

Unitarian Universalist Congregation of York

Long-Term Strategic Plan 2017 to 2020

The journey of being fully awake and learning to be human will ask much of us. We must encourage one another, challenge one another in lovingly accountable ways, and be prepared to learn more each day than we knew the day before. In remembering our connection with the Spirit of Life and with each other, we will be strengthened for our shared ministry ahead.

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UUCY Interim Minister

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Introduction

Planning starts with an understanding of the congregation's identity; of its norms and of its purpose for continuing to exist. To this end, the planning task force began with a review of the records of many congregational discussions held in recent years. We met with the Board, the staff, and other lay leaders as well as our interim minister and other UUCY stakeholders. We studied the results of the survey conducted by the ministerial search committee in September, 2016. Most importantly, we asked the congregation members to comment on early drafts of this plan.

None of us, individually or collectively, can predict the future. This document is intended to provide guidance to UUCY leadership so that they can direct our resources toward the congregation's priorities, but the planning process must be continuous if it is to be effective. Thus the Board will review the plan each year to see how well we have done in implementing our stated goals and to make revisions necessary after discerning the wishes of the congregation.

The strategic plan is intended to highlight priorities for UUCY. It is not intended to specify how those priorities are to be achieved.

Where we are now

In recent years, internal problems have forced UUCY to look inward. Questions of governance and transparency have taken up much of the congregation's resources, as has the effort to heal the wounds caused by the conflicted departures of the previous minister and staff members.

In spite of these difficulties, UUCY has many positive features. We have our principles and our Covenant. We have a welcoming attitude and a beautiful campus. We have an excellent interim minister, a highly skilled staff and many committed and talented volunteers. As our interim minister has told us: "We are OK. We are going to be OK. We just need to decide what version of OK we want to be."

Our New Minister

By the time this plan is in place, we hope to have a new called minister. This person will help us face our challenges. But they will also have an opportunity to help us to continue to learn from our past and to work with a congregation that is welcoming, caring, talented and willing to contribute both time and treasure.

The search survey and follow-on discussions underlined that the congregation sees the minister's primary role as a preacher. A large majority hoped that the minister would preach very

frequently—three or four times each month. While all members have a responsibility to help build community, the minister will be expected to contribute to this process and certainly to be in community with the UUCY congregation.

The congregation ranked its priorities for the minister in this order; spiritual leader, intellectual leader, pastoral counselor and administrator. Although the administrative function ranked fourth, other responses showed that the congregation wants a minister who will exhibit strength in areas such as staff relationships, church dynamics, community building and facilitation.

With this in mind, the Board, at its February, 2017 meeting, approved a change to the minister's authority with respect to paid staff. The minister will serve as chief of staff with the authority to hire and terminate paid staff in accordance with personnel policies that have been approved by the Board.

Our Current Mission

Our vision is printed on the back of our Order of Service. "The Unitarian Universalist congregation of York is a religious community that inspires the mind and spirit, honors religious freedom and embraces diversity; its members minister to each other with love, and work for a just society."

The ministerial search survey indicated that our actual focus is the practice of loving kindness and our desire to be part of a community that centers on this practice.

This overriding vision affects everything that follows in this plan. The plan is intended to help us fulfill this vision in our congregational life.

Challenges and opportunities

We have identified several issues that will affect UUCY during the next three years and which underlay many of the recommendations in this plan.

---We will have a new minister who will need to be integrated into UUCY. This is an opportunity for new leadership to help us realize our ideals, but it will require adjustments on the part of the congregants.

---The conflicted departures of our previous minister and staff members caused serious dissension and damaged relationships within the congregation. Some of UUCY's lay leaders left the congregation, a serious loss of support. As noted, a lot of time and treasure have been expended in an effort to repair the damage and heal the hurts. The healing effort should continue, but we must also turn our attention outward to the larger community.

---As a result of the recent problems, issues related to transparency and trust have come to the fore. UUCY leaders have already done much to improve transparency and nurture trust, but there is more to be done. The Covenant can play an important role in this process.

