

SALTWATER CHURCH VISION 2020

A Five-Year Plan

Prepared for
Saltwater Unitarian Universalist
Church

Considered for Adoption
December 14, 2014

Final Version

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1. Introduction

“The reason to change is so our values—that love is stronger than hate, that each of us has worth, that we will find truth and meaning if we search—can be a real force in a world that desperately needs those values right now. That’s why I’m doing this work.” - The Rev. Dr. Terasa G. Cooley, Unitarian Universalist minister

Welcome to the five-year (2015-2020) long range plan of Saltwater Unitarian Universalist Church. This living document will help guide this congregation in navigating uncertainty and achieving its vision in the years ahead.

To reach our fullest potential we believe clarity and commitment to our shared vision is essential. This document reflects back to us the culmination of a community planning process. It contains the key goals, strategies and actions that we believe will result in our best ability to live our mission and achieve our vision. This plan assists the congregation in building consensus around our goals and strategies, and the action steps needed to accomplish them. The Plan (and its, goals, strategies, and action steps) will also be used to orient new members, leaders, and staff.

It is our intention that this plan be used as a guide to the work and yearly goals of the Board and the Teams. This plan is to be a living document, updated as necessary to ensure its relevancy to the challenges and opportunities presented to the congregation. Progress on this plan will be recorded and reported to the congregation.

2. Who We Are Today

Saltwater Church History, 1885 to 2014

The original First Unitarian Church of Seattle, in downtown Seattle, incorporated in 1885. It dedicated its first building in 1889. It closed in 1920, sold its building, and put its money in trust with the American Unitarian Association. A fellowship (us!) formed in South King County in 1954 and became the “First Unitarian Church of Seattle” in order to “inherit” \$30,000 in 1956 from the original congregation. There were 42 members.

In 1960 we built our current building.

The congregation was served by a series of short-term, part-time ministers. It was a “family-sized” church.

The Rev. Gary Kowalski was called in 1982. The congregation became a “pastoral-sized” church of 125 members.

Grand plans for a building expansion failed. Instead, our current religious education building was constructed in 1988.

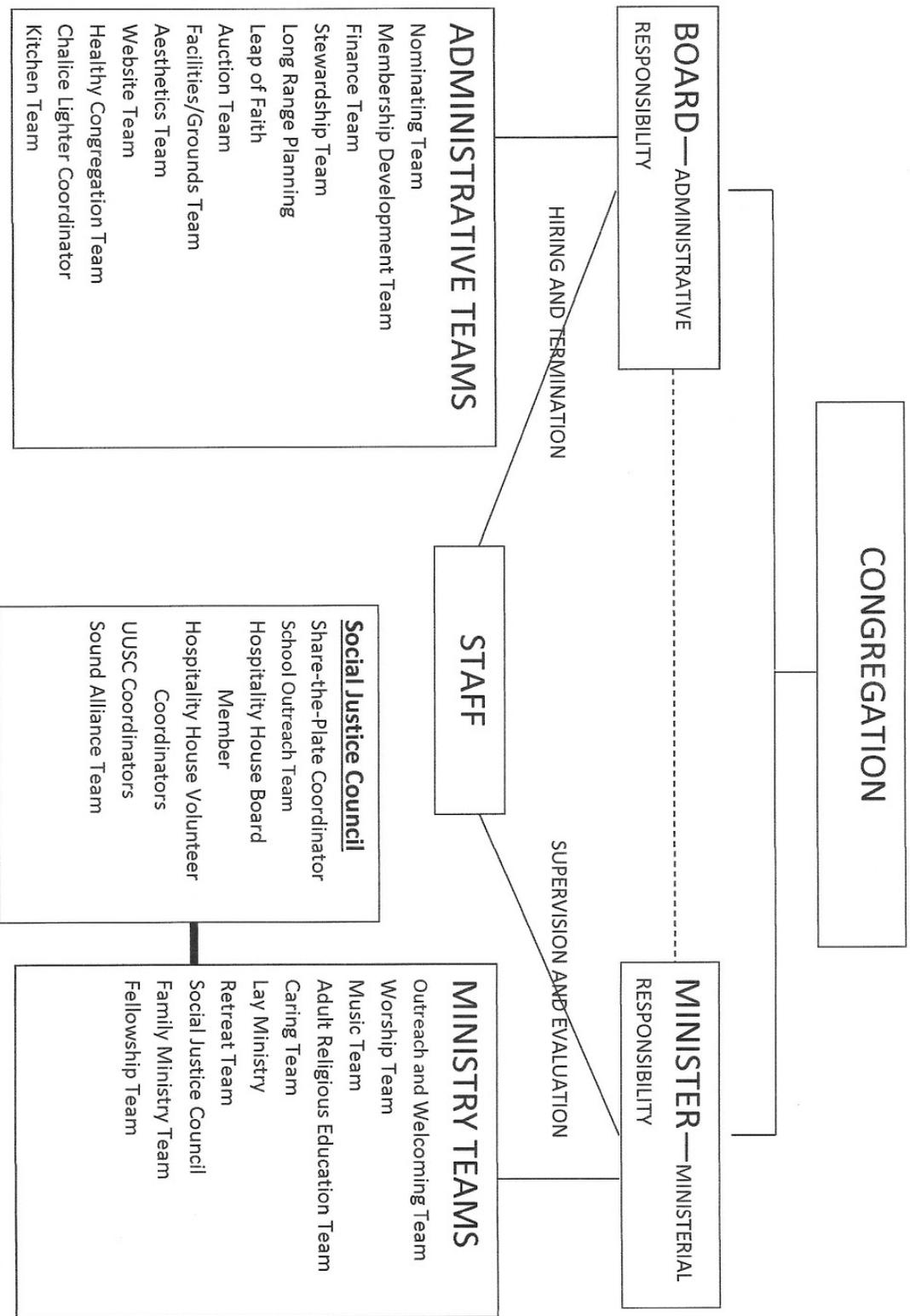
During the 1990s, we had three interim and two called ministers. We added “doing business as Saltwater Unitarian Universalist Church” to our name in the late 1990s to more accurately reflect our location.

