

TVUUC Long Range Plan



2010 -2015

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TVUUC LONG RANGE PLAN

“CHARTING THE COURSE” 2010-2015

WELCOME

Welcome to “Charting the Course,” the Long Range Plan for Tennessee Valley Unitarian Universalist Church (TVUUC), 2010-2015. To reach its fullest potential, every community must have a shared vision of where it is going. In these pages you will find that vision for TVUUC, designed to show where we hope to be in five years.

This plan is the culmination of almost two years of work by this present planning committee and builds on the work of the previous long-range plan and the dedicated people who prepared it. We are extremely grateful as well to all those people who attended or participated in the many opportunities available to receive input from the congregation. Without this input, we would not have been able to produce this plan.

The process itself was a great education for the entire committee. We learned that we have a very creative, talented congregation. We also learned how hard it is to put a document like this together. And we learned how invigorating and even fun it can be to look into the future and dream about possibilities.

This Long Range Plan is designed to be a living document, which means that its content is not cast in stone. It reflects the thinking of the congregation and the Long Range Planning Committee (LRPC) at this point in time.

Conditions and situations change, and thus a plan to match our vision with reality must evolve as well.

We hope that this plan is an accurate reflection of the congregation’s wisdom and vision, and that it will guide our church and its leaders well during the next five years.

We would like to thank April Burt for her service to the committee, although she had to resign because of health reasons.

We would also like to express our appreciation to Mike Wilson for providing real estate expertise and invaluable information regarding growth/building alternatives from a real estate perspective.

In addition, we would like to express our gratitude to Don Dougall for providing us with a budgeting format that has allowed us to make budget projections into the future.

We dedicate this plan to Greg McKendry, an original member of the LRPC. His untimely death was a blow to us all, but it also has motivated us to make TVUUC the vibrant force for justice that he envisioned and strove for on a daily basis.

Alan Moore, Sara Jacobus, Judy Ann Langston, Dick Trowbridge, and Frony Ward

TABLE OF CONTENTS

	Page #
Summary	3
One View of TVUUC: 2015	5
I. Long Range Planning at TVUUC: Past and Present	7
II. Foundations of the Long Range Plan	9
A. Core Beliefs	9
B. TVUUC Mission	9
C. Assumptions about the Future of TVUUC	10
III. Plans for the Future	12
A. Growth	12
B. Congregational Ministry	14
C. Governance/Staffing/Leadership	17
D. Operations	22
E. Finances	25
IV. Future of Long Range Planning	28
Appendix 1: Options for Growth	29
Appendix 2: Detailed Outline of the Work of the Long Range Planning Committee	30
Appendix 3: A Decade of Long Range Planning at TVUUC	32

SUMMARY

This is TVUUC's second comprehensive Long Range Plan, and it builds upon the success of the first plan, which covered the period 2004-2013. "Charting the Course" places an emphasis upon pointing TVUUC in the direction of what it means to be a large church. In order to do this, two years of congregational input and additional research by the Long Range Planning Committee have allowed the Committee to establish both a series of measurable goals and many strategies and actions for reaching them.

While this Plan charts a course and an ultimate destination, as with any ship's course, adjustments must be made for unforeseen weather, currents, and winds which may cause the course to deviate from what was originally planned. However, the ultimate destination will remain the same. Therefore, while many of the strategies and actions may change from what is recommended in this Plan, the TVUUC Mission and most of the goals will remain the same.

Throughout TVUUC's 60 years of existence, its members have always been an active force for social justice in this community. This Long Range Plan builds upon that historical precedent, as well as upon TVUUC's many other identified strengths. By 2015, TVUUC will be a large church with 650 members. At least seventy-five per cent of its members will be actively engaged in social action, either through their jobs, their neighborhood communities, or a church program. Through its many programs and outreach activities, TVUUC will be even better known in the community as a liberal force for justice and will serve as a center for those people in the community wishing to bring groups together for that purpose.

TVUUC will continue to welcome all people who share our principles and values regarding social justice and religious freedom. TVUUC will be actively seeking to increase the diversity of its members, as a means for providing more diverse viewpoints and perspectives within the congregation as well as for adequately representing the demographic trends in the larger community and thus improving credibility for its social justice programs.

It will continue to work with the other area UU churches to ensure that our message of liberal religion is heard in the larger community. TVUUC will work with other churches to support and assist one another to improve each other's ability to fulfill their missions. When appropriate, TVUUC will work with these churches to establish and nurture smaller congregations in the region.

TVUUC members, friends, and their children will easily find a program, activity or relational group in the church where they can best nurture their souls and find ways to express their religious beliefs and pursue individual ministries among supportive friends. In addition to the two Sunday morning services, there will be two additional opportunities for worship at other times/days of the week so that members and friends can come together within the TVUUC community for spiritual support.

As a large church, TVUUC will have improved its present facility by enlarging the lobby space, improving the capacity of the Fellowship Hall to support different groups

simultaneously, reconfiguring the administrative space and improving our energy efficiency. By 2015, we will have begun to complete the original building plans by adding on to the south end of the building, and constructing a LEEDs certified structure which will create more meeting and RE space, a small chapel, offices, and storage availability.

In order to be more effective, TVUUC will have begun the process of adapting its governance structure to a system that ensures greater accountability and transparency and that empowers both staff and laity to accomplish the TVUUC mission. This system will be based upon the policy governance model currently being implemented in most large UU churches.

TVUUC will have an Associate Minister and reinforced staff in the Administrative, RE and Music areas of the church. This staff will be focused upon creating the kinds of programs and activities that will attract and retain new members, as well as satisfying the needs of present members.

In order to support our staff and programs, TVUUC members will be pledging approximately \$1100 per member, and 95% of us will be Fair Share givers by 2015. The average pledge will have increased \$40 annually during the planning period.

ONE VIEW OF TVUUC: 2015

NOTE: Some of the details mentioned in this vision are not contained in the Long Range Plan. However, they are consistent with implementation of the goals expressed by the Plan. The vision offers one of many possible scenarios of what the Plan's implementation could look like.

Sunday, April 2015: At 8am the church is already busy. An intergenerational string band is rehearsing in the sanctuary, conducted by the Assistant Music Director. The 50-member choir, conducted by the Music Director, is singing at a church in west Knoxville as part of a choir exchange arrangement. Our Lifespan Religious Education Director is busy preparing for a children's worship service in the multi-use room of the new, 2500 square foot, two-story addition to the church. This addition, cooled and heated by a geothermal system, is a favorite place for meetings and special events. The children's and youth RE Program has surpassed the 300 registration mark, with 200 attending on a regular basis. Children's classes for all ages are held at both 9:00 and 11:15. The high school group now meets at 4pm, to make room for other age groups at the 11 o'clock hour.

Meanwhile, the Welcoming Committee is busy setting up their table in the newly expanded lobby. Partly because of the congregation-wide welcoming activity carried on by TVUUC'ers, as well as the great job done by our full-time Member Services Coordinator, we have just passed the 650-member mark and are growing steadily. Our budget, at \$900,000, has allowed the church to hire a full-time Assistant Minister who is responsible for pastoral care, Adult Religious Education and staff supervision. Meanwhile, our Senior Minister will be responsible for all three worship services today, one of which will be held at 5pm. This later service will contain alternative music, designed to appeal to younger people, including students who may be involved with our campus ministry. Frequently the Assistant Minister will take responsibility for the later service.

On the church calendar for today there are six classes and Small Group Ministries meeting this morning. In addition, there will be a brunch served in the McKendry Fellowship Hall by a caterer who does this on a regular basis. The popular forum, held between the two services, is held in the new multi-purpose room because of its advanced audio-visual capability and its size, which allows up to 100 people to attend comfortably.

Parking on Sundays is still an issue, but nearby businesses have agreed to allow TVUUC to use their parking lots on Sundays, and a task force is negotiating with adjacent property owners concerning acquiring their property for parking and other church needs.

In the afternoon, the TVUUC Board of Directors will have its quarterly meeting. On today's agenda they will be considering two reports that will assess "ends achievement" under the new policy-based governance system. Under this system, staff and the Executive Team are evaluated according to the degree to which they have achieved the goals set for the year. The three-member Executive Team meets twice a week to ensure that all the aspects of the church are running as planned.

During the week, the church calendar is full, and all rooms are occupied in the evenings until 9pm. During a one-month period, weekday occupancy of the church has reached the 2600-person level, with another 2200 attending worship and other activities on Sundays.

On Monday, the Building and Grounds Committee will report that the new heating and cooling system, together with a new roof, have reduced our utility bills by 38%.

