

A VISION FOR GROWTH  
Board of Trustees  
First Unitarian Universalist Society of San Francisco  
Adopted April 2008

During the church's interim ministry, between July 2004 and July 2006, the congregation engaged in a period of reflection about our past and visioning for the future. In addition to the congregational survey conducted by the Ministerial Search Committee (MSC), the Ministerial Models Task Force (MMTF) held a series of house parties in spring 2005, collectively attended by over 200 church members.

In these meetings, the congregation widely expressed the desire to grow. On average, the congregation would like to at least double in membership. Vision statements written by house party participants also make it clear that "having a quality worship experience and expanded religious education programs is important to our future congregation," according to the MMTF's report. Members envision a church bustling with activity and many programs, particularly social justice programs.

In May 2005, the church called Rev. Greg Stewart as its senior minister. In the second year of his ministry, the Board, and Executive Team (The Senior Minister and Executive Director) created the following long-term goals, after reviewing the work of the MSC and MMTF. The goals also reflect lessons learned about dynamics of growth and church size.

- **Strong Lay Leadership:** By 2010, the church will create systems to strengthen lay leadership, creating programs that help members find their individual ministries.
- **Widely Known and Accessible Worship:** By 2010, the church will have a multi-faceted system for publicizing and experiencing our worship services.
- **Great Religious Education Programs:** By 2010, the RE program will have the resources needed to offer a wide range of programs for adults and children to nurture spiritual growth across the lifespan.
- **Staffing for a Growing Ministry:** By 2010, increase professional staff to 4-6, to achieve a staff: member ratio of 1:100
- **Culture of Generosity:** Our financial giving reflects our vision for growth and increased ministry, with a 25% increase in pledges by 2010.

These goals recognize that lay leadership development and growth in professional staff go hand in hand, along with a greater culture of giving and strong worship and religious education. These processes reinforce one another - members respond with greater generosity and commitment when engaged in a process that deepens our spiritual growth.

Over the coming months, the Board and Senior Minister will flesh out plans to achieve these goals, engaging the congregation as a whole and lay leadership, as appropriate.

**FOSTERING GROWTH: Progress to date and next steps**

**1. Lay leadership**

Calling forth the ministries of our dedicated passionate members is essential for growth. Action in the area is relatively low budget and can begin immediately. Indeed, over the past two years, the Board has already taken steps in this area - we spoke with virtually every leader of the 65+ activities and committees at the Society and have re-established liaisons to individual committees. This area will continue to be primarily Board led, with collaboration from the Senior Minister. We envision that the Senior Minister would gradually take greater leadership in this area, as the staff size increases.

2008-9 budget: The Board requested that the Executive Team to identify funds for leadership development opportunities.

**Goal: Leadership Training for Committee Chairs and other identified lay leadership in 2008-09**

<u>Milestones:</u>	<u>Status or Timeframe</u>	<u>Party Primarily Responsible</u>
- The Board requests the Executive Team to identify funds for leadership development opportunities in the 2008-09 budget.	07/08	ET
- Evaluate possible leadership seminars, schedule and publicize events	08/09	BoT

Outcome: FUUSF-led leadership training event occurs during 08-09 year. Members also attend other leadership events in offered by Pacific Central District & UUA.

**Goal: Healthy Committee Structure with clear board linkage, and healthy leadership transitions**

<u>Milestones:</u>	<u>Status or Timeframe</u>	<u>Party Primarily Responsible</u>
- Revise policy governance document to re-envision committee-board linkage	(complete)	BoT
- Implement new committee-board linkage	(complete)	BoT
- Develop program to identify "calling" or ministry of members that is linked to church activities	08/09	TBD

- Research/Identify promising mentoring programs	08-09	BoT
- Evaluate by-law regarding 4 year committee service limit and limits on chair	08/09	BoT

**Outcome:** All committees have chairs and charges approved by the Board, at least 5 active members, and an active relationship with their board liaison.

**Goal:** Social Justice programs actively engage the congregation and promote a deeper UU faith.

<u>Milestones:</u>	<u>Status or Timeframe</u>	<u>Party Primarily Responsible</u>
- Hold social justice workshop	-March 2008	-SJ leaders & BoT
- Create new structure for social justice programs	-2008-9 year	- SJ leaders & BoT
- Finalize criteria and process for determining priority projects for the congregation.	-2008-9 year	- SJ leaders & BoT

**Outcome:** A social justice structure is in place that identifies and implements priority projects which engage the congregation and deepens spiritual growth.