We called the Rev. Dr. James Kubal-Komoto as our minister in 2000. We had 138 members. Reverend James is now our church’s longest-tenured minister.

As of 2014, we have become a “program-sized” church of about 190 members with about 65 registered children and youth. Our budget is \$266,000 per year. We have 131 pledging units with an average pledge of \$1547 per year.

BOARD AND STAFF ORGANIZATION CHART

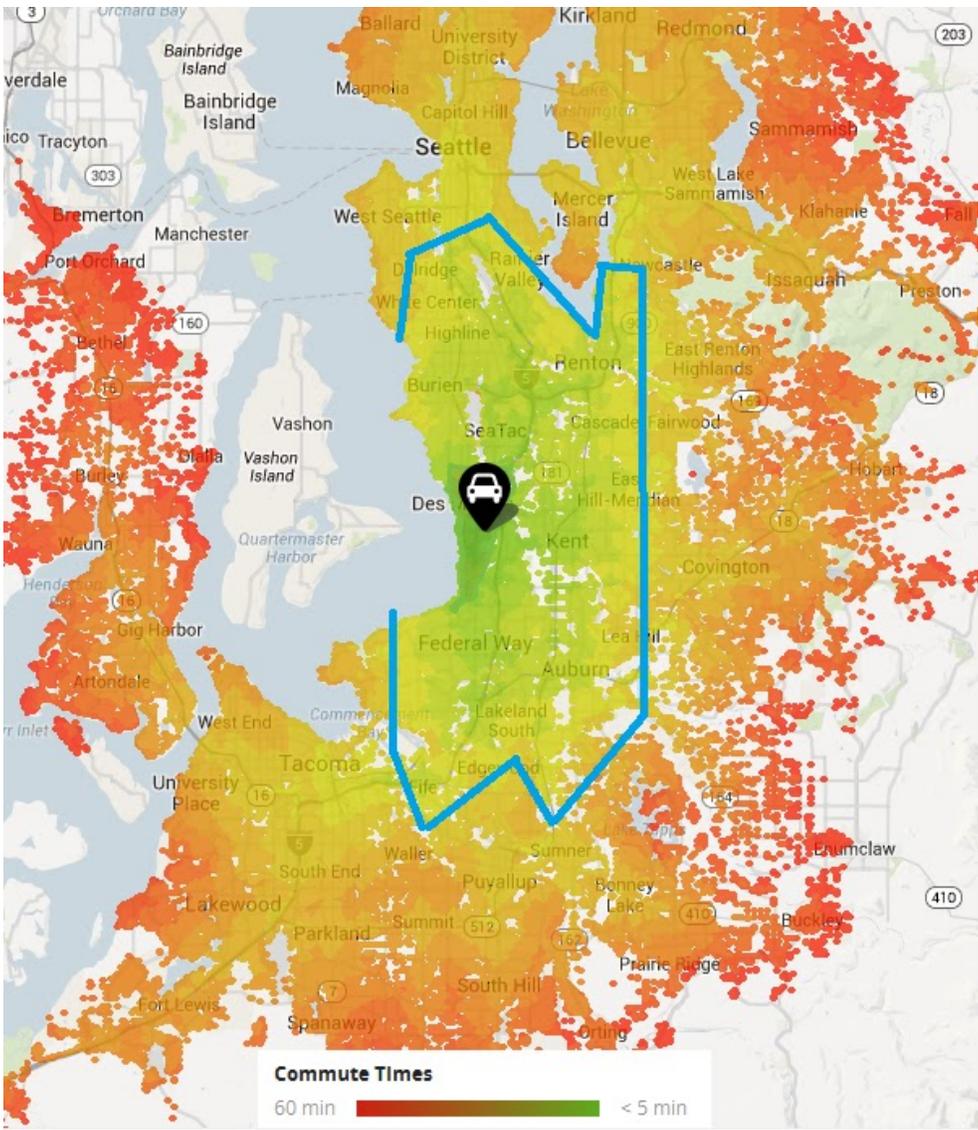
Saltwater Church



DEMOGRAPHICS

The following demographics are a summary selected from the many sources consulted. They help us understand the community we serve and the growth we may experience. A key point is the population growth of children, youth and seniors will outpace overall population growth.

The data gathered were about our service area. Saltwater Church defines our service area as any residence within a 30 minute drive from the church. This map is conservative approximation with the blue line drawn at approximately 25 minutes from Saltwater Church.



Des Moines, WA, area projected population growth (Percept Report)

Population	2012	2017	Percent Increase
Population	601,162	624,986	4.0 %
Households	224,391	233,720	4.2 %

King County population 65 and over

Year	2010	2015	2020
Total Number	210,679	252,100	307,039
Percent of Population	10.9%	12.5%	14.6%

King County School Population Projected Growth

Total King County	2014	2018	Percent
	52,554	60,706	15.51 %

We span a number of districts in our service area. Each district’s growth ranges from 5.7% to 25.15% .

Sample preferences expressed by a survey of residents in our service area (30-minute drive, Percept Report). These preferences may inform how well aligned we are with potential members.

233,720 total households of which 0.9% are likely to prefer Unitarian Universalist = 2013 potential UU households

A majority or plurality of households preferred:

- Church architecture that is Contemporary and Light and Airy
- Worship that is Intellectually Challenging and Contemporary/Informal
- Worship music that is Contemporary and Participatory
- Spiritual development through Adult Theological Discussion Groups

- Personal development including Marriage Enrichment Opportunities and Parent Training Programs
- Recreation through Cultural Programs (music, drama, art) and Sports or Camping
- Church involvement through Personal Spiritual Development
- An emphasis on a Global Mission
- Viewed Neighborhood Crime and Safety and Dealing with Neighborhood Gangs to be community problems.

SWOT Analysis 2014 (Strengths, Weaknesses, Opportunities, Threats)

Strengths	Opportunities
No Debt	Regional Social Justice Demographics
Congregational Volunteerism	Sound Alliance Partnership