On Tuesday, the board of the Center for Community Justice, a TVUUC sponsored activity, will be discussing the upcoming workshop where community representatives will meet to organize a campaign to obtain a living wage for Knoxville city employees. More than 75% of TVUUC members are currently involved in social action activities, either through their work and neighborhoods or through TVUUC activities. TVUUC is recognized as a leader in the larger community and as a force for social justice. TVUUC's numerous social action programs are now funded by the various church fundraisers. The operating budget for the church is now funded entirely by pledge contributions.

On Wednesday afternoon, together with the churches of the East Tennessee Cluster of UU Churches, representatives will meet to discuss proposals from groups in Lenoir City and Jefferson City to establish new UU Fellowships.

On Wednesday, the weekly Fellowship Meal will provide a delicious meal to about 100 people, many of whom will attend the Vespers service immediately preceding the meal. Three adult education classes and choir rehearsal will follow the meal, as well as the high school group's meeting. In addition, the Leadership Development Team will be holding a training session for ten TVUUC leaders, the third of ten such sessions to be held during this calendar year.

On Thursday, the Endowment Committee will meet to consider two requests for funding: one for support of a summer music camp to be held at TVUUC, the other to fund a three-day conference on GLBT issues in our schools, to be organized by the high school youth. The Endowment Fund has reached the \$500,000 mark, and it has been funding worthy TVUUC projects since 2013.

On Saturday, the Diversity Task Force is holding the second of three workshops on diversity awareness, directed by a UUA consultant. The focus for this workshop is defining those aspects of our church culture that create obstacles for people of different cultures attending TVUUC.

The TVUUC annual budget has reached \$900,000 due to the year-round work of the Stewardship Committee, which has increased awareness of our financial needs and has carried out very thorough stewardship campaigns. Average member pledges have risen to \$1100, and 80% of TVUUC members are Fair Share givers.

I. LONG RANGE PLANNING AT TVUUC: PAST AND PRESENT

PAST PLANNING EFFORTS

TVUUC has a long history of Long Range Planning, some carried out by church committees, and some by special consultants. Since 1989, there have been five efforts to evaluate the church's needs and to recommend solutions to those needs. All these efforts have involved intensive congregational participation via forums, surveys and interviews. (See Appendix II for more detailed description of these planning efforts.)

Until 2003, most of those planning efforts were not comprehensive in scope but did lead to significant changes in the church's structure and direction. For example, the effort of 1993, led by UUA consultant Roger Comstock, led to the construction of the present TVUUC building.

It was not until 2002 that the Board created a Long Range Planning Committee (LRPC) to develop the first comprehensive Long Range Plan (LRP). That committee devoted several months to obtaining congregational input, and then developed a series of eight themes and thirteen goals that would guide the Plan. They then prepared a series of objectives, strategies and activities for each goal. The result was presented to the congregation for approval in early 2004.

This very thorough plan, designed to cover the period 2004 – 2013, has served the church well. Every year, church leaders have consulted the plan and have done their best to accomplish its mandates. In general, it is safe to assume that most of what is contained in that Plan has already been addressed, to one degree or another. Some of its recommendations are still in progress and are being followed up by the present plan. Other aspects of church life, such as governance and staffing, were not dealt with by the previous plan and remain to be addressed.

THE PRESENT PLAN

This LRPC began by reviewing the previous LRP. It then began a process of identifying the "strengths" of the church. We believe that planning should build upon TVUUC's strengths as identified by its congregation and staff. This does not mean that areas of weakness are being ignored, but only that strengths should be the emphasis for future growth. Through surveys and forums, the congregation has identified many TVUUC strengths, but the following were the most generally mentioned ones:

- Staff
- Lay leadership
- Sunday worship services
- Tradition of social action

- Religious Education and Music programs
- Community presence

From the identification of TVUUC strengths, the LRPC moved on to investigate both what it means to be a large UU church and what changes in our governing systems and programs are needed in order to fully reach our potential as a large church. We visited other large churches, attended UUA events, read books, and interviewed other church leaders.

We then carried out a series of focus groups directed at the various programmatic church groups to determine what they believed to be their particular long-range needs. In a parallel action, we initiated a discussion among interested church members about what our church's mission should be. In our previous research we discovered that other churches and consultants believe that having a current mission statement which is short, memorable, and based on the core values or beliefs of the congregation is essential for achieving our goals. We believe that our new mission statement is an excellent one, and it has guided us in the preparation of this LRP.

As we evaluated the congregational input and the results of our own research, we determined that the Plan should be prepared around the following general themes:

- Accommodating growth
- Strengthening our communities: our church community and those within which we live and work
- Working with our neighboring UU churches to achieve common goals
- Increasing our role in social justice
- Creating the governance and programming conditions necessary for a large church such as TVUUC to fulfill its mission
- Strengthening TVUUC's lay leadership abilities and staff capacity to guide large church governance and ministry programs.

Planning is more an art than a science. This LRP is the result of the integration of all those opinions, ideas, and hopes of the congregation and its staff in order to produce a coherent, consistent plan for the growth of TVUUC over the next five years. It is growth-oriented. It does not contain every idea expressed during the input gathering stages of this planning process.

Most of its content is intended to be goal-oriented and strategic in focus, in order to take the church in a certain direction. Many of the details of how to reach those goals will need to be worked out by church leadership. In some parts of the LRP, specific details are provided if they seemed to be already generally accepted by the congregation. It is also assumed, and recommended by this Plan, that each major church program prepare its own more detailed long-range plan, based upon the direction provided by this document and the church's mission.

In conclusion, while this Plan's goal is clear, the route to it may have to be altered when and if circumstances demand. However, the ultimate destination will remain the same. Therefore, while many of the strategies and actions may change from what is recommended in this Plan, the TVUUC mission and most of the goals will remain the same. The Plan does not contain specific answers to every question that may be asked about the future of TVUUC. But it does point us in a certain direction, and it does provide us with specific, measurable goals and with guidance regarding how to achieve those goals. The LRPC believes that this Plan sets a standard for future Plans by determining first a Mission for the church, and subsequently outlining indicators that need to be monitored for determining whether we are fulfilling that Mission.

II. FOUNDATIONS OF THE LONG RANGE PLAN

A. CORE BELIEFS

This Long Range Plan is guided by the following values, as determined by the Committee from the various forms of congregational input:

- a. TVUUC is a welcoming place for all people.
- b. Members are willing and able to pursue their own spiritual paths.
- c. TVUUC is a significant liberal presence and a force for social justice in the larger community.
- d. Each member feels important and has a place within the church community.
- e. Each member contributes to the ministry of the church according to his/her particular abilities, interests and resources.

B. TVUUC MISSION

The development of this mission and, consequently, the future of TVUUC as set forth in this plan, were guided by the core values and beliefs that the congregation collectively manifests as important.

The mission of TVUUC is to create a welcoming community that nurtures spiritual growth and challenges us to transform the world through acts of love and justice.

The TVUUC mission should guide every program and every activity of the church. All facets of the church should recognize that each has a particular ministry to fulfill in carrying out this mission. Those initiatives which do not follow from the words and spirit of this mission should not be supported by the church.

Our mission urges us to be even more welcoming than we are, to provide for the spiritual needs of an increasingly diverse population, and to be an active force for social justice in our community and our world. Every member should be familiar with it.

C. ASSUMPTIONS ABOUT THE FUTURE OF TVUUC

A Long Range Plan must be constructed around some basic assumptions about growth, based upon demographic and institutional trends, as well as upon congregational core beliefs and desires. The LRPC has utilized the following assumptions in preparing this plan:

1. Growth in numbers, diversity, and quality of service to TVUUC members should be an expectation.

Numbers: We need to ensure that our message of liberal religion is known and respected in our community. This should lead to growth in our numbers. While there is some sentiment among the congregation to keep our numbers at a lower level in order to maintain a sense of community in which most people know each other on a Sunday morning, the vast majority of us recognize that our TVUUC community should continue to grow. To restrict our growth would mean that we restrict the important message that Unitarian Universalism presents to the greater community. The larger we become, the more likely it will be that our message of liberal religion and social justice will be heard and will influence decision makers and others in the community.

Diversity: Growth in diversity will also be needed if we wish to avoid becoming irrelevant as our country becomes increasingly diverse. This will require changes in our “church culture”.

Quality Services: Increasing maturity in how we manage our staff, our resources, and our programs is also important as we become larger and become an increasing factor in our denomination and our community. **It is important to maintain a sense of community in our church culture as we grow.**

2. TVUUC is, and should continue to be, a “large church” and as such, must adapt its governance and administrative structures accordingly. TVUUC is in a transition period in which the operational mindset and staffing more resemble that of a small to medium-sized “program” church. Governance changes need to be made to accommodate a larger church membership (500+) and the needs that come with those numbers.

