship that is inspiring, year-round, transparent, sets expectations for giving, and provides clear goals for funding programs, outreach, and facilities.

AM	1. Bring in a financial consultant	1. Bring in financial consultant	1a. A stronger culture of generosity (as measured by pledges, gifts, etc.) is developed at UUCA.
AM	2. Stewardship campaign for 2015 a success	<ul style="list-style-type: none"> Aug. 2014 update: Conversation with UUUA Director of Congregational Stewardship Wayne Clark, who suggested two consultants that the Gen Team will interview at some point. The successful consultant will spend a weekend at UUCA in February 2015. 	1b. All four portfolio areas of the Generosity Team establish effective, mutually supportive goals.
CT	3. We actively cultivated our pledge units	<ul style="list-style-type: none"> Sept 2014 update: interview dates for two potential consultants have been set for Oct 1 and Oct 7. 	2a. Last year's pledge income is exceeded.
AM	4. All-Year Stewardship to be implemented 2015-2016	<ul style="list-style-type: none"> Oct 2014 update: Bill Clontz has been chosen as the Finance Consultant for our Next Steps weekend on March 20-22. More information about this weekend is available here: http://www.uua.org/finance/fundraising/consulting/27463.shtml 	2b. Renewal of pledges is at x% level.
CT	5. Enhance our fundraising program		2c. All-year stewardship is successfully launched.
AM	6. Enhance communications regarding generosity		3. Each UUCA pledge unit (1) feels clearer about the significance of generosity, (2) has a better sense of the nuts and bolts of the process of giving, and (3) feels more connected to UUCA
AM		2. Stewardship Campaign for 2015	4. We are prepared to implement. We are aware of potential problems and ways to avoid them. The congregation feels well-informed and good about this new path.
		<ul style="list-style-type: none"> Aug. 2014 update: plans are in place. The Team presented its plan to the Board on Aug 26. Sept 2014 update: The Stewardship Team is in full gear. Oct 2014 update: As of Oct 23, we have 179 pledges, which equates to 34.83% of last year's pledge count. The stewardship team is working to increase the number of callers to reach out to folks. Nov 2014 update: Rev. Makar and June Lester met with Stewardship Team leaders on Nov. 5 to frame an 	5. Congregants have a better idea about the mechanics of fundraising (including "red-zones"); we are planning budget-related fundraisers a year out; we are developing "anchor fundraisers" which are annually repeatable and sustainable.

		<p>end-game strategy and ensure as far as possible we will have sufficient information for the Board to be able to confidently pass the proposed 2015 Budget. As of Nov.11, we are at 344 pledges, which is 66.93% of the 2014 pledge count (13% short of the 80% Clark Thomas need to do a final budget analysis for in time for the Finance Committee meeting on Monday Nov. 17).</p> <ul style="list-style-type: none"> Dec. 2014 update: the status report from Clark Thomas for Dec. 8 was as follows: <i>FYI: I have reconciled the two ACS reports and am a third of the way through reconciling those with the Google sheet. Per the ACS reconciliation, we have confirmation of 442 pledge units with a total pledge amount of \$847,761. Thus, we have surpassed the minimum needed minus the 5% uncollectable rate to support the proposed budget for Sunday.</i> Jan 2015 update: On Feb. 23 the Generosity Team will have its annual debrief session on the stewardship campaign. <p>3. Actively cultivating pledge units</p> <ul style="list-style-type: none"> Aug. 2014 update: So far, there have been two events focused on the cultivation of major donors (“Champions”). One-on-ones with second-tier givers (“All Stars”) are in process. <p>4. Implementing all-year stewardship</p> <ul style="list-style-type: none"> Aug 2014 update: Current heads of Stewardship (Carol Ann Arvan, David Spierman, and Jason Delaney) have researched other large UU congregations who have made the switch to all-year stewardship. We have achieved important buy-in from key stake-holders (Senior Minister, Board, Major Donors). We are in process of establishing all-year stewardship patterns through the stewardship campaign for 2015. Financial consultant Bill Clontz will be invaluable in helping with this. Jan 2015 update: Now that the stewardship campaign for 2015 is over, we are turning our focus to the details of the All Year model of stewardship we will be implementing in 2015. 	<p>6a. Information on mechanics of fundraising, including “planning by quarters” is provided to and understood by congregants. [could measure number of ways information provided and the number of appropriate/inappropriate fund raising requests received by GenTeam]</p> <p>6b. X [number] annually repeatable and sustainable “anchor fundraisers” are developed and implemented.</p>
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		<p>5. Enhancing fundraising program</p> <ul style="list-style-type: none"> • Aug 2014 update: established goal of rewriting the UUCA fundraising application form and including it in the UUCA Volunteer Manual. • Jan 2015 Update: A completely revised Fundraising Policy has been posted on the UUCA website. <p>6. Enhancing communications</p> <ul style="list-style-type: none"> • Aug 2014 update: established goals of improving the online giving section of website: providing guidance on fair, generous giving (like Unity-Unitarian in Saint Paul, Mn.); being sure there's a link to the congregation's Ends and LRP Aspirations. Another goal: Monthly newsletter article on generosity • Sept 2014: The stewardship section of the website has been completely revamped. 	
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B. Identify, prioritize current deficiencies in our facility that can be fixed.

