

**Goals and SMART Objectives
2012-13, 2013-14**

Objectives updated 8-19-13

Mission Results: Attract, Retain, Inspire, Engage, Serve

MINISTRIES			
GOAL	GOAL STATEMENTS/Objectives	ACTION PLAN & PROGRESS/RESULTS	Responsibility
M1	Improve New Member Retention		
	M1.A New hire will proceed with Intro Class UU 101 with focus on spiritual journey and path to membership.	Set target dates for implementation and evaluation (comparing new member retention with Jerry Bone's baseline stats) in 2013-14.	H. Finney & New Member/ Vol Coordinator
	M1.B Expand Journey Guide program with guides recruited from church membership and Journey Guide time expanded from 3 to 6 months.	Set target dates for implementation and evaluation in 2013-14. As August 2013, we are creating an outline for Journey Guide duties.	New Member / Vol Coordinator
	M1.C Calculate baseline figures for new member retention – eg before new member orientation program changes and any other milestones before March 31, 2013		Jerry Bone
M2	Improve Student Retention	<i>As measures for objectives, provide before and after student retention numbers.</i>	
	M2.A Expand efforts at family communications, connections, and engagement through the establishment of a YREC presence on the social networking task force and other methods.	<i>As of mid-March 2013:</i> -Have established FaceBook groups for all RE classes - Some teachers post same-day lessons, photos, videos for parents to see -Events are promoted through FaceBook and flyers	Kim Mason
	M2.B Increase youth (12-18) involvement (ET/DRE/Program Council)	2013-14 objective	Kim & Morgan
M3	Create intergenerational services to foster connections among youth, adults, seniors		
	M3.A Plan and implement 5 events per year, both intergenerational and family-centric.	<i>Five events as of mid-March 2013:</i> 1-Christmas party, 2-Game Day, 3-Winter Solstice, 4-Family picnic, 5-Roller skating party. 6-March Easter egg hunt & party, and possibly: 7-a May Day event	Kim Mason & Lizzie Roper
	M3.B Eight multigenerational services will be offered by June		Chris Buice

	2013.		Kim Mason
M4	Evaluate Social Justice and Outreach Ministries for Relevance and Effectiveness		
	M4.A Create a “map” of what social justice/action fields congregation members work in and which agencies/workplaces should be developed in order to better locate strengths and weaknesses in the TVUUC social action program. <i>SPC</i>		Pgm Council
	M4.A Assess TVUUC commitment to FISH program: By June 30, 2013, determine whether there are volunteers interested in committing and ask volunteers about any perceived issues.	1- Count number of volunteers 2- Gather numbers from one and two years ago for comparison 3-Ask current volunteers how well FISH program is working 4-Document answers for evaluation by ET/Board	Elnora Williams Pgm Council
	M4.B Assess commitment to KIN (Knoxville Interfaith Network) to either revitalize commitment or identify different ally for our work building bridges between different racial/religious groups in community.	USE Shared Plate applications criteria to evaluate.	Pgm Council ET
M5	Increase Sharing of Resources & Services With East Tenn UU churches	Will meet with ORUUC representatives in 2013-14 to develop objectives for further sharing and use of remaining grant funds. August 2013: We are working on adopting a standardized web site and systems management with Oak Ridge Part of the Springboard project will allow us to allocate a few hours a week to a shared communications coordinator We are beginning to share events/information on social media sites with ORUUC and FUUF We are looking at a proposal from the Director of Music at ORUUC to combine our resources to fund our music programs.	Chris Buice Heather Finney
M5	Improve Worship Services and the Sunday Morning Experience		
	M5.A Perform a cost benefit analysis of two services vs one. Explore options for ways/characteristics in offering both two services and one service.	By June 30, 2013, look at attendance numbers for both services. Consider timing of services. Include interviews or surveys to collect member perceptions.	H. Finney
	M5.B Improve mechanics of worship services: Ushers, greeters,	* <u>Ushers</u> :	