3. It is important to maintain a sense of community in our church culture as we grow. While this becomes a challenge as we enter into “large” church status, it is achievable.

4. **Quality programming is key to retaining present members as well as to increasing membership.** Well-organized and led programming must exist across the board, from Sunday morning worship services, Lifespan Religious Education and Music to Social Justice, Fellowship, Membership and other areas.
5. **TVUUC must expand its physical plant to accommodate larger numbers.** The present building is already too small for Children's and Youth RE Programs, and meeting space is difficult to find on many evenings. Sunday services are frequently crowded, especially the later service. With increased membership, these problems will only become worse. TVUUC will need to make adjustments to its present space in order to accommodate additional growth. Those adjustments can take the form of modification of the present space, or additions to our present building, or both.
6. **Growth at TVUUC does have its limits, primarily because of space considerations.** Parking and building expansion options are few, but can be addressed for the next decade or so. Eventually, alternatives to onsite growth accommodation will need to be addressed.
7. **Average pledge unit contributions will continue to increase.** This Plan is predicated on the belief that the entire operational budget should eventually be covered by pledge contributions.
8. **Leadership, both ministerial and lay, will continue to be strength of TVUUC.** The congregation, as well as outside observers, has frequently identified strong leadership as strength of TVUUC. To accomplish what this Plan projects will require that this strength become an even stronger quality of the congregation.
9. **Denominational connections are crucial for TVUUC's continued growth and success.** There is much to be gained from the perspective and relationships to be found as well as from the information and economic resources available from frequent contact with our denomination at the national, district and cluster levels.

III. PLANS FOR THE FUTURE

This section articulates recommendations for the future direction of TVUUC. It is divided into five major sections: Growth; Congregational Ministry; Governance/Staffing/Leadership; Operations; and Finances. Each of the five sections contains an initial series of measurable Goals, and then a series of Strategies and Actions that should be considered for achieving the Goals. Sentences in italics are intended to provide context or further explanation, but do not carry the same weight as the Goals themselves.

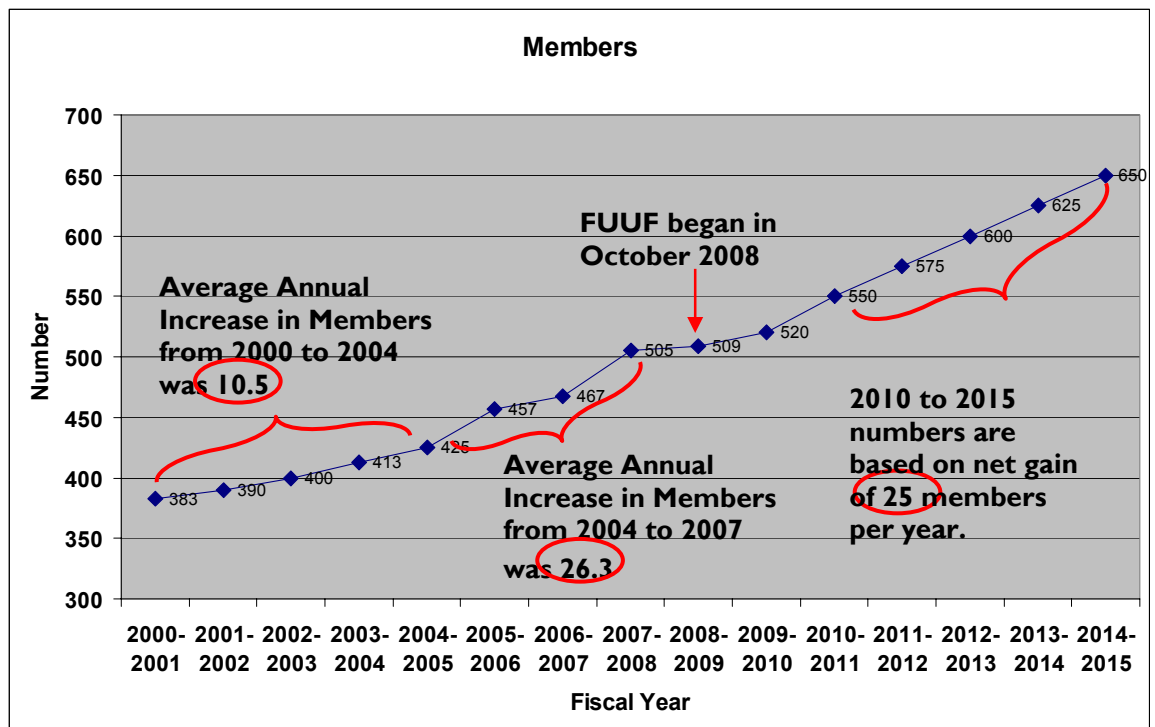
A. GROWTH

The content of the Growth Section focuses on membership growth and on accommodating TVUUC facilities to growth. It is understood; however, that growth is the product of appropriate numbers and quality of staff and lay leadership, a governance structure that empowers staff and lay leaders, and programming that meets members' needs. These topics are covered in other sections.

GOAL I: TVUUC will continue to grow both in membership numbers and in diversity.

Objective a. By 2013 TVUUC will grow to at least 600 members.

Objective b. By 2015, TVUUC will grow to 650 members.



Objective c. By 2020, diversity at TVUUC will approach the levels indicated by the 2010 census for the greater Knoxville area. *Increasing diversity in TVUUC membership will require changes in our church culture.*

Action 1: Create a standing committee on diversity and charge it with the tasks of: 1) identifying obstacles to membership at TVUUC by economic, cultural and ethnic minority groups; 2) determining what TVUUC can do in order to be more welcoming to diverse groups; and 3) making recommendations in order improve diversity within the congregation.

GOAL 2: TVUUC must adapt its facilities to accommodate continued growth.

Objective d. By 2012, the present building must be reconfigured to better accommodate present and future numbers. *Building enhancement should 1] incorporate acoustic improvement of lobby area and the sanctuary; 2] include additional lobby space by adding space on both the west and east sides, which will also reduce energy consumption; 3] include reconfiguration of present administrative space in order to accommodate more office space and improved access and administrative layout; 4] include improvements to the Fellowship Hall, by making it a more welcoming, comfortable and usable space; 5] include consideration of balcony construction in the sanctuary so that more people may attend traditionally well-attended services and other special events.*

Objective e. By 2015, an addition to the present building will be underway in order to accommodate future RE, chapel, storage, office and meeting space needs. *An addition to the present building should 1) incorporate environmental concerns; 2) be as energy efficient in design as possible; 3) incorporate architectural elements that complement the existing light scoop; and 4) utilize LEEDS certification standards for any new construction, and if possible, for the entire building.*

Action 1: Establish a Building Enhancement Committee as soon as possible to prepare and carry out a plan for improving the present building and adding on to it. Consideration should be given to bringing in a UUA consultant to help with the financial aspects of this task.

Action 2: Carry out an environmental planning charette prior to making plans for an addition to the building or other enhancements. The charette should be held by an architect who specializes in energy efficiency in order to gather input and present options to the congregation

Objective f. Additional parking space must be found in order to accommodate growing membership as well as to comply with zoning ordinances when building space is increased.

Action I: Establish a Task Force charged with inquiring about the availability of adjoining properties and obtaining an initial estimate of purchase cost, if available.

Objective g. As membership surpasses/approaches 600, TVUUC will need to find creative ways to accommodate these numbers. As soon as possible, TVUUC will decide if a proactive spin off or satellite policy is an appropriate way to manage growth.

Action I: Collaborate with representatives of the East Tennessee Cluster, to investigate and report on (by 2011) the viability of a proactive spin-off or satellite policy for TVUUC and/or the Cluster as a whole.

B. CONGREGATIONAL MINISTRY

This section of the Plan refers to the Programs and Committees (staff and lay people) who, in effect, carry out the individual ministries of TVUUC and who, acting as a whole, implement the TVUUC mission.

GOAL 1: Committees will become better organized in order to be more effective at carrying out the TVUUC Mission.

Objective a: All major committees will have a vision and a mission consistent with the TVUUC mission, and a three-year plan for fulfilling the conditions of the church's long range plan by 2010. *The establishment of extended planning, visions, missions and activities for major committees and programs, should be carried out in partnership with members of the Long Range Planning Committee.*

Objective b: All committees will have job descriptions by 2011.