<p>CT</p> <p>CT</p>	<p>1. UUCA's Building and Grounds Team develops and implements a plan</p> <p>2. Playground, Phase 2</p>	<p>1. Building and Grounds Team plan</p> <ul style="list-style-type: none"> • Sept 2014 update: Members of the B&G Team met with Rev. Makar and Clark Thomas on Sept. 8 to begin the conversation on developing a plan. They left the meeting with lots of materials for further plan formation. • Jan 2015 update: Rev. Makar will facilitate a start-up event that supports our new Facilities Administrator's work with the Building and Grounds Team (and will help in the B&G Team in its own ongoing development). See the appendix for his invitation to this gathering. <p>2. Playground Phase 2</p> <ul style="list-style-type: none"> • Aug 2014 update: recognition of the need for the Generosity Team to start planning for when fundraising will take place to make phase 2 possible. • Nov 2014 update: On Nov. 2, the playground was rededicated, and phase 2 was publicly acknowledged. • Dec. 2014 update: At the Dec. Generosity Team meeting, we began developing strategy for raising funds for Phase 2. At this point, the thought is to conduct a fairly brief but intense campaign in February 	<p>1a. We have a punch list that enables us to make fairly inexpensive improvements that enhance the beauty of our building and grounds.</p> <p>1b. We are able to make improvements that enhance the accessibility of our facilities.</p> <p>2. Phase 2 work on the playground is able to follow the completion of phase 1 in a seamless way.</p>
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		2015 that emphasizes intergenerational involvement.	
C. Create a plan to optimize space utilization and a facilities maintenance plan.			
CT	1. UUCA's Building and Grounds Team develops and implements a plan	1. Building and Grounds Team plan <ul style="list-style-type: none"> Sept 2014 update: Members of the B&G Team met with Rev. Makar and Clark Thomas on Sept. 8 to begin the conversation on developing a plan. They left the meeting with lots of materials for further plan formation. 	1. Our facilities effectively support (and do not pose obstacles to) our mission of changing lives.
D. Develop a plan for recruiting, supporting, and recognizing congregants as volunteers.			
JS	1. Develop and maintain a comprehensive Volunteer Program Manual, as well as uniform volunteer policy forms.	1. Comprehensive Volunteer Program Manual <ul style="list-style-type: none"> Sept 2014 Update: in process. Due Nov 2014. Oct 2014: Jessica Seales has developed a second draft of the manual which is now in review. Dec 2014: The Volunteer Manual is now complete and is now being formatted for production and distribution. 	1. Congregational vibrancy. People have a volunteer experience that feels more professional and respectful than before.
JS	2. Develop uniform volunteer job descriptions that provide a clear understanding of position, tasks, supervisor, and length of role.		2. People have a volunteer experience that feels more professional and respectful than before.
JS	3. Establish centralized repository of all volunteer policies, procedures and documents to ensure efficient transition of information.	2. Uniform Job Descriptions	3. Volunteer-related administrative information is secure and has continuity over time
JS	4. Create and maintain a centralized online volunteer sign-up and tracking system by February 2015.	3. Establish central repository	4. UUCA's volunteer system is user-friendly for people wanting to sign up as well as for leaders looking for volunteers.
JS	5. Utilize centralized volunteer tracking system to determine metrics of success for congregant engagement.	4. Centralized online volunteer sign up and tracking system, due by February 2015 <ul style="list-style-type: none"> Sept 2014 Update: Jessica Seales has reviewed any number of software options and may have a winner in "The City." This software also provides communication options which, among other things, will fill the UUCA Announcements gap. Still in assessment phase. Nov 2014 update: We will go with "The City." Jessica Seales is developing a ramping-up process. Dec. 2014 update: Jessica Seales is capturing volunteer data collected from stewardship forms—it will be eventually dumped into the City database 	5. We are able to identify tactics which are not as effective as we'd hoped and implement better ones.
JS	6. Develop multi-generational volunteer opportunities and service days.		6. People across the lifespan are able to serve together. One progress indicator includes: (a) survey results reveal that people are aware of multigenerational service opportunities at UUCA.
JS	7. Improve volunteer retention through volunteer recognition, training, and leadership development.	5. Determine metrics for congregant engagement	7. The UUCA volunteer program is vibrant and growing. Some possible progress indicators include: (a) Percentage of members and friends who volunteer in at least one way, (b) percentage of members and friends who volunteer in two or more ways, and (3) survey results of volunteers that indicate satisfaction
		6. Multigenerational volunteer opportunities <ul style="list-style-type: none"> Nov 2014 update: Trunk or Treat and the Fun for Funds Auction featured a variety of youth in service roles 	
		7. Improve volunteer retention <ul style="list-style-type: none"> Dec. 2014 update: Preliminary plans are in place to host two large-group volunteerism events per year: a 	