## 2. Widely known worship services

Worship is central to life in our religious community. People increasingly come to church seeking personal transformation. Spreading the good news about our high quality worship contributes to congregational growth, both spiritual and numerical. Progress in this area builds on our success in posting sermons on-line: people across the country regularly listen to our services. We envision a 1- to 2-year time frame for this goal, led by the Senior Minister, working with the Board and lay leaders. The Board asked the Senior Minister to present a brief plan to the Board by the June Board meeting for achieving this goal. We ask the Senior Minister to work with the appropriate committees (e.g., music) and board liaisons.

2008-9 budget: The Board requested that the Executive Team identify at least one activity for the next church year and include any necessary funds in the budget.

**Goal: Identify one way to increase the visibility of worship services and implement said program.**

<u>Milestones:</u>	<u>Status or Timeframe</u>	<u>Party Primarily Responsible</u>
- Sr. Minister presents brief plan to BoT by June board meeting	07/08	ET
- ET include funding in 08/09 budget for this goal	07/08	ET

Outcome: 1 new outreach or visibility program to attract 100 new listeners/participants/viewers per month by April 2009.

## 3. Great RE programs

Religious education across the lifespan also plays an important role in growth and personal transformation. Progress in this area builds on the hiring of a full time DRE. We envision a 3- to 5-year time frame for this goal, led by the Senior minister, in close collaboration with RE director, with support from the Board and the related church committees. The Board asks the Senior Minister to present a brief plan to the Board at the Fall retreat for achieving this goal. We ask the Senior Minister to work with the appropriate committees (e.g., CRE & ARE) and board liaisons.

2008-9 budget: The Board requested that the Executive Team identify at least one activity for the next church year and include any necessary funds in the budget.

**Goal: Identify RE areas that are not fully resourced and develop a multi-year plan to address shortages**

<u>Milestones:</u>	<u>Status or Timeframe</u>	<u>Party Primarily Responsible</u>
- Senior Minister presents brief plan to BoT at Summer '08 retreat	08 retreat	ET
- ET include funding in 08/09 budget for additional RE resources	07/08	ET

Outcome: Multi-year plan to address RE resource requirements.

#### 4. Change culture of giving

We want to grow because we know the transforming power of our UU faith. In calling for more generous pledges, we are inviting members to support our many dreams and visions for the church. Progress increasing professional staff, goal #5, depends in large part on success in achieving this goal. The Senior Minister, Executive Director and Board will work closely together on achieving this goal.

2008-9 budget: No implications.

**Goal: Increase pledges by 25%**

<u>Milestones:</u>	<u>Status or Timeframe</u>	<u>Party Primarily Responsible</u>
- Identify/Explore new ideas to increase BoT and members' involvement in annual canvass	-08-09	- BoT w ET
- Identify/research promising practice from other congregations/faith traditions, including ways to promote giving as a spiritual practice	-08-09	-BoT

Outcome: At least one new strategy for increasing financial commitment is implemented.

#### 5. Staff increased to 4-6 with goal of 1:100 members

Professional staff play a critical role in strengthening church life, complementing lay leadership. Growing churches have a professional staff ratio of 1:100. We fall far short of that, with 2.25 professional staff for just over 400 members. We envision that the growth of professional staff will be the responsibility of the Senior Minister, and ask him to present to the Board a plan for the Fall retreat for growing the staff over the next 4-6

years. We are mindful of the need for program and ministerial staff, as well as administrative support for professional staff.

2008-9 budget: The Board requested that the Executive Team identify at least one staff position for the next church year and include necessary funds in the budget.

Goals: listed in order of time frame:

Goal	Budget	Building Requirements	Impact	Time
Lay leadership identification, mentoring, training	Low	Low	High	Now
Widely known worship services (internet, tv, radio)	low to med	low to med	med to high	2yrs or less
Change culture of giving/tithing/25% increase in pledge by '09	low to med	low	high	2-5 yrs
Great Adult RE programs, RE director has full resources	med to high	high	high	3-5 yrs
Increase staff to 4-6 with goal of 1:100 members	High	Med-High	High	4-6 yrs