Objective c: Behavioral covenants will be developed and in place for list serve participation, Board membership and general congregational behavior by 2011.

GOAL 2: Committees and Programs will become more intentional about the activities they carry out in order to fulfill the TVUUC Mission and the Long Range Plan.

Objective d: The Worship Committee will add two additional worship experiences to TVUUC by 2014. At least one of these should be an attempt to provide a diverse, "different" worship experience. *Additional worship experiences can take many forms, from an additional worship service on Sunday evening or some other day, to a vespers service on Wednesdays. They should be geared, both in timing and content, to those groups who are currently underrepresented in the church.*

Objective e: All major committees will examine how they can make their programs more welcoming to a diverse population without compromising UU

values. They will report to the Board and the standing committee on diversity by 2012.

Objective f: Community outreach will be a component of all major TVUUC programs by 2014.

Objective g: At least two lay members of TVUUC will attend regular East Tennessee UU Cluster meetings in order to further collaboration among the different churches and to promote community-centered activities by 2011.

Objective h. The number of PALS and other community-oriented music and theatrical presentations will be increased to at least seven events per year by 2013. *A single Arts brochure should be produced annually which highlights the combined activities of the church that represent the musical, performing, and other artistic events which occur at TVUUC.*

GOAL 3: Social justice will be a priority ministry of TVUUC. *Being on the cutting edge of social issues is important to the inner vitality of TVUUC's membership programs and to its visibility in the community.*

Objective i: By 2011, at least 75% of all TVUUC members will participate in social justice activities at least once during the year; this percentage will include those whose professional work involves social justice.

Action I: A "map" will be created of what social justice/action fields congregation members work in, which agencies/workplaces should be developed in order to better locate strengths and weaknesses in the social action program, and how to identify key people in these fields when needed.

Objective j: TVUUC will have an active campus ministry at UT by 2013.

Objective k: TVUUC will create and sponsor a center in the church where social justice issues of importance to the community can be discussed in a safe, neutral setting by 2015.

Objective l. TVUUC will promote and help support the creation of a community GLBT center in a downtown Knoxville location by 2015.

GOAL 4: TVUUC programs will focus on ensuring that all members can find a comfortable place within the church where their spiritual needs, interests, talents and abilities can be nurtured and appreciated.

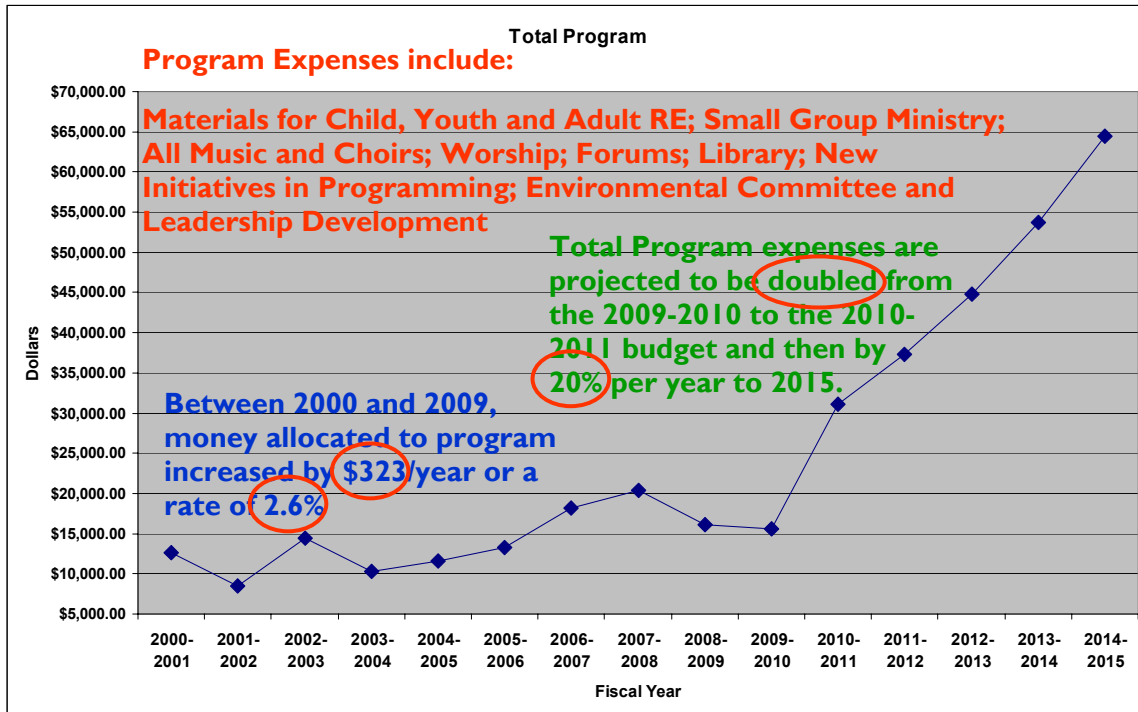
Objective m: The Religious Education programs, Children's and Adults', will develop a vision, a mission and implementation strategies which incorporate a comprehensive Lifespan approach to religious education at TVUUC by 2010.

Objective n: Participation in Adult Religious Education and in relational groups will double by 2015.

GOAL 5: TVUUC programs will be provided with the funding required to carry out their individual missions and objectives. *It is understood that staff are fundamental to the effective operation of church programs and need to be compensated accordingly.*

Objective o: Expenditures on Programmatic activities will greatly increase by 2015, doubling from 2009-10 to 2010-11, and increasing by 20% annually thereafter.

TOTAL PROGRAM EXPENSE WITH PROJECTIONS



Program is critical to TVUUC's vision and mission. In the past, we have often compromised our financial support to this component of our budget. It is time to dedicate more of our treasure to programming.

C. GOVERNANCE/STAFFING/LEADERSHIP

As TVUUC transitions from a medium to a large-sized church, the way that the church is governed and staffed needs to transition as well. Systems that worked reasonably well when the church was smaller will no longer function with a larger congregation and its consequent administrative and programmatic responsibilities.

GOAL 1: Ensure that there is governance structure that responds to the needs of a large church.

Objective a: Institute, by 2013, a governance structure consistent with that of a large church, and which is characterized by the following qualities:

- Goals oriented
- Increased accountability of staff and lay leaders
- Clear lines of communication and decision-making
- Empowerment of staff and lay members
- Respect for congregational will
- Transparency

Action 1. During the next year (2010-2011), workshops will be held which provide the congregation and its leadership guidance on becoming a large church, focusing on its governance system. Consultants from the UUA Large Church department as well as from the Unity Consulting Team (Unity Unitarian Universalist Church) will be utilized. A Governance Task Force will be established which will outline the process to follow in determining a future governance structure for TVUUC, to be at least partially in place by 2013.

Action 2. Serious consideration should be given to adopting a system of Policy-based Governance that will create a Chief Executive function and a Board of Trustees that will be focused entirely on visioning, policy making and monitoring/assessment functions. *“Chief Executive function” does not necessarily mean one Chief Executive. It could consist of an Executive team.*

GOAL 2: Ensure that lay leadership has the capability and support required to face the challenges of a large church.

Objective b. Create, by 2011, a system for leadership development which helps to identify leaders, provides them with leadership skills, and supports them in their leadership roles.

Action 1. A team of those members of TVUUC who have an interest in and skills in leadership training will be convened by the Leadership Team

in order to obtain their input with regard to the establishment of an ongoing system for Leadership Development at TVUUC. This team should also consult with representatives of the East Tennessee Cluster in order to determine points of mutual interest and collaboration.

Action 2. The Nominating Committee will work together with the Leadership Development system to identify potential leaders. As a result of this added responsibility, consideration should be given to making the Nominating Committee a year-round committee with responsibility not only for identifying potential leaders but also for providing the leadership needed to ensure that Leadership Development takes place.

Action 3. As TVUUC becomes larger, the Membership Services coordination function becomes even more crucial than it is now, and will become a full-time position. This staff person should oversee all membership activities, develop membership retention policies and activities, and ensure that all members, new and old, are connected as much as they wish to be with some facet of the church.

Objective c. By 2010-11, create a line item in the operational budget for Leadership Development in an amount consistent with, at a minimum, sending at least one person to the Mountain School for Congregational Leadership, two people to Thomas Jefferson District events, and one person to the UUA General Assembly.

GOAL 3: Ensure that staffing is consistent with UUA guidelines, and that it responds to the needs of a growing, large church.

Objective d: By 2013, as TVUUC approaches 600 members, the Long Range Planning Committee recommends that additional staff, at least part-time, should be in place in the following positions: Assistant Minister; Lifespan Religious Education; Administration, and Operations (Facility Sexton).