---For the last several years, UUCY has spent more money than it has taken in. The difference has been covered by withdrawing capital from the Weiss Trust Fund. Much, but not all of the deficit resulted from the expenses associated with the dismissal of the previous minister. Those expenses have been

paid, but an operating deficit remains. An operating surplus would protect the Weiss Trust Fund as a “rainy day” fund and it would also increase the resources available for our community programs.

--We believe the congregation is likely to grow in the years ahead. We need to grow if we are to meet our needs for additional revenues and volunteer time. First time visitor numbers are up Last year we had 90 First time visitors and we are on track to match that in the 2016/2017 year. Sunday attendance rose sharply after the election last November.

--Increased size means that the congregation will continue to transition from pastoral size to program size. We have already made changes to our governance and ministry to reflect these changes, but more needs to be done and growth holds its own challenges.

The Covenant

Since its adoption in September, 2014, our Congregational Covenant has helped with the stabilizing and healing needed. It is perhaps the most important positive outcome of the recent problems. The Covenant provides guidance for nurturing the relationships within our community.

However, the Covenant was drafted in haste, during a period of duress and the congregation was asked to approve it on its first presentation. It has served us well, but it may be too stiff and prescriptive. It might be improved if it began with a discussion of loving kindness and its central place in our interactions and then rephrased the various points within this prescription.

In August, 2016, the congregation was invited to answer an Important Question: “What is the one aspect of UUCY that most defines who we are.” The most common response included the word “welcoming” with a caution that we still need to work on this. The Covenant can help us to become a still more welcoming congregation. Our Congregational Covenant should identify love and respect as the central values of our community.

RE participants also have age-appropriate covenants.

It is essential that every member of the congregation understands that they are in a covenantal relationship with the other congregants.

Year One

--Review and redraft the Covenant with the goal of focusing it on the central place of loving, respectful interactions within our congregation. Consider drafting a disruptive behavior policy to go along with this new covenant.

--The Minister and Worship Committee should take steps to ensure that all congregants are aware of their covenantal relationship.

Year Two

--Devote one service to a renewal of covenantal relationships.

--Evaluate the frequency with which the Congregational Covenant should be reviewed to ensure that it meets the needs of the Congregation.

Governance and Ministry

Our congregation has reached a transitional size. We are no longer a pastoral church in which the minister is at the center of everything. Instead we are growing into a program size church in which much of the work is delegated to lay leaders and staff. The creation of a Board and Program Council governance structure is a first step in the right direction. This structure allows the Board to concern itself with the vision of the church's future while the Program Council manages the day-to-day tasks. The Board and Program Council are still learning the boundaries of these roles.

As a program size congregation, UUCY will need a governance structure that differentiates between governance and ministry. This will require giving staff and elected leaders the power, authority, and resources they need to make decisions and implement them. We will no longer need a representational board so we should consider reducing the size of the Board to seven members. The smaller size would also free up more governance-savvy leaders for roles in the Program council.

The Program Council structure allows the church committees to better communicate with one another. The Board and the Council should develop procedures for regular reporting of Program Council activities to the Board, with a focus on how those activities fulfill the priorities expressed in the strategic plan.

During the first year of this plan, we will have a new minister who will have been selected to meet the needs of the congregation. The formal role of the minister was defined in keeping with the results of the ministerial search survey and subsequent discussions with the congregation.

UUCY is fortunate to have many congregants who are willing to assist with the ministry of the church, the activity sometimes referred to as "volunteering." We should pay more attention to preparing these people to take on increasing responsibility. Board and committee chairs should be selected from those who have served as committee or Board members, for example, to ensure continuity. We should encourage still greater engagement on the part of our members. As the congregation grows larger, small group ministry and affinity groups will take on greater importance.

Affinity groups such as the men's group, the writers group, the common good ministry, and the drum circles, etc., provide opportunities for individuals to establish closer bonds within UUCY.