Skilled and Committed Minister, Director of Family Ministries, and Music Staff	District Congregation Partnerships
Music Program	Web and Communication Technologies
Healthy Congregational Culture	More Potential Members in our Region
Adult Religious Education and Family Ministries	Southeast King County Growth
Natural Beauty of our Setting	Highly Diverse Community
Strong Foundation of Governance	
Weaknesses	Threats
Deferred Maintenance of Aging Facility and Expansive Grounds	Demographic Trends in Church Attendance
Our Location -- Jet Noise, Not on Main Road/Bus Line, Not Visible	Increasing Operating Costs
Two Distinct Opinions on Whether or Not We Should Grow Membership	Aging Population
Low Number of Visitors	Overlap with Neighboring Congregations
Over Commitment or Dilution of Effort	Loss of "Middle Class"
Lack of Space and Inadequate Parking	"Youth Soccer" and other Sunday Distractions

This chart reflects analysis of information gathered during the planning process. In our usage, Strengths and Weaknesses are those positive and negative attributes within the congregation. Threats and Opportunities are those presented to us by the wider world and the community to which we belong.

3. Mission and Vision

Saltwater Church adopted the following Mission and Vision in 2002. It was reconfirmed for this planning effort. These words are the unifying theme of all goals and strategies that follow.

Mission

We will nurture each other to find meaning and connection within our lives and to contribute to our communities with our hearts, mind, hands and spirit. We also commit human and financial resources to advance social justice and environmental stewardship.

Vision

The vision of this church is to become a beacon of liberal religion in South King County. We strive:

- To be a visible, active, and well known presence, reaching out to, welcoming and making room for all people who may be in sympathy with Unitarian Universalism
- To minister to the everyday lives of people with diverse interests, lifestyles, and ages
- To ensure that every member of our community is nurtured and has the opportunity to nurture others
- To recognize the importance of religious education and spiritual development for all members of our community, both children and adults
- To serve the local, national and global communities to which we belong
- To be an influential voice for liberal religious values in public life
- To encourage the growth of Unitarian Universalism

4. STATEMENT ON GROWTH

Saltwater Church recognizes that by focusing on our mission, vision and “doing church well,” we will become a more vital and growing congregation. We acknowledge that growth is a natural outcome and necessary condition for us to fulfill our mission and vision well.