Objective e: By 2015, as TVUUC reaches 650 members, additional staff should be added as follows: Fulltime Assistant Minister, Ministerial Intern; Assistant Music Director; Full-time Lifespan Religious Education Assistant; part-time Building Manager; part-time Administrative Support; full-time Member Services Coordinator; Volunteer Coordinator. UUA Guidelines should be used in adding staff: 1 pastoral/program staff member for each 150 people at church on Sunday morning (including RE); 1 support person for each two pastoral/program staff.

Action I. Recommended Staffing Scenarios: It should be noted that the particular positions being recommended here represent one way of fulfilling staffing needs. A serious evaluation of these needs at a future date may develop another staffing scenario that will fulfill these same needs in a different manner.

PROPOSED STAFFING BY 2013¹

EXISTING POSITION	POSSIBLE RESPONSIBILITIES	COST
FT Senior Minister		
FT Director of Religious Education		
PT Lifespan Religious Education Program Assistant (5 hr per week)		
FT Music Director		
FT Director of Administration		
FT Assistant Administrator		
PT Bookkeeper (8hrs per week)		
HT Member Services Coordinator		
PT Custodian (includes security sextons)		
QT Youth Programs Director		
Estimated COST at 2009-10 levels		\$331,508
STAFF TO BE ADDED		
* HT Assistant Minister (2011)	Pastoral care, staff supervision (perhaps shared with Foothill UU Fellowship)	\$35,000
* HT LRE Assistant (2012) Position to be increased from part-time; hours to be gradually increased to this level.	Administration, childcare supervision, Adult RE	\$18,000
* QT Communications Assistant (2010)	Website, newsletter etc.	\$10,000
* PT Facility Sexton (2010)	Room set-up, light maintenance	\$ 4,000
TOTAL PERSONNEL COST 2013-14 (at 2009-2010 levels)		\$398,508

* Staff to be added by 2013. Proposed year of addition is in parentheses.

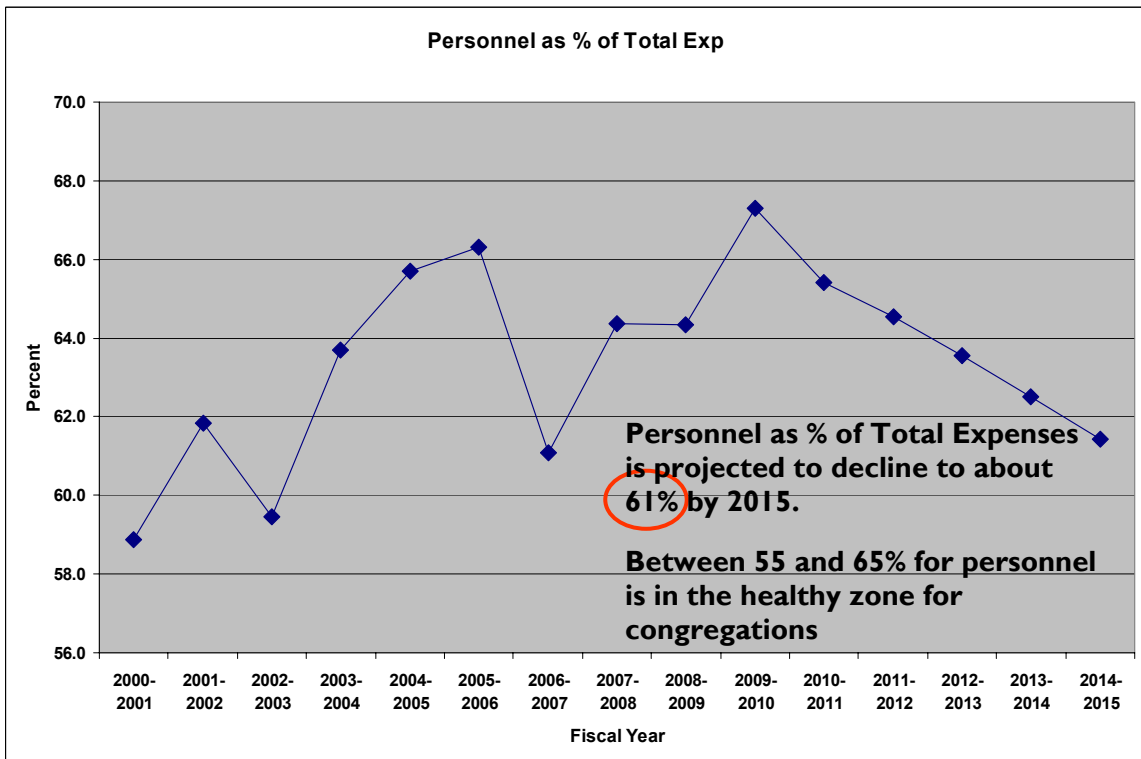
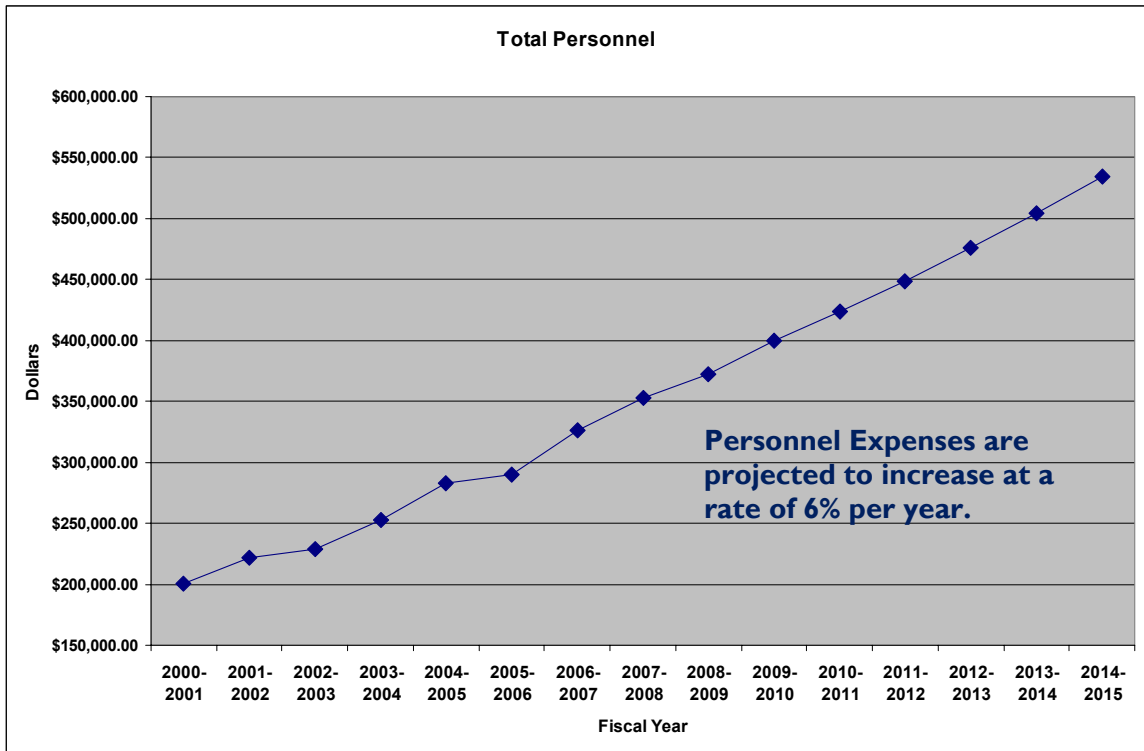
¹ Does not include childcare expenses.

PROPOSED STAFFING BY 2015²

EXISTING POSITION	POSSIBLE RESPONSIBILITIES	COST
FT Senior Minister		
HT Assistant Minister		
FT Director of Religious Education		
HT LRE Program Assistant		
FT Music Director		
FT Director of Administration		
FT Assistant Administrator		
Bookkeeper (8 hrs per week)		
QT Communications Assistant		
HT Member Services Coordinator		
PT Custodian (includes security sextons)		
QT Youth Programs Director		
PT Facilities Sexton		
Est. COST at 2009-10 levels		\$398,508
POSITION TO BE ADDED		Added cost
* FT Assistant Minister (2015) to be increased from half-time	Pastoral care, staff supervision	\$35,000
* Ministerial Intern (2013)	Pastoral care, worship, ARE, Campus Ministry	15,000
* FT LRE Assistant (2014) to be increased from half-time	Administration, childcare supervision, Adult RE	\$18,000
* FT Member services Coordinator (2014) to be increased from half-time	Member retention, membership program, data base	\$20,000
* HT Music Assistant (2014)	Youth Choirs, accompanist	\$20,000
* PT Clerical support (2015)	Typing, copying, filing, reception	\$12,000
TOTAL PERSONNEL COST FOR 2015-16 (at 2009-10 levels)		\$518,508

* Staff to be added by 2015. Proposed year of addition is in parentheses.