Additionally, some congregants have expressed interest in re-establishing small group ministry in which covenant groups of eight to ten people who meet on a regular basis for reflection and discussion. The groups are facilitated by a trained volunteer leader, usually using a session plan that provides readings and evocative questions. Covenant group members agree to make participation in the group a priority. The group leaders should be connected with one another and with a staff person who coordinates them, supports their development as facilitators and may or may not provide the session plans. These groups have worked well in the past at UUCY.

Transparency of decision making is essential. Some steps have already been taken to encourage wider attendance at Board meetings. Each Board meeting begins with the discussion of an “important question” and those who come to offer an opinion on that question often stay on for the remainder of the Board meeting, increasing the transparency of the Board’s activities.

At the same time, the congregation needs to keep in mind that it has elected board members to make decisions, some of them very difficult, and few of them acceptable to everyone in the congregation. The Board needs to foster the congregation’s trust and the congregation needs to extend that trust to the Board. Wider participation and engagement will improve trust in both directions.

Year One

--Create a structure and format for the Program Council to report its assessments to the Board with a focus on how the Council’s activities meet the priorities expressed in the strategic plan. This should include a formal quarterly report.

--Ensure each committee has a written charge and a procedures manual and that these get an annual review by the committee.

--The board should discuss with the new minister and the staff the roles that each will play as UUCY goes forward. The minister will have been selected to meet the needs of the congregation and we should be prepared to help the new person with their spiritual journey, as well.

--Review the by-laws and the procedures manual to make sure that they are consonant with the decisions made in these discussions.

--Establish and assign responsibility for a “training academy” in which congregation members can be taught everything from how to make coffee for Sunday service to the fiduciary responsibility of board members. This training will be part of our effort toward greater engagement of our members.

--Ask the minister and worship committee to establish a schedule for affinity groups to speak briefly at Sunday Services and to occasionally lead a Sunday Service.

--Encourage members and staff to take the “Healthy Congregations” training and/or the “Healthy Leadership” training which is offered on line.

Year Two

--Consider reducing the size of the Board to seven members.

--Continue with our established training programs.

--Ensure committees have a chair and co-chair.

--Ask the new minister and the LRED to collaborate on putting together a covenant group program.

--Establish procedures that will allow the relevant committees input into the assessment of staff.

Year Three

--Consider a UUA “governance assessment” which is an in-depth study of the congregation’s governance and how well it fits the congregation’s goals and vision.

Fiscal/Stewardship

In his book "Governance and Ministry", Dan Hotchkiss writes: "As a matter of best practice, though, it is important to remember that no goal is so purely spiritual that it requires no money, space or time and no action is so financial as to lack ethical or spiritual implications." If we are to continue to meet our responsibilities to ourselves, our children and our community, we must pay attention to our financial situation. At the same time, finances are not the purpose of this congregation, so our financial position cannot always be allowed to shape our decisions.

Many members of our congregation have expressed concern at the continuing deficit in our annual budget. Other congregants are more worried that our finances will constrain our programs. In recent years, we have spent more than we have received and we have covered the deficit by withdrawing capital from our Weiss Trust Fund.

In 2016, the Board appointed a task force to set up a standardized system of reporting for the church's finances. This was an important first step, because we need standardized financial reports, including a balance sheet, cash flow statement and an income statement, so that we can make an accurate assessment of our financial position and track the changes from year-to-year. This is part of Board's fiduciary responsibility. Standardized financial reports will also make it easier to transfer the responsibility for UUCY's finances to future church leaders and to explain the financial situation to those who may not be familiar with financial reporting.

Most importantly, proper financial reporting is important for fostering trust in our lay leadership and showing respect for the monetary contributions of our members.

The Board needs to decide whether the person who deals with budget, finances and fundraising should be a volunteer or a member of staff.