Based on our research, we conservatively determined that there are at least 450,000 adults within our service area. This is defined as a 30-minute drive. Based on figures provided by the Unitarian Universalist Association, approximately 1 in 1500 adults will join a Unitarian Universalist congregation. Using these figures, we determine we can expect a demand of at least 300 adult members at Saltwater Church as well as 100 participating children and youth.

As such, we adopt the following:

*Commitment to Growth*¹

In order to fulfill the Mission and Vision, this congregation commits itself to develop into a program-sized church with the organizational structure, staff, facilities, and programs to serve three hundred adult members and one hundred children and youth.

Research shows that congregations can realistically support up to 10% growth in membership per year. At this maximum rate, we will reach our growth target at the end of this five year plan. At a more modest growth rate of 5%, we will reach

our target at 10 years. This plan assumes an 8% growth rate to support the expansion of programming necessary to fulfill our vision.

¹ If the congregation adopts this plan - - which is based on better researched demographics than the original commitment to growth statement - - the new statement will replace the old statement.

5. Goals, Strategies, and Actions

This plan focuses on five key Program goals (Outreach, Social Justice, Worship, Family Ministries, Adult Religious Education) and four key Resource goals (Facilities, Staffing, Finances, Governance). Those areas not directly addressed by the plan are assumed to continue at their current level of strong support from the congregation.

This plan refers to three distinct items, Goals, Strategies and Actions. A *Goal* is a specific measurable outcome we need to achieve in order to further our mission. A *Strategy* is a specific method or area of focus to achieve that goal. An *Action* is a concrete task to implement a strategy.

Each goal may have multiple strategies. Some strategies may support multiple goals. The actions are prioritized and sequenced across the multiple plan years to ensure we have an achievable path. When all the related actions are completed, we consider that goal achieved.

PROGRAM GOALS

Goal 1--Outreach:

To become well-known in the wider community by all who may be interested in a liberal religious home, and to be hospitable in every way to visitors to our church.

Strategies(number assignments are for reference purposes only and do not denote priority):

1. Members are active, visible, and identifiable in the wider community as Unitarian Universalists.
2. Members are trained and equipped in how to invite visitors.
3. We effectively use our website and social media to reach out to potential visitors.
4. We effectively use other means - - such as community events, targeted mailings, and targeted advertising - - to reach out to potential visitors.
5. We have good signage and curb appeal.
6. Visitors are intentionally connected to small groups.
7. We regularly evaluate our hospitality.

Action Plan: (Item numbers refer to the corresponding Strategies, above.)
 (See also Goals 4 and 5.)

2015-16	2016-17	2017-18	2018-19	2019-20
1. Welcoming and Outreach Team tests slogans and explores options for promotional items (bumper stickers, t-shirts, hats, shopping bags, pens, key chains, etc).			With Family Ministries and Adult Religious Education (ARE), offers bookstore selections to the public.	
2. We offer classes regularly for members on how to invite visitors.	Volunteers as well as other church members are regularly trained in how to be hospitable.	Adult Religious Education Team explores, plans, and offers classes on increasing intercultural competency with groups outside the dominant UU demographic.		
3. A social media coordinator position is established.	We train lay leaders to add photos, video, and audio to website.			
4.	We begin regular appearances at community events.	We begin innovative outreach efforts.	We begin targeted advertising to specific groups (mailings, etc).	

5. We begin using sandwich boards and banners.		Signs along 14th Place South are replaced.		
6. All visitors are contacted and connected to a group.				
7. Visitor numbers are reviewed annually by all lay leaders.	We begin contacting non-returnees after six months.	We begin a "secret shopper" program with other congregations.		

Goal 2--Social Justice:

To develop a broader, more comprehensive social justice program that facilitates participation by all members, children, and youth according to their interests and abilities and that impacts social justice in the South King County, national, and global communities to which we belong.

Strategies (number assignments are for reference purposes only and do not denote priority):

1. Use the Social Justice Council to initiate, coordinate, and evaluate social justice opportunities across the lifespan.
2. Increase our participation in Sound Alliance and use of Sound Alliance organizing philosophy. (25% of congregation attends "Leadership Institute.")
3. Partner with outside organizations such as the Unitarian Universalist Association (UUA) and the Unitarian Universalist Service Committee (UUSC) to provide additional social justice opportunities (e.g. youth missions).

Action Plan: (Item numbers refer to the corresponding Strategies, above.)