² Does not include childcare costs,



OTHER POTENTIAL STAFF POSITIONS TO BE ADDED AT LATER DATES

REQUESTED BY STAFF OR MEMBERS OF THE CONGREGATION

Building manager	Receptionist
Events Coordinator	Clerical Support
Development Officer (fundraising)	Groundskeeper
Accompanist	Full-time Custodian
Adult Programs Coordinator	Finance Assistant

D. OPERATIONS

Operations are those church activities, administrative and technological, needed to support the programs and ministries that the congregation and the staff believe are necessary to further TVUUC's mission.

GOAL 1: Maintenance of TVUUC's building and its grounds will be an ongoing commitment, both in terms of investment

Objective b: A Capital Maintenance Plan will be developed and approved by 2010. Emphasis again should be placed upon gradually improving the energy efficiency of the lighting and heating and cooling systems. *This Plan will allow the church to more adequately budget for those long-term maintenance and capital replacement needs that become more and more frequent as the building and its contents age.*

Replacement of furniture and room rehabilitation (painting and flooring) should ensure that quality and comfort as well as esthetic considerations are taken into account. While this may cost more, it will create a more favorable environment for meetings of both church and community groups.

GOAL 2: TVUUC administration will continue to provide meeting and event space in a manner consistent with UU values.

Objective c: TVUUC will continue to be a place for those outside groups that may have difficulty finding meeting space in other venues because of their lack of acceptance by the general community. *At the present time, space limitations during most evenings limit the possibility of accommodating all these groups, and first priority needs to be given to church groups when conflicts arise. However, as a proposed venue for community dialogue around social justice issues, TVUUC should do its utmost to accommodate community groups that are consistent with the church's mission and UU values. Building enhancement should take this priority into account.*

Action I. Due to increasing space limitations, criteria should be established for which community groups will be allowed to use meeting space at TVUUC, and when.

Objective d: A plan for Childcare organization and policy development will be in place by mid 2010. *Childcare is an important part of the church's operations, but it as yet has not found a place within the TVUUC administration where it is truly comfortable. As a result, oversight and management have not been sufficient to ensure that child safety and other policy considerations are followed.*

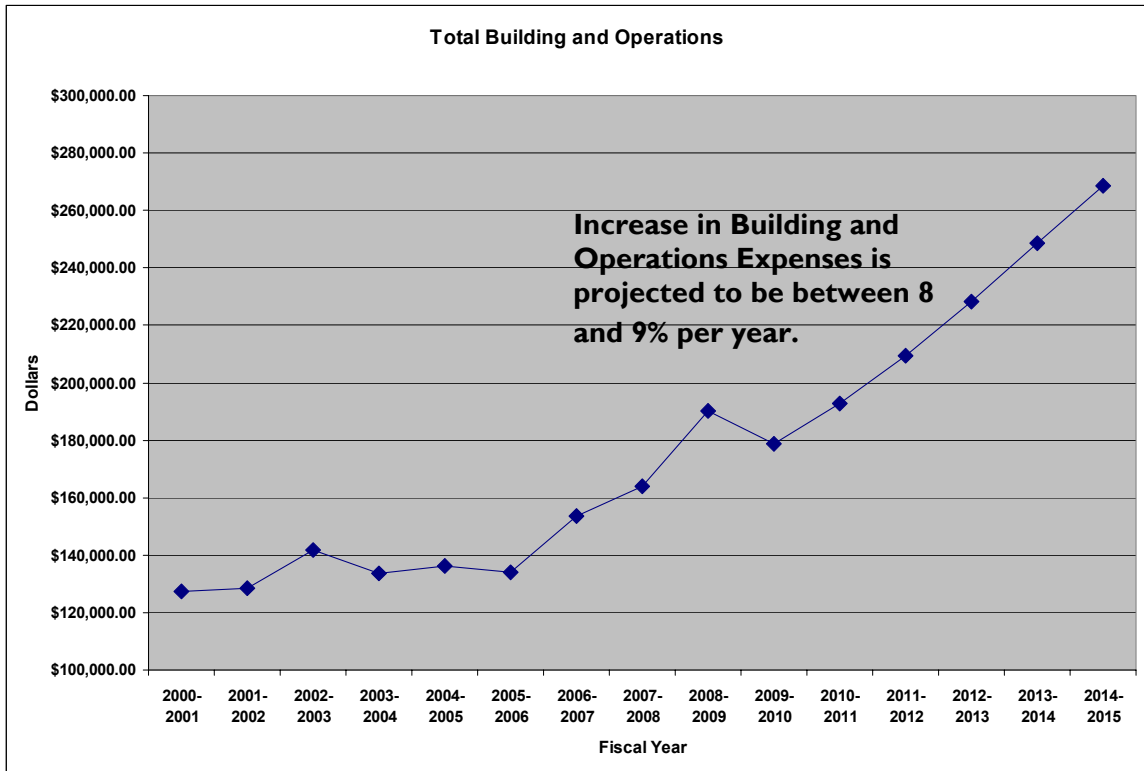
Objective e: A TVUUC Security Committee will be organized and in place by 2010. *The Security Committee should be a group of members (2-3) whose primary purpose is continuously to be aware of all security issues that confront the church, and to develop procedures and policies to deal with those issues. It is distinguished from the Safety Team whose members/friends carry out security patrol activities during church services and special events.*

GOAL 3: TVUUC will utilize technology proactively to facilitate communication with the congregation, potential members and the larger community, in order to encourage increased congregational participation in church activities and to reduce costs.

Objective f: TVUUC will have an interactive website by 2010, allowing members and friends to sign up online for committees and tasks, to pledge online, to access the newsletter and other church documents by using a password, and in general to facilitate member participation in the church.

GOAL 4: TVUUC's administrative structure will strive to become as efficient as possible, while maintaining mechanisms that facilitate congregational involvement.

Objective g: An Administrative Council will be formed where representatives of the various parts of administration, building and grounds, and other pertinent church groups will meet on a regular basis to coordinate activities, determine church administrative policy, and make non-routine decisions related to building and administrative operations.



Action 1. Systems and staff should be put in place to ensure compliance with the maintenance schedules and with routine maintenance.

Action 2. A team of people experienced with administrative structures should evaluate the church's administrative needs and make recommendations concerning the most efficient and effective way to structure the church administration in terms of positions and responsibilities.

Action 3. Current and historic data related to Sunday worship attendance, RE attendance, pledge units, average pledge per unit and per member, membership, and other important information should be immediately available to church leaders via the church website.

E. Finances

Goal 1: Pledge income will gradually become the only necessary source of operating budget income.

Objective a: By 2015, pledge income will cover 85% of operational expenses. Fundraiser income and endowment income will increasingly be used for new or extra environmental/social justice programs or activities.

Objective b: Ninety-five percent of the congregation will be contributing at Fair Share level by 2013.

Objective c: Seventy-five percent of pledge units will be at the \$1600 level or higher by 2015. Average pledge per member will be \$1100.

Objective d: All members will be pledging some amount by 2010-11.

Action 1. The Financial Stewardship Committee will work year round to ensure congregational awareness of financial needs and of the importance of individual Fair Share contribution, as well as to conduct effective canvassing of new members.

Action 2. The Finance Council should take on the role of coordinating long-term financial policy development and establishing priorities for each budget cycle.

GOAL 2: TVUUC will raise the necessary funds to finance building enhancements and additions.

Objective e: By 2012 a Capital Fund Raising Campaign will be launched to cover construction costs of an addition to the church on its south end.

Action 1. A UUA consultant should be contracted to assist with the Capital Fund campaign.

Objective f: By 2011 a loan will be obtained to cover cost of building enhancements as defined by the Building Enhancements Task Force.

GOAL 3: The Endowment Fund will become an important source of funding for social action and other projects not covered by the operating budget.