Salaries account for about two-thirds of our total spending, even though the staff's salaries have been substantially below UUA Fair Compensation levels. Maintenance of our buildings and grounds; utilities bills; and dues to UUA account for another twenty percent of spending. Programs such as Religious Education require funding and a large amount of volunteer time.

During the last few years withdrawals from the Weis Trust have been high. Most, but not all, of this deficit was due to costs associated with the departure of the previous minister. These costs have been paid, but there is still likely to be a significant deficit in the 2017/2018 fiscal year which will need to be covered, either from the Weis trust or from additional revenue.

At the congregational meeting on October 2, 2016 members of the congregation expressed willingness to take on the financial challenge and to focus on abundance rather than shortages. At that meeting, the congregation amended a proposal from the personnel committee which had proposed to negotiate

a new minister's salary based on the mid-range of the UUA Fair Compensation schedule. Instead, the congregation authorized the negotiating committee to use a higher compensation range in order to attract a stronger group of candidates. At the same meeting, the increase of salaries for staff which was to take place over the next two years was brought forward by a year.

Based upon congregational support and increased pledges received during the subsequent Momentum Campaign, there is good reason to believe that the deficits can be overcome; the new financial obligations can be met; reserve funds can be established for future contingencies; and we can find funds to support our community outreach programs. First, the reaction from the congregation at the October, 2016 meeting was generally positive. Without the spirit of abundance expressed at that meeting, we might well fall short. Second, our congregational size, currently just over 200, is likely to grow. We are getting many more first-time visitors and enrollment in the "Path to Membership" has been higher than in recent years. The presence of a called minister may also help us grow. Nevertheless, we need to look for new sources of income, such as rentals and new fund raising events.

The current situation, strategic deficit spending, calls on the congregation to grow into its financial responsibilities. This will require both growth in membership and still more generosity on the part of members. We should aim to reach a balanced operating budget over the three years of this plan. Once balance is achieved, we should begin building a reserve fund. Any withdrawals from the Weis trust should be viewed as loans and should be accompanied by a repayment schedule.

Year One

- Implement the new financial reporting system approved by the Board.
- Improve coordination and communication between the committees directly involved with financial matters. Develop a process for finding qualified persons to take on the coordination of all financial matters, including stewardship and financial reporting.
- Ensure that each fund raising activity has a clear vision and intention.
- Hold a special congregational meeting for the sole purpose of reviewing UUCY financial reporting and budgeting and make this an annual event. Ensure that the congregation has an opportunity to review the financial statement prior to the meeting.
- Evaluate ways of using our property to generate additional revenues and evaluate sources of funding other than pledges.

Year Two

- Hold the annual financial discussion with the congregation.
- Consider matching UUCY's fiscal year to the UUA reporting year.

Year Three

--Continue to look for additional revenues beyond the annual pledges.

Spirit and Witness

Social Justice

Some members of the congregation have expressed a need for a series of worship services aimed at awakening members and friends to social justice issues.

Most members would agree that we wish to do good in the larger community/world. Some members have a strong desire to see UUCY take on a much larger role in this area while others do not. Our actions with Our Daily Bread, the community garden, the English as a second language group, the knitting group, Share the Plate, the newly formed Racial Justice group and other initiatives are all examples of this desire. However, as a whole, UUCY has not taken up Social Justice Issues as a main focus even though our mission statement calls on us to “work for a just society”. In the last few years the congregation has been distracted by its internal issues and our financial situation has also limited our efforts.

The challenge is to create opportunities for involvement that can accommodate the time and energy limits of prospective volunteers, especially those who have full time jobs. Our Daily Bread is a good example of such accommodation, but we need an array of opportunities of varying difficulty and time commitment to draw our community together.

The new Racial Justice team has energy and interest and at present is working to figure out how to best use our time, talents and resources to further this work. This group should initiate a long-range plan that will allow UUCY to educate itself about racist blind spots and work toward their elimination.

At present we do not have a social justice chair and those who have served in this capacity are feeling a bit weary. We need to have some kind of over-arching person/committee/team that can keep all these avenues connected and in communication with each other.