2015-16	2016-17	2017-18	2018-19	2019-20
1a. Recruit 2 at-large (non project specific) members to the Social Justice Council.		Create a publicity role on the Social Justice Council.		
1b. Social Justice Council will measure current participation by members.	Set goals for lifespan participation for next 4 years.			
2a. Conduct congregation wide events annually to identify issues of importance to our members.	Perform regular relational meetings. ²	Cont.		
2b. Regular communication of Sound Alliance events and efforts to the Saltwater congregation and to the wider community.	Pay 50% of cost for 2 Saltwater members to attend a Sound Alliance six day training.			
3a.		Research youth missions.	Design youth missions.	Carry out youth mission.
3b. Pay our full share to the UUA and the Pacific Northwest District (PNWD). (We are currently paying 80%.)				

² A relational meeting is a meeting between 2 individuals with the purpose of strengthening relationships within Saltwater Church and identifying issues of importance to the individuals and to the wider community.

Goal 3--Worship:

To increase the quality, consistency, breadth, and accessibility of the worship experience.

Strategies(number assignments are for reference purposes only and do not denote priority):

1. Create varied service formats and times.
2. Increase the diversity of music within our service to appeal to our own members and attract visitors.
3. Provide a camera video system for crying room, podcasting, and web streaming.
4. Expand opportunities for children and youth to participate in the services.

Action Plan: (Item numbers refer to the corresponding Strategies, above.)

(See also Goals 6 and 7)

2015-16	2016-17	2017-18	2018-19	2019-20
1.Worship Team explores alternatives and makes recommendations. ³	Create two alt. services during the year.	Add one alternative service monthly.	The new 0.25 FTE ⁴ Youth Advisor will coordinate a youth-focused service.	
2.Music team explores alternatives, gathers information including congregational input, and makes recommendations regarding desired music direction.	Add one piece to hymn repertoire each year.			
		Increase total music staff to .50 FTE.		

³ "Alternative"=different styles, days and times, target participants

⁴ Full time equivalent

3. "Stay" and "Go" facilities taskforces to incorporate goal of podcasting, crying room, and web streaming.		The Auction Fundathon will support technology.		
4. Family Ministries Team (FMT) explores opportunities for children and youth to participate in the services, and makes recommendations.	"Stay" and "Go" task forces to include FMT's recommendations in their deliberations.			

Goal 4--Family Ministries:

To provide children, youth, and families with safe, inclusive, intergenerational opportunities for spiritual growth that meet the changing needs and challenges of today’s families.

Strategies(number assignments are for reference purposes only and do not denote priority):

1. Equip parents and caregivers to be the primary guide for their children's religious education.
2. Enhance youth transition to lifelong UU participation.
3. Coordinate programming for children, youth, and families with all other ministry areas. (Actions are included in the strategies about children, youth, and families in other goals.)

Action Plan: (Item numbers refer to the corresponding Strategies, above.)
 (See also Goal 5)

2015-16	2016-17	2017-18	2018-19	2019-20
1a. Co-create with ARE a cart of Religious Education (RE)/spiritual development resources available in the Welcoming Room on Fellowship Night.	With other Ministry teams, plan for a library/ bookstore.	Implement the library/ bookstore .	With Welcoming/ Outreach & ARE, offer bookstore selections to the public.	
1b. Explore and expand technology available resources for families (on-line resource list).	Secure a big screen and an internet ready TV on a cart for use in Lighthouse.	Expand online resources, links & home accessible RE options.	Update online resources.	Continue to update online resources.
1c.		Explore and experiment with the Second-Hour Model. ⁵		
2. Fund 1 youth to General Assembly (GA) or PNWD.	Fund 1 youth to both GA & PNWD annually.			Start young adult/ campus ministry program.

Goal 5--Adult Religious Education:

To provide programming for adults that (1) grounds them in the liberal religious tradition, (2) prepares them for active participation and leadership in congregational life, and (3) gives them the knowledge, skills and opportunities for intentional reflection so that they may apply their religious values to everyday life.

⁵ In the Second Hour Model, adults, children, and youth meet for worship during one hour and for religious education during a second hour before or after worship.

Strategies(number assignments are for reference purposes only and do not denote priority):

1. Provide more ARE offerings on life related issues (particularly aging).
2. Provide library/curating resources.
3. Provide offerings on congregational participation and leadership at church and through the PNWD, UUA and other outside organizations.

Action Plan: (Item numbers refer to the corresponding Strategies, above.)

(See also Goals 1 and 4.)