	sanctuary cleanliness	<p>1-Bill Cherry has assumed responsibility for ushers. Evaluate before Dec 31, 2012 through review with BMODs in September—in Bd meeting or email survey – Asking if things are going well, if any problems</p> <p>2-A one-page Ushers Manual is now available for all ushers with tasks associated with being usher listed for ready reference by ushers.</p> <p>-----</p> <p>*<u>Greeters</u>: See Program Council Evaluation of February 2013. Greeters were surveyed for goals, successes, and issues for presentation to the Board. Completed.</p> <p>-----</p> <p>* <u>Sanctuary Cleanliness</u>: Develop plan for implementation in spring 2013 Completed: March 2013</p>	<p>Elnora Williams</p> <p>Kate McCullough</p> <p>Heather Finney</p>
	M5.C Expand membership of and energize Worship Committee	SEE M5.D & M5.E Below	Chris Buice & Worship Comm
	M5.D Offer Adult Ed course to Revitalize Worship, forming group to “think outside the box” about direction worship should go in.	Completed. Course (Renewing Worship, Reviving the Spirit) was offered in Jan-Feb 2013	Chris Buice
	M5.E Identify new people interested in sharing the ministry of worship in various roles including worship leaders, preachers, readers, dancers, musicians, story tellers, and song leaders.	As of 2/28/13, six individuals from the course and one additional person have expressed interest; some are working on pieces for a Sunday service.	Chris Buice
	M5.F Establish a 2 nd forum, to provide two choices on Sunday morning and/or an ongoing Sunday morning Adult Education class open to new people each Sunday	By March 2013, identify an individual to explore possibilities.	Chris Buice & Cindy Moffett
	M5.G Purchase new edition of hymnal by June 2013.	Completed: June 2013 All new hymnals have been purchased.	Chris Buice Vicki Masters H.Finney
	M5.H Establish 9:00 RE Program	Completed: Began offering 9am RE program in January 2013	Kim Mason
	M5.I The Sr. Minister and the Music Dir will collaborate in Introducing singable but under-used hymns from <i>Singing the Living Tradition</i> and the new music of <i>Singing the Journey</i> .	<ol style="list-style-type: none"> 1. Schedule two hour-long hymn sings by March 2014. 2. Conduct at least 4 brief “song introduction” sessions before the second service when a new hymn is being used. 3. Use trained choir members as Song Leaders standing in front of the congregation the first 	Dir of Music Sr Minister

		couple of times a new or less familiar hymn is used.	
M6	Increase Attendance at Services and Programs	Note: changed from "Increase Membership"	
	M6.A Develop additional ways to effectively advertise programs and courses	1-Making use of Social Media – Twitter and Facebook; 2-Have completed Web site for use in publicizing and have created Events page; 3-event slides are being made for lobby monitor 3-Evaluate before and after attendance numbers for Sunday services 4-Document number who attend and quit attending Adult RE classes for fall 2013 and spring 2014. June 2013: Additionally, We have created an event form on the website so members and committees can submit their event for internet inclusion.	Heather Finney ----- ET&KimMason ----- Cindy Moffett
	M6.B Evaluate and improve first impressions for visitors (Board/ET)	Request ET Cluster process with more than one assessor for more than one visit by June 2014.	Alan Moore
M7	Increase Volunteerism		
	M7.A Coordinate volunteer activities to encourage parent involvement in YRE programs.	As of mid-March 2013, using a revised registration form to gather information differently which has improved number of responses	Kim Mason
	M7.B Complete writing new job descriptions for YREC volunteer roles by DATE (Volunteer Coordination Chair and Kim Mason)	This objective was set by YREC with little movement as of mid-March 2013. Work with volunteers to complete in 2013-14	Kim Mason
	M7.D Establish a system to include, eg, monthly recognition, celebration procedures, events for volunteers	1-RE: <i>To be developed for 2013-14</i> 2. a-As of Feb 2013, Dir of Admin created Volunteer Spotlight for newsletter; b-Volunteer Fair will be held in Fall 2013 c-Volunteer Bash planned for late Aug 2013 June 2013: We nominated Larry Kitchen for the Mark DeWolfe Award and he was selected and given the award at the UUA General Assembly	1-Kim Mason & YRE Committee ----- 2-H.Finney / New Member/Vol Coord / Membership Comm
	M7.E Hold a workshop on successful recruiting of volunteers	1- Identify congregation members who are very successful at recruiting volunteers who stay 2- Workshop program will center on successful strategies, "the secrets", for recruiting volunteers	Elnora Williams Pgm Council