		volunteer luncheon in April and a major leadership development day in August	
E. Achieve UUA Fair Compensation for all staff.			
AM CT	1. Produce a Fair Compensation Report for 2014	1. 2014 Fair Compensation Report <ul style="list-style-type: none"> Sept 2014 Update: The Fair Comp report is on hold until the beginning of October, since the Admin Staff are needing to focus on completing a number of lingering action items in the areas of finance and administration (this need for catch up is due to (a) the gap between Scott's departure and Clark's arrival and (b) the previous Admin staff's lack of focus on specific things which are now being addressed. Nov. 2014 update: The updated Fair Comp Report for 2015 has been presented to PEM for their consideration. 	1. UUCA leadership have clarity about what it will take to achieve Fair Compensation for all staff.
F. Attain sustainable staffing levels that meet UUCA needs.			
AM CT	1. Develop a Staff Advocacy Team 2. Update the Personnel Manual in some key areas, including vacations and sabbaticals. 3. Manage staff transitions	1. Staff Advocacy Team <ul style="list-style-type: none"> Sept 2014 Update: Rev. Makar did a "Beloved Community" survey with UUCA staff and has information that merits the formation of a Staff Advocacy Team. Such a team is also merited by an unfortunate history of staff experiencing verbal abuse from congregants. 2. Update Personnel Manual <ul style="list-style-type: none"> Sept 2014 Update: PEM's direct inspection of UUCA's administration has led new Business Administrator Clark Thomas to see multiple places where the recently updated Personnel Manual needs further updating. Also, Rev. Makar has submitted a revised Sabbatical Policy to PEM for its consideration. 3. Manage Staff Transitions <ul style="list-style-type: none"> Dec. 2014 update: Rev. Makar is leading the charge in managing three staff transitions: Facilities Administrator, Director of Administration, and Communications Specialist. He hopes to have the three new staff hired by Christmas. Jan 2015 update: All three new staff have been hired and are now being onboarded. 	1a. UUCA staff feel that the workplace environment is more respectful, professional, and sustainable over the long haul. Some progress indicators might include: (1) survey results of UUCA staff indicate increased satisfaction in congregant-staff relationships and the general worklife situation; (2) decreased staff turn-over rates; (3) staff report greater ability to manage multiple responsibilities within their given time limitations 1b. UUCA congregants are more aware of the worklife realities of UUCA staff and more able to see staff as part of our Beloved Community. 2. Our UUCA Personnel Manual provides clearer and less ambiguous guidance, or guidance that is more in line with denominational standards.
G. Engage in a facilities feasibility study to address long-term needs in mission and membership.			

AM	1. Facilities Study Task Force engages in study to address long-term needs in mission and membership	1. Facilities Study Task Force activities <ul style="list-style-type: none"> • Sept 2014 update: Task Force meets on third Saturdays of the month, with Sept. 20 being the most recent meeting. Task Force representatives are starting to meet with UUCA groups to hear responses to questions about long term needs. • Oct 2014 update: Task Force has met with several more groups including the Men's Fellowship, Modern Mind, and the Choir • Dec 2014 update: The Task Force continues to meet with key stakeholder groups, including the Board and the Staff. 	1a. Facilities Study Task Force report is presented to congregation May 2015. 1b. Congregation votes in May 2015 on future of UUCA facilities.
<i>H. Institutionalize a congregational Long Range Planning process on an ongoing basis.</i>			
AM	1. Start conversation about an LRP for 2017-2022		1. Rev. Makar and Board Leadership have the beginnings of a plan for implementing an LRP for 2017-2022

APPENDIX

Dear All,

Now that our new Facilities Administrator, Jude Peters, has been in his position for a while, it's time to meet together! I want to facilitate a good start up for Jude's leadership of the Building and Grounds Team (which is itself also in process of developing).

I propose Wednesday, January 28, during the day (like 3:30pm). Would that be possible?

Between now and then, please take a look at this draft purpose statement for the Building and Grounds Team:

The mission of UUCA's Building and Grounds Team is to actively participate in the work of maintaining, repairing, and improving UUCA's sacred space for the safety, utility, and enjoyment of UUCA's members and guests.

To this end, Building and Grounds members will:

1. Assist and support the Facilities Administrator in his work

2. Work with the Facilities Administrator to ensure that UUCA has a multi-year plan that is actionable and reasonable (given our finances) for building maintenance and

improvement. Be an important source of input when it's time to develop the annual budget.

3. Be knowledgeable about facility-related policies and procedures and work with the Facilities Administrator to ensure they are being followed. (This includes helping arrange for annual accessibility inspections, and helping to ensure that needed changes are implemented. When Rev. Makar and/or the Board have facilities-related questions, Jude may bring in B&G members to assist him in providing information.

4. Be responsible for organizing & recruiting members to assist with routine maintenance of the interior & exterior of the church property.

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Let's also talk about how we can recruit more members to the B&G Team so that there's enough people to support these activities.,...

Looking forward to it.

Thank you!

Rev. Makar