2015-16	2016-17	2017-18	2018-19	2019-20
1a. Determine topics and a budget for future open-to-the-public seminars.	Offer a seminar open to public and available online afterwards.	Continue to offer seminar(s) and explore media options.	Continue	Continue
1b.		Explore the Second Hour model.		
2. Co-create (with Family Ministry) a cart of lifespan spiritual development resources.	With other ministry teams, plan a library/ bookstore.	Open the library/ bookstore . Offer online resources.	With Welcoming/ Outreach & Family Ministry, offer book selections to the public.	Update online resources.
3.Create a class for new members with an emphasis on stewardship.	Create a role on the ARE Team to coordinate with outside training opportunities.	Educate adults and children on UUA Green Sanctuary Principles. ⁶		

⁶ Green Sanctuary is a Unitarian Universalist Association program based on a framework of worship and celebration, religious education, environmental justice, and sustainable living.

RESOURCE GOALS

Goal 6--Facilities:

To provide sustainable, welcoming, accessible, aesthetically pleasing facilities adequate for a 300-member congregation, including 100 children and youth, and that will accommodate worship; community, arts, and social events; and space sharing.

Strategies (number assignments are for reference purposes only and do not denote priority) :

1. Evaluate and increase the ability of our current location to provide us the worship space we need while concurrently evaluating alternative sites.
2. Create facility capacity for religious education programs to serve a 300-member congregation including 100 children and youth.
3. Use UUA Green Sanctuary principles in facilities and grounds design and maintenance.
4. Create parking capacity for a 300 member congregation (estimated at 180 spaces).
5. Include accessibility as a criterion in all major facilities and grounds projects.
6. Increase the number of maintenance tasks handled by staff or contractors and decrease the need for those hours, where possible, in order to reduce the number of volunteer hours needed. (See Staffing Goal.)

Action Plan: (Item numbers refer to the corresponding Strategies, above.)
(See also Goal 3.)

2015-16	2016-17	2017-18	2018-19	2019-20
<p>1a. In the remainder of the 2014/2015 church year, the Board creates the job description and forms a "Go" and "Stay" task force to research the two major options for facilities.</p>				

<p>1b. The “Go” and “Stay” task force researches pros and cons for presentation to a Congregational decision in June, 2016.</p>	<p>Based on Congregational decision, hire Architect or Real Estate Expertise to draft executable plans to confirm feasibility.</p>	<p>After a feasible plan is drafted, Craft and launch a Capital Campaign.</p>	<p>Continue the Capital Campaign.</p>	<p>Conclude the Capital Campaign.</p>
<p>1c.The Board will regularly address interim facilities solutions to accommodate growth.</p>				
<p>2.</p>	<p>Ensure the architect/real estate plan incorporates required Family Ministries/ARE capacity.</p>	<p>Expand playground options within the grounds.</p>		
<p>3. Facilities and Grounds Team to review Saltwater Church’s Green Sanctuary Certification earned in 2008.</p>	<p>Ensure the architect/real estate plan incorporates Green Sanctuary principles.</p>	<p>Involve Family Ministries and ARE to educate on UUA Green Sanctuary Principles.</p>		
<p>4. Create a task force to find out how much the current parking areas may be expanded.</p>	<p>Ensure the architect/real estate plan includes adequate parking.</p>			
<p>5. Create a plan to make the Office Building accessible.</p>				

6a. Pay outside workers to handle an increasing proportion of maintenance tasks.				
6b. Create low-maintenance landscaping and seek ways to maintain interior spaces more efficiently.				

Goal 7--Staffing:

To provide professional paid staff, with fair compensation, to gradually meet the needs of a 300 member congregation.

Strategies(number assignments are for reference purposes only and do not denote priority):

1. Provide fair compensation for staff in line with the Unitarian Universalist Association guidelines.
2. Evaluate staff expansion needs using the recommended formula/guidelines for staffing.

Action Plan: (Item numbers refer to the corresponding Strategies, above.)
(See also Goal 3)

2015-16	2016-17	2017-18	2018-19	2019-20
1. Bring all current staff to fair compensation level. ⁷				

⁷ See Appendix "UUA Salary and Fair Compensation Guidelines."

2.	Increase church administrator to .75 FTE.	Hire an .25 FTE outreach coordinator.	Increase total music staff to .50 FTE.	Transition .25 FTE outreach to .50 program support staff.
	Hire a .50 FTE facilities/ grounds worker.	Hire an intern.	Hire a .25 FTE youth/ young adult advisor.	Transition to 1.0 FTE church administrator.

Goal 8--Finances and Stewardship:

To foster a culture of financial generosity.

Strategies(number assignments are for reference purposes only and do not denote priority):

1. Develop a year-round Stewardship Team.
2. Double the Endowment Fund or develop a reserve fund to deal with unexpected needs.
3. Pay full-share of denominational dues to qualify for grants and loans.

Action Plan: (Item numbers refer to the corresponding Strategies, above.)