It is important to find and support one or two key areas where we could focus our energies as a congregation. That would help members and friends of UUCY experience themselves as part of a more committed focused and effective presence in the larger community. We need to figure out what those compelling areas are and that will require strong lay leadership and strong support from a future minister.

Year One

--Review the governance structure to make sure that there is a single coordinator for our social justice issues and find a qualified lay leader to fill that position.

--Discuss with the new minister and the congregation areas where we could make an effective contribution to community life. The discussion needs to include resources available to support our efforts in this area.

--Continually invite members of the congregation to participate in working for a just society as part of our expressed mission.

Year Two

--Review our community outreach activities to see which are working; which are still needed; and what new activities could be supported.

--Develop and implement improved communication systems so action items and events are well advertised to the entire congregation.

Year Three

--Continue to develop our ties to the local community.

Worship

Worship has been re-energized by our interim minister, Reverend Lyn Cox. Multi-generational services are incorporated into the regular offerings and have been received quite well by the community as a whole. The entire staff works well together on these services. Rev. Lyn has also improved coordination within the worship team.

We do not have a strong adult program for Worship Associates. We call our committee members who assist preachers Worship Liaisons and their duties are more limited than most Worship Associates in other congregations. We may wish to expand training and creative opportunities for adult Worship Liaisons/ Associates.

Some congregants would like a greater variety in the types of worship that takes place – incorporating more of the arts with dance, theatre, storytelling, etc., to better embody the worship experience. The search survey indicated that some congregants favor this approach and still more are tolerant of it.

Music is a high point in our worship with a strong music committee and choir led by our very strong Music Director, Richard Frey. The relationship with the worship chair is good. Worship feels alive. While not directly related to Sunday worship – the music committee has been quite successful in the partnership with the Susquehanna Folk Music Society.

We would like to see more involvement of children in the area of music, as well as an expansion of the types of musical performance. Our music director would like to see a handbell choir, an orchestra, an organ, and a children's choir. Congregants have expressed a desire to utilize the musical talent of our congregants. And while not directly related to Sunday worship there has been an expressed vision to have our musical offerings be developed into a community outreach. As for Sunday worship, we should keep building on what Reverend Lyn has offered and develop the skill sets of our lay leaders to lead worship effectively.

Year One

--Find ways to involve our children in the musical aspects of worship, in particular, through the establishment of a children's' choir.

--Work with the new minister to expand the use of the arts in our services.

--Give our affinity groups a greater role in the worship services.

Year Two

--Assess the relationship between our growing congregation and our physical facilities.

Care

At our core we are a caring community. Our interim minister has been very prompt in responding to identified congregant needs. The care committee has been expanded so that requests for cards, candles, rides, meals, etc. are being met. Even though things get done, we do not have a clear system of who will do what when a care email goes out to the care team

We would benefit by having more structure to the care team so that tasks are more clearly delineated. With more people and more training we could expand and do more to care for our community. This ties in with social justice by expressing care for the larger community through walks for a cause and other organized events.

Year One

--Review the relationship of the care committee to the Program Council to ensure better coordination of our efforts.

--Work toward becoming a "safe church" by providing education about ways of combating domestic abuse, sexual abuse, etc.

Lifespan Education and Connections

Religious Education

The work of Religious Education of our adults, children, and youth is important for the growth and stability of our congregation as a whole. These responsibilities are directed by the Lifespan Religious Education Director (LRED) supported by the Children and Youth Religious Education Committee, adult religious education leaders, and Program Council Representative.

Peacemakers Camp has been a great success at UUCY during the last two years. It has brought a new energy to RE, engaged new and experienced RE volunteers, and welcomed community members to UUCY. Peacemakers Club, which is an extension of Peacemakers Camp, is held throughout the RE year. It helps our children and youth form relationships among different age groups while engaging in meaningful activities related to being peaceful citizens of the world.