M8	Reconfigure the Committee on Ministry as a Right Relations Resource	Note: SEE F6.B Right Relations Committee to be developed through the Safe Congregations Task Force	
PROGRAMS			
P1	Develop Comprehensive Lifespan Program to Further Attract and Engage Membership		
	P1.A Expand adult RE programming for increased opportunities for engagement and inspiration of church members (<i>Carried forward from 2011-12</i>)	1-Four new courses and six continuing courses offered for fall 2012 2-Four new courses and five continuing courses offered spring 2013. [<i>Attach list to final report</i>] ----- 2-Lizzie Roper has revitalized the YA Program – <i>Note: provide details in year-end report</i> ----- 3-Adult Visioning session held 3/10/13 1-4pm <i>Note: Provide brief summary of results in year-end report</i>	1-2.Chris Buice Cindy Moffett ----- 2-Kim/Lizzie Roper ----- 3-Kim Mason
	P1.B Provide music offerings for children, teens, and adults	By June 2014, provide at least 3 Coffeehouse events, 3 concerts, and a summer music/drama camp for youth. There will be at least 1 offering for children, one for teens, and one for adults.	Dir of Music Music Comm & Senior Minister
	P1.C Develop a themed spring concert in support of the 2012-13 Word of the year as determined by Pgm Council: "Peace".		Dir of Music
	P1.D Develop a concert in support of the 2013-14 Word of the year.		Dir of Music
P2	Recruit and Retain a Full RE Volunteer Teaching Corps		
In	P2.A Recruit and establish full RE teaching teams (39 teachers) by January 2013.	Completed. Did not recruit 39. Recruitment must be redone each year; needs will vary depending on how much coverage each class needs for fall and spring.	Kim Mason
P3	Develop Leadership Development Program		
	P3.A Develop or select/adapt curriculum for one course by September 2013.	Have found several sources for appropriate course. Select one by Oct 2013.	Nominating Committee
	P3.B Offer first LD course Spring 2014.	Will recruit instructor by November 2013	Nom Comm
	P3.C Develop more and better ways to advertise	SEE M6	H. Finney

		Beginning June 2013: We submit large events to the WUOT community calendar	Admin. Asst.
P4	TVUUC will initiate actions and procedures designed to increase the diversity of the church's membership and other attendees.		
	P4.A TVUUC will carry out a diversity training class such as one included in "Tapestry of Faith" in order to increase awareness of diversity issues in a congregation. [e.g. <i>Building the World We Dream About</i> , an 8-session course]	<ol style="list-style-type: none"> 1. Cooperate with the ET Cluster with an intro session as part of the planned Anti-Racism program by fall 2013. 2. Identify diverse people in the community and church to meet and develop an appropriate worship agenda 3. Identify a leader to clarify objectives of diversity training through the meeting with group in no. 2 above -- by March 2014 	Chris Buice
	P4.C Expand cultural diversity in music used in worship.	Use music from multiple ethnic cultures, including a variety of musical instruments, in group singing and choirs in at least 4 singing/choir events by June 2013.	Dir of Music
	P4.D Explore ways for couples of mixed faiths to connect with the church	<p>For 2013-14</p> <p>June 2013: TVUUC worked with the local Losel Shedrup Ling Tibetan Buddhist Center and hosted the Tashi Kyil Monks in our sanctuary as they created a sand mandala.</p> <p>July 2013: TVUUC Environmental Committee joined the Tennessee Interfaith Power and Light organization.</p> <p>August 2013: Heather Finney joined the Smoky Mountain Administrators group with other local churches.</p> <p>June 2013: We are working with Sacred Heart to raise funds for education in Haiti</p>	Elnora Williams Pgm Council/Bob Grimac
P5	P5.A Restructure Program Council meeting schedule for improved communication with Clusters and Committees.	<p>1-Hold three meetings each year for all Cluster chairs and Committee chairs to accomplish specific tasks:</p> <p>(1) Calendering- Chairs bring reports on upcoming events for the year to put on calendar – to help prevent calendar conflicts</p> <p>(2) 50/50 Share the Plate Collections: 2x per</p>	Elnora Williams

		year to evaluate and assign weeks (3) Report Pgrm Council Evaluation to the Board 2- Hold monthly meetings for those chairs who wish to attend to address questions, issues 3- Ask for evaluation by chairs at end of year for effectiveness, suggestions for improvement	
P6	P6.A Put Giving Trees in common area 3 times per year for special needs in the community, e.g. toiletries, cloths for Shannondale	Set dates in 2013-14 August 2013: Completed	Elnora Williams Prgm Council
FOUNDATIONS			
F1	Complete Governance System Plans for TVUUC		
	F1.A Review Strategic Planning Committee in May 2013 for effectiveness; make revisions as needed.		Board
	F1.B Complete development of committee charters and manuals/handbooks by January 2013.		Grier Novinger Committee Chairs
	F1.C Complete policies compilation and reformatting by Feb 2013.		Board Bill Cherry
	F1.D Further involve and integrate Program Council, staff, and lay leaders in the preparation of reports and what directions to take.	Consider two large meetings of Program Council each year and holding monthly meetings for selected committees of focus.	Program Council Chair
	F1.E Review status and effectiveness of governance system in 2013-14		Board ET
F2	Improve Print and Digital Communications		
	F2.A Develop Social Networking policy by September 2013	August 2013: Completed subject to Board approval	H. Finney
	F2.B Integrate social media into marketing	Underway. Events Calendar has been posted. Will list progress for March report to the Board Added activity on Instagram Added activity on google+ We now have a TVUUC Members and Friends Group on Facebook.	H. Finney
	F2.B Complete Web site by Dec 2013	Completed. Announced February 2013	H. Finney