2015-16	2016-17	2017-18	2018-19	2019-20
1a. Stewardship Team studies and plans a change in culture to talking about church finances year round.	Ensure prompt acknowledgment of new member pledges.		Promptly provide new members with up to date church budget, financial needs and goals information.	
	Provide all-ages education about Stewardship.			

<p>1b.Initiate a unique way to recognize major donors with a wall of honor or other means.</p>				
<p>1c.Identify key individuals to receive training for management of church finances.</p>	<p>Ensure that the congregational administrator’s duties include Financial Administration.</p>			
<p>1d.Research UUA sources about how to identify, recruit and train leaders for Stewardship Team.</p>	<p>Identify, recruit, and train leaders for Stewardship Team.</p>			
<p>1e. Review our current pledge card and how and when it is presented to new members.</p>	<p>Educate our congregation about variety of ways to contribute to the church through articles in the Scroll. (Memorial gifts, wills, insurance policies, etc.)</p>			
<p>2. Educate the congregation about our Endowment Fund and how to contribute to it.</p>	<p>Initiate a regular Endowment Fund report online, in the Scroll, and in the Order of Service.</p>			
<p>3.</p>	<p>Research denominational grants and loans.</p>			

Goal 9--Governance:

To make organizational and process changes that will increase governance effectiveness.

Strategies(number assignments are for reference purposes only and do not denote priority):

1. Enhance ability of the Ministry Teams to respond to emerging church needs.
2. Increase clarity and transparency of authority, responsibility, accountability in our organizational structure.
3. Develop new methods of lay leader recruitment and training.
4. Improve coordination/communication among teams.
5. Prepare for a Congregational vote on capital campaign issues.
6. The Board will report annually to the congregation on progress on the Long Range Plan.
7. Create a new mission/vision statement.

Action plan: (Item numbers refer to the corresponding Strategies, above.)

2015-16	2016-17	2017-18	2018-19	2019-20
1.		Create a Committee on Ministry. ⁸		
2a. Draft Team job descriptions as prioritized by Board over the years of the Plan.				
2b. Draw upon results of 2014-15 Board self-study to identify further action steps over the years of the Plan.				

⁸ A Committee on Ministry will assist the minister in initiating, coordinating, and evaluating all areas of the congregation's ministry.

<p>3a.Recruit board nominees from the ranks of the Team leads.</p>	<p>Provide training on meeting facilitation and conflict resolution.</p>	<p>Include "how-to-do church" literature in our ARE offerings.</p>		
<p>3b.Train all Team leaders to do relational meetings. Leaders will be expected to do relational meetings regularly.</p>				
<p>4.Increase opportunities for problem solving at Leadership Team Council.</p>				
<p>5.Research bylaw requirements and state law for votes on loans and real estate.</p>	<p>Review our current bylaws.</p>	<p>Draft bylaw revisions.</p>	<p>Present revisions to the congregation for a vote.</p>	
<p>6.The board will report annually to the congregation on progress on the plan. (See the Appendix "Policies Supporting Long Range Planning at Saltwater Church.")</p>				
<p>7.</p>		<p>The board will create a plan to adopt a new mission/ vision statement.</p>	<p>The congregation will approve the new mission/ vision statement.</p>	

6. Summary of Budget and Volunteer Effort

This plan is based on the following estimates of financial and volunteer resource growth. These estimates are based on an 8% growth target for membership and budget. It recognizes the current generosity of each member and assumes the growth comes primarily from increased membership.

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20
Members	190	205	222	239	259	279
Budget (\$)	266,000	287,000	310,000	335,000	362,000	391,000
Volunteer Hours	9,500	10,260	11,080	11,970	12,925	13,960

7. Policies Supporting Long Range Planning at Saltwater Church

- The Long Range Plan will be updated annually, as necessary, by the Board.
- Annual updates are intended to be administrative. As such, only Actions and perhaps Strategies are updated.
- If it is determined by the Board that a goal needs to be reconsidered (deleted, modified, or a new goal added), the Board will determine the specific method to be used. The resulting modification will be presented to the congregation for adoption.
- Adopted actions for each church year will be incorporated into Team work plans.
- Teams will report on their progress to the board.
- The board will report annually to the congregation on Plan progress.
- In the fourth year of the Plan, 18 months before expiration, the Board will draft a new charge and call a new Long Range Planning team.

8. APPENDICES

A. Supporting Operational Plan (*To be completed by December 14*)

The Operational Plan worksheet is a document that captures in detail all the Goals, Strategies, Actions and resources required to complete this long range plan. It can be found on the website at:

<http://www.saltwaterchurch.org>

B. The Long Range Planning Process

In 2002, Saltwater Church created a mission/vision statement. It started with the phrase: “The vision of this church is to become a beacon of liberal religion in South King County.” It went on to list seven goals designed to carry out this vision. (See Mission, Vision, and Commitment to Growth statements.)