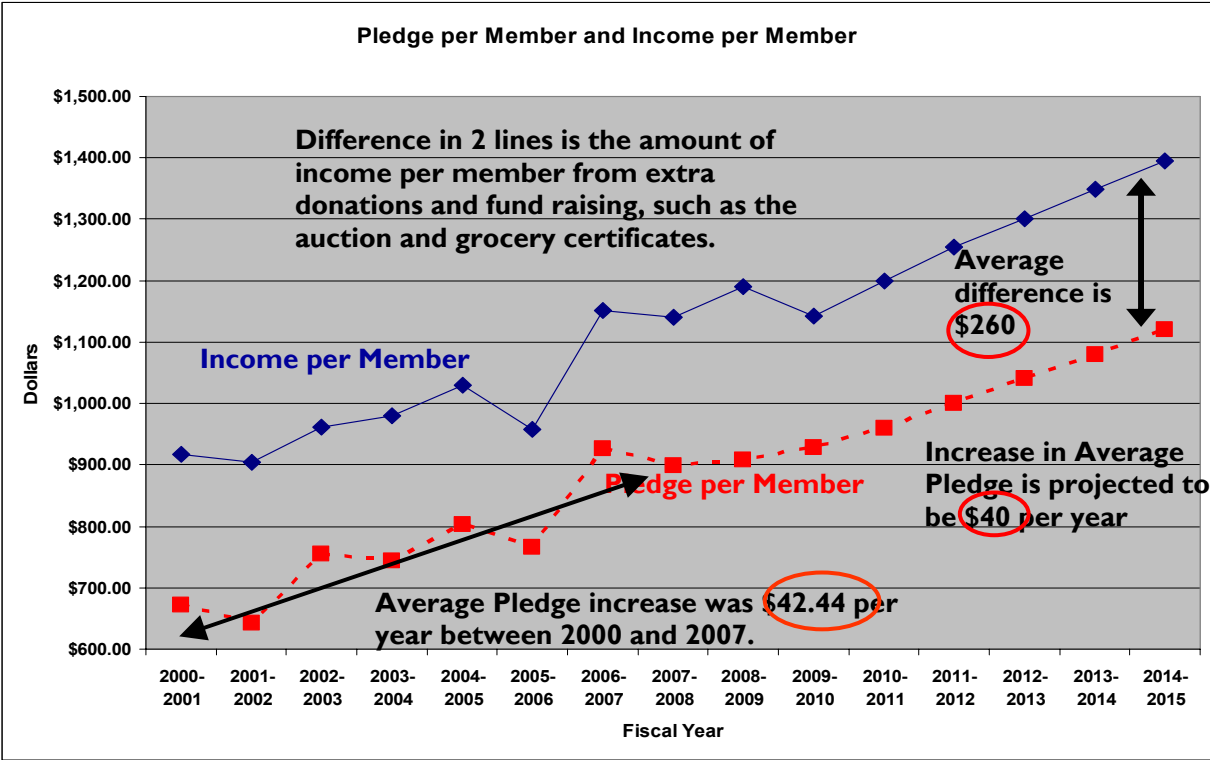
Objective g: By 2015, the Endowment Fund will reach the \$500,000 level. By 2020, it will reach the \$1,000,000 level.

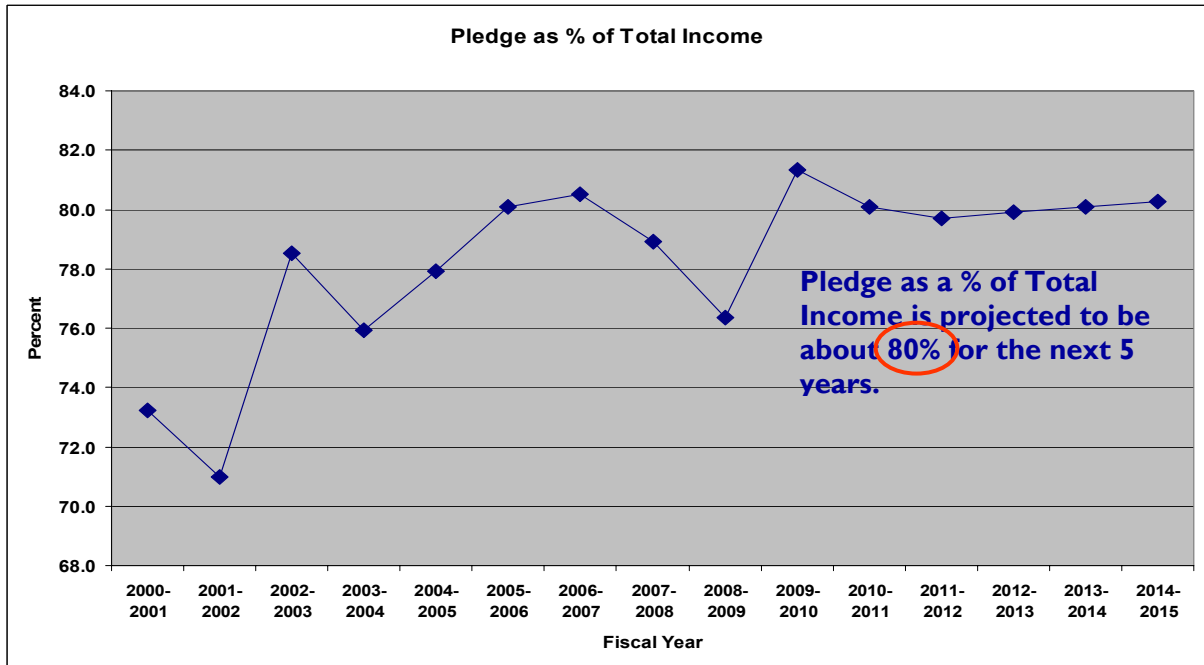
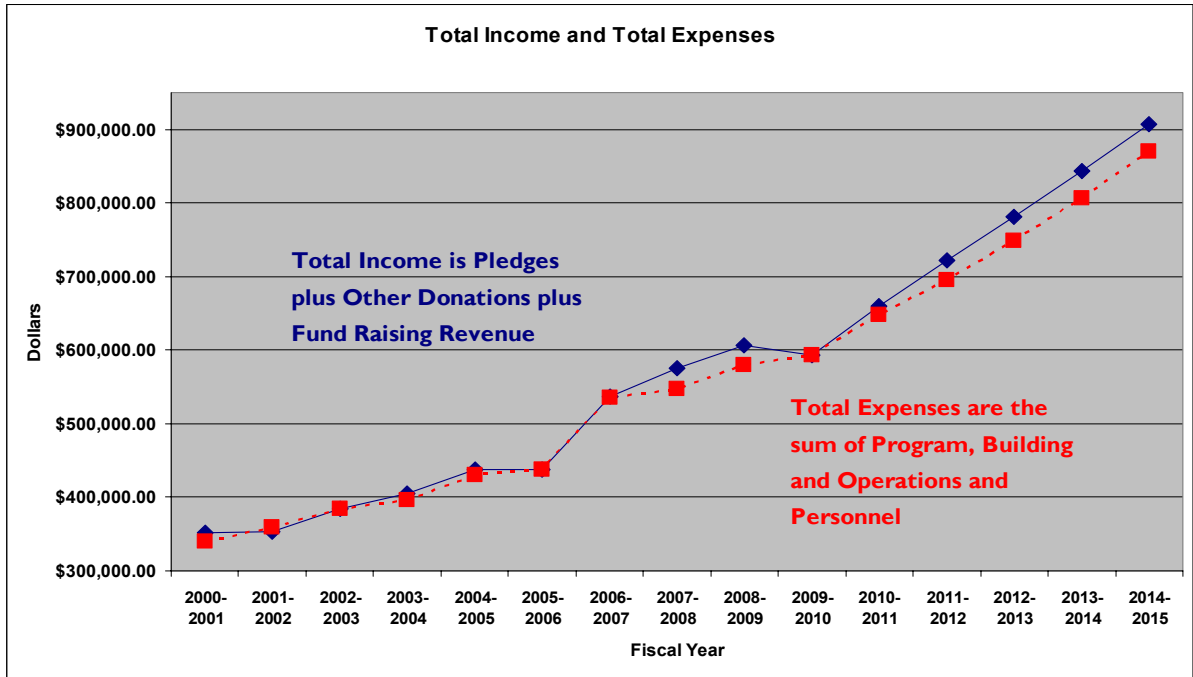
Action I. The Endowment Committee will offer frequent estate planning sessions for TVUUC members and friends, and will ensure that all members are aware of the Endowment Fund's importance to the future of TVUUC.

GOAL 4: Facility maintenance will be a priority for the TVUUC operational budget.

Objective h: By 2012, the operational budget will include sufficient funds to cover routine maintenance as well as the periodic capital maintenance required to maintain the facility and grounds in optimal condition.