	F2.C Improve communications via enhanced web features such as Photo Directory	By August 2013, develop 4 new features for TVUUC Web site that enhance communication. Completed: Form for events added Added more social media icon connections Added Access ACS accessibility for all members Added online donations Added newsletter signup	H. Finney
	F2.D Review the need for monitoring of all public electronic spaces, existing and yet to be developed by September 2014	Some will be incorporated into policy	H. Finney
	F2.E Review current and planned communication formats for accessibility by different skill levels and generations, with some congregational input by December 2013	All formats and delivery systems are being used: email, snail mail, FB, twitter to address different skill levels and generational preferences	H. Finney
	F2.F Improve transparency of financial management through additional communication	1-Begin putting financial/budget bits of info in newsletter by June 2013. Include questions asked during canvass, e.g., "What is our mortgage; what is monthly payment?" Completed 2-H. Finney is posting financial info on the hall bulletin board.	1-Maureen McBride, Treas. & H. Finney 1-H. Finney
F3	Develop and Implement Effective System for Building & Grounds Maintenance and Appearance		
	F3.A By Sept 2013, develop a document compiling current maintenance procedures, adding any needed procedures, and individuals responsible F3.C Fund Capital Reserve Fund until it reaches \$100,000 F3.D Add funds each year to General Maintenance account	F3.C 1-As of Feb 2013, begin splitting undesignated bequests 50/50 with Endowment Fund and Capital Reserve Fund F3.C 2-Allocate minimum of \$5K in annual budget F3.C 3-At end of year, put any remaining Gen Maintenance funds into Capital Reserve for the following year ----- F3.D(1) Add funds as part of budget development process F3.D(2) Funds from Amazon clicks on web site will go to Gen Maintenance	F3.A Heather Finney & Bldg / Grounds Comm ----- F3.B ET/Board ----- F3.C Bd, Fin Comm, H.Finney ----- F3.D Board, Fin Comm, H. Finney
F4	Develop 10 Year Maintenance Plan for Facilities and Grounds		
F4	Improve Financial Operations and Management		
	F4.A Fund the 2013-14 budget without drawing from contingency fund.		Board

	F4.B Develop, implement, and test strategies for long term growth in funding	1-Implement and test splitting all collections plates 50/50 with Special Collections applicants for 2013-14 2- Change undesignated bequests policy (10/24/06) to 50/50 split with Endowment Fund to fund important church needs – eg Capital Reserve Fund. Completed with a Board vote Feb 2013	Program Comm/ET Board
	F4.C Develop a Facilities Manual compiling and formatting all		
F5	Review Staffing Patterns for Improved Efficiency & Effectiveness		
	F5.A Explore current staffing, scheduling, and responsibilities in order to maintain or reduce current staffing funding obligations By April 2013.		Chris Buice Heather Finney
	F5.B Utilize our RE Intern to develop a staffing pattern for 2013-14 that includes support for Young Adult programming by May 2013.	Completed: Lauren Hulse is organizing Young Adult activities for the 2013-14 year.	Chris Buice Lizzie Roper Lauren Hulse
F6	Develop a Safe Congregation Manual of Policies and Procedures.		
	F6.A Develop manual	1- Create Task Force and identify committee members by Jan 2013 Completed 2- Develop timeline by April 2013 Timeline and progress will be in the end-of-year report.	Kim Mason
	F6.B Include creation of a Right Relations Committee as a part of the development of Safe Congregations Policies & Procedures	For 2013-14 implementation	Chris Buice Kim Mason & Committee
	F6.C Offer conflict management training for as many as will attend from the congregation by December 2014.	Chris will contact ORUUC for date of their annual offering of Non-Violent Communication workshop	Chris Buice
F7	Develop and implement use of a Guide for aesthetics standards for the building		
	F7.1 Write guidelines that include furniture selection and finishes for the bldg. for use by Bldg and Grounds and others to be completed by Oct 2013including color scheme. Include A-What do we want our church to look like? B-A cohesive color scheme to unify the interior, C-Furniture that is durable, attractive, and accessible for ages of the groups who use the room	Aesthetics Task Force has been formed and is currently developing a plan.	Aesthetics Task Force
	F7.2 Member of Aesthetics Task Force will serve on Bldg and Grounds Committee to assist in use of Guide and observe where refinements or additions to the Guide are needed	Kate McCullough is serving as the liaison	Aesthetics Task Force