At Saltwater Church’s June 2, 2013, congregational meeting, our Board told us we were not living up to this vision. No concrete steps had been put in place for carrying it out. Board chair, Daniel Key, told us the Board had budgeted a one-time investment in planning for our future. They had funded the Leap of Faith program with Ventura UU Church, they had hired a UUA Stewardship Consultant, and they had recommended the formation of a Long Range Planning Team. Daniel and the Board asked for a “transformational” change for us, something bigger than the status quo for Saltwater Church. He also pointed out that the world is rapidly changing, along with the position of churches in it. We would have to do things differently in order to survive and to live up to our vision.

Daniel’s talk inspired our Long Range Planning Team members to step up. We began meeting in September, 2013. We would submit overall goals to the congregation in June, 2014, and a detailed plan in December, 2014.

This report details the results of the Long Range Planning Team’s sixteen months of work. We held congregation listening sessions (115 of you participated!) so you could tell us your hopes and dreams for Saltwater Church. We asked teams and staff for their input. We read the Stewardship Consultant Report and the Leap of Faith Report. We reviewed long range plans from other UU churches and read books about congregational transformation. We paid for a Percept Information Systems demographic assessment of our South King County

neighborhood. We took all this information and created 12 goals which we presented to you in June.

C. The Charge to Saltwater LRP Team from the Board of Directors September, 2013

The Team: Susan Aigner, Team Lead; Ray Valpey, Bob Feay, Suzanne Laurel, Scott Wenzel, Jean Sundborg, Daniel Key, Mary Paynter (Board Liaison), James Kubal-Komoto (Minister)

Saltwater Unitarian Universalist Church is approaching the 60th anniversary of its founding. Think of how the world has changed over those 60 years. Media, commerce, and even the natural environment have undergone dramatic changes. Societal institutions that depend upon things staying the same are not doing so well. Is it reasonable to think that Saltwater Church will be around in its current form for our 70th and 80th birthdays? Over the past few years the Board and other church leaders have become increasingly concerned that our present course is unsustainable. We're on a gentle glide path heading into the ground. It's clear we have to make some changes in order to survive, but it's not at all clear what those changes should be.

That's where Long Range Planning comes in. Drawing from a variety of sources, including input from the congregation, statistics & data, history, our UU values, reading, analysis of our strengths and challenges, insights from working with our mentor congregation, and recommendations from our UUA Stewardship Consultant, the Board asks you to

- Envision SUUC in 2019, our 65th year
- Identify our highest priorities
- Set goals, consistent with mission & vision, priorities, and values
- Set strategies/objectives, action plans
- Identify how attainment of the goals is to be measured
- Specify how the Long Range Plan, once adopted, is to become a living document and guide to decision-making, including a method for updating it.
- Throughout the process of LRP, develop and maintain effective communication so duplication of effort is minimized, and participation is maximized.

Suggested Timeline

September 2013 The team and leader are in place, board and Leadership Team Council trained, the process begins.

October-February 2013-2014 Gather input, SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), background info section, draft goals.

March-May 2014 Prioritize goals, begin developing action strategies/objectives.

June 2014 Presentation at Annual meeting—get congregational buy in.

Sept 2014 Complete Draft Plan.

October-November 2014 Congregational forums on Draft Plan—facilitated by Board.

December 2014 Adopt Plan at Congregational Meeting.

D. Long Range Planning Team Members (as of November, 2014):

Susan Aigner (Team Lead), Ray Valpey, Bob Feay, Suzanne Laurel, Scott Wenzel, Jean Sundborg, Daniel Key, Mary Paynter, Lisa Key (Board Liaison), James Kubal-Komoto (Minister)

E. Information Sources used by the Long Range Planning Team

1. The following documents are available on the Saltwater website:

<http://www.saltwaterchurch.org/drupal/teamdocuments/long-range-planning/miscellaneous-document>

Congregational listening sessions Keyword Analysis
Saltwater Team reports
Saltwater Staff reports
Leap of Faith report
UUA Stewardship Consultant report
Other UU Churches' long range planning information
Percept Information Systems reports

2. WA State Office of Financial Management, Forecasting 2012
<http://www.ofm.wa.gov/POP/stfc/default.asp>

3. Information provided by area school districts: Federal Way, Tukwila, Highline, Kent

4. Unitarian Universalist Association Resources

- a. UUA Green Sanctuary Program
<http://www.uua.org/environment/sanctuary/>
- b. UUA Salary and Fair Compensation Guidelines
<http://www.uua.org/careers/compensation/fair/178552.shtml>