Action I. The Treasurer will work with the Building and Grounds Committee and other church entities to ensure that an adequate amount of funding is available from the operational budget, the capital maintenance fund, and/or the Endowment Fund to ensure that all routine and capital maintenance expenses for the year can be funded.





F. FUTURE OF LONG RANGE PLANNING

The Long Range Planning Committee will be a permanent TVUUC Committee, appointed by the Board. It will undergo a name change, to Strategic Planning Committee, a change that better describes its function. It will have as its primary responsibilities to:

1. Monitor implementation of the current Strategic Plan;
2. Prepare updates of the current Strategic Plan every three years;
3. Carry out a thorough revision of the Strategic Plan every six years;
4. Participate in priority setting as carried out by the various church entities;
5. Assist other church committees in goal setting and achievement;
6. Ensure, together with the respective financial bodies, that there is always an operative three-year budget projection that is consistent with available church metrics.

The Strategic Planning Committee will be composed of five to seven members. Members will have interests and abilities required for carrying out the functions of the committee. It is essential that they have a working knowledge of church operations and that they have an interest in strategic planning.

APPENDIX I

OPTIONS FOR GROWTH

The LRPC has prepared a list of options that were considered in determining TVUUC's future growth pattern. These options are expressed as distinct possibilities, but none of them are exclusive of the others; that is, a growth strategy may use them in different combinations, so that they more accurately express the direction that the congregation chooses. The LRPC has opted to express ALL the possible options. While the Committee does not regard some of them as viable at the present time, and did not utilize them in the Long Range Plan, they are expressed so that others may understand the full range of alternatives.

OPTION 1: Do nothing. If we do nothing to accommodate or encourage growth, our growth will stagnate, and membership numbers may begin to decline. On the other hand, it will become easier to know most people at the Sunday service and to feel a sense of community.

OPTION 2: Add additional worship services and associated Lifespan RE programs.

OPTION 3: Make modifications to the present building in order to accommodate more meeting space and a larger number of people.

OPTION 4: Add on to the present building, adding a multipurpose room (could be used as a chapel) and other needed space. This would involve completing the original plans for the church. It could also involve adding other space at different locations around the building.

OPTION 5: Purchase adjoining properties in order to obtain needed parking and meeting space. The Teen Center and rental houses off of Painter and Jersey streets could be purchased.

OPTION 6: Develop an active program for encouraging and supporting spin-off congregations in locations likely to support a viable UU congregation.

OPTION 7: Build a new building on another property.

APPENDIX 2

DETAILED OUTLINE OF THE WORK OF THE LRPC

A. Congregational Input

During the course of the Committee's work, (March 2008 – October 2009) the LRPC endeavored to obtain as much input from the congregation as possible. The input consisted of two types: indirect, via surveys and e-mail comments; and direct, via forums and focus groups directed by members of the Committee. Overall, we estimate that more than 150 members and staff of TVUUC participated in one way or another in providing input to the Committee, some of them on more than one occasion. The following is list of the opportunities provided in order to obtain input and the number of people who participated in those opportunities.

- 2 Building Needs Assessment Forums. (30)
- 4 Long Range Planning Forums. (50)
- 13 thematic Focus groups. (160)
- 2008 Canvass Questions regarding TVUUC strengths and member motivation. (65)
- Survey – “How are We Doing?” (67)
- E-mail messages posted on the TVUUC List Serve. These provided valuable insights from several members of the Congregation regarding the church vision and other aspects of Long Range Planning. (20)

B. Additional Committee Activities

LRPC members carried out a number of activities which helped to broaden their information base and perspective regarding TVUUC's situation and which greatly assisted them in making decisions for the Plan.

1. Four members visited Eno River and Raleigh UU Churches in North Carolina, October 10-12, 2008.
2. Three members attended the UUA Large Church Conference in Louisville, Kentucky, March 13-16, 2008.
3. One member attended the UUA General Assembly in June 28-31, 2009.
4. All members did research on UUA church websites for churches similar to ourselves, either at the present, or as we project ourselves to be in the not-too-distant future.
5. All members read our current Long Range Plan as well as pertinent books, especially *Twelve Keys to an Effective Church*; *Beyond Fundraising*; *Boards That Make a Difference*; and *Governance and Ministry, Rethinking Board Leadership*.

C. UUA CONSULTANT VISIT

The LRPC organized the visit of Stefan Jonasson, a UUA Large Church consultant who carried out a workshop on January 25th, 2009, with 60 church leaders, focused on what it means to be large church.

D. MISSION DEFINITION

The LRPC asked Bill Cherry to chair a task force with the purpose of developing a Mission for TVUUC. Approximately 10 people participated in this Task Force during June-Aug, 2009, and developed a Mission which has been approved by the Board of Directors and which has guided the preparation of this plan.

E. BUDGET PROJECTION

Don Dougall did yeoman's work by preparing a 10-year budget summary, including several indicators such as pledge unit giving, as well as parameters for budget projection.

APPENDIX 3

A Decade of Long Range Planning at TVUUC (Taken from the 2004-2013 Long Range Plan)

Since 1989 TVUUC has engaged in several long range planning processes, some conducted by church committees, others by outside consultants. The reports of the committees and consultants, which provided the historical context for the work of the present committee, are briefly summarized below.

1990 Long Range Plan

In December 1988, the Board proposed and the congregation approved a Long Range Planning Committee.

Method: Over the next 18 months, committee members collected data by (a) meeting with area community leaders, (b) surveying the membership, and (c) meeting with focus groups of members.

Recommendations: Based on their analysis, the Committee made the following recommendations: (a) improve communication through the church community, (b) get people more involved in church community life, (c) build on strengths in social action, (d) develop a sense of mission, and (e) create a standing long range planning committee.

Major Action: The church created the Caring Committee.

1993 Comstock Report

In 1992, TVUUC hired Roger Comstock, District Executive, to complete a study of the efficiency and effectiveness of the church organization.

Methods: Mr. Comstock (a) reviewed qualitative and quantitative data about TVUUC and (b) conducted 34 interviews with staff, lay leaders, new members, and new committee members.

Findings: While finding many positive qualities, Mr. Comstock noted that the church (a) had lost its sense of mission, (b) lacked space to conduct its program, (c) evidenced civil rights nostalgia about social action, and (d) manifested tension between humanism and spirituality.

Recommendations: Based on this analysis, Mr. Comstock recommended that TVUUC (a) clarify ministerial and staff functions and methods of accountability, (b) reorganize lay leadership structure, (c) implement the remainder of the 1990 long range plan, (d) appoint a new

long-range planning committee to evaluate options for creating more space, (e) expand the Visitor's Committee, and (f) expand adult religious education.

Major Actions: The church created the mission statement and built a new church.

1998 Groody Report

In 1998, the Board commissioned Ed Groody, an independent consultant, to identify the current interests of the congregation and learn more about its vision for the future.

Methods: Mr. Groody conducted 25 interviews and met with 5 focus groups totaling 37 people.

Findings: Mr. Groody noted that the congregation did not have an overall shared vision, although there was expressed consensus around the following themes: (a) the congregation should grow in size, (b) the congregation should market by attraction, not by evangelizing, and (c) just recently having completed the new building, the congregation should focus on internal goals and building a foundation for social action.

Recommendations: Based on this analysis, Groody emphasized that TVUUC should get its house in order by (a) aligning its mission with its structure, (b) developing and implementing a participative process to develop a shared vision for the future, (c) establishing an ongoing process to revisit the mission and vision of TVUUC, and (d) reviewing and redesigning the organizational structure.

Major Actions: The church revived the Program Council and reconfirmed the church's mission.

2000 Ministerial Search Committee Survey

In the fall of 2000, the ministerial search gathered information about the congregation's hopes for the new minister as part of a series of steps to obtain a settled minister.

Methods: The Committee collected data (a) in a survey completed by approximately 230 members and (b) in 12 small focus groups composed of approximately 100 people.

Findings: Roughly half of the congregation desired a facilitative leader who would help the congregation select and reach its goals; the other half desired a visionary leader who intuitively sensed the proper course of action and was given substantial discretion by the congregation.

Action: The church called Chris Buice as its senior minister.

2002 Canvass Visioning Exercises

To begin the present process, the Board sought information from members of the congregation about their vision of TVUUC in the future during the March 2002 Canvass.

Methods: Canvassers asked individuals to complete a purple Canvass card that contained two questions: (1) Disregarding financial or practical constraints, what would you like TVUUC to become in ten years? (2) What specific goals should TVUUC set for the next five to ten years to realize your vision? Canvassers collected purple cards from 140 pledging units, and the Long Range Planning Committee compiled this information in the development of the plan presented here.