Multigenerational services have also been an important part of RE. It has been a goal of the LREC for many years to begin to bridge the gap between generations in our congregation. The purposeful and well-thought-out services have helped us to get closer to that goal. Our interim minister has created a wonderful opportunity for our children to become Junior Worship Associates. These opportunities allow our children to experience worship more directly and in a meaningful way. Other congregations with Junior Worship Associates often make them a volunteer corps with training and meetings at non-RE times.

In order to sustain a vibrant RE program, teacher recruitment and retention are essential. Recruiting volunteers continues to be a struggle.

There is also concern for the spiritual well being of RE volunteers, especially in those cases in which both spouses who have children in the program serve in this role. They are often unable to participate in the adult worship services which take place simultaneously with children's RE. Recently the structure of RE classes has had to be changed to allow breaks for our dedicated teaching volunteers who are in jeopardy of burning out. These changes have required the combination/elimination of RE classes with Peacemakers Club, children's chapel and multigenerational services. Some members believe this caused a reduction in the children's exposure to valuable curriculum. Others believe these new programs are helping to add to the intentional programming of the minister and LRED to foster relationships between age groups and create a more multigenerational experience for all members of UUCY, while addressing many different learning styles of the children. As we move forward, we might consider a system to deliver valuable curriculum to the homes of our children. These lessons could then be completed as a family unit to enhance and solidify our children's understanding of our UU identity and values.

Congregational growth would help ease these problems, but there is an immediate need for a broader, congregation-wide, recruitment program for RE volunteers.

It was recently decided that the LREC should have more oversight of the Youth Group. The intention is

to allow plenty of space for youth to develop their leadership skills and learn to be independent in the planning, but continue to have support and help from adults, including the LRED and LREC.

The ministerial search survey showed that there is a significant minority of members who would like to see an expansion of adult RE. Currently, the “Corner Dialogues” and the “Spirit in Practice” adult class are being held for adult spiritual growth and education. The Golden UU’s, our senior group, has an adult religious education component. For the future, there is hope that those with adult RE leadership experience will form a group to assist the LRED in coordinating and facilitating adult RE programming. The senior minister and LRED may become more available to lead occasional adult RE programs.

Year One

--Consider the formation of an Adult RE volunteer group to support the LRED with developing and implementing meaningful adult religious Education programs.

--Consider the formation of a support group to help facilitate and develop Youth Group.

--Support the LRED in the development of a program to deliver UU lessons to be completed at home.

--Ensure that all relevant parties understand the roles and responsibilities of the LRED.

--Develop a plan to recruit more volunteers for RE. Consider involving the Program Council, so that other committees can be engaged and coordinated in this effort. The plan should make the inclusion of both members with children and those without an equal priority in recruitment.

--Continue to develop an organized Youth Group structure and develop a mission and vision statement for the group, along with a Youth Covenant.

Year Two

--Send students to the UUA General assembly, the UU-UNO Spring Seminar and other UUA activities.

--Explore the option of hiring a part-time youth advisor to ensure a consistent and high quality program.

Year Three

--Consider hiring a part-time youth advisor.

Membership

The membership committee is essential to the future of UUCY. The strength of the committee is the dedication of its very small number of volunteers, who are focused on making the membership process a worthwhile experience for new members. More volunteers would allow the committee to expand its activities in the area of membership expansion and retention. We should encourage engagement by more members of the congregation.

As noted elsewhere in this plan, we must grow the congregation if we are to continue supporting our

current programs. The Board, in coordination with the membership committee, should develop a plan for doing this.

It would be good to know the geographic distribution of our membership and to make members aware of other congregants who live near them. Neighboring members could then support each other with care needs, ride sharing, etc.

Year One

--Develop a plan for attracting new members and retaining current ones.

--Create an unpaid volunteer coordinator position that will utilize the time, talent and treasure survey to encourage engagement by members of the congregation.

--Gather data on the geographic distribution of UUCY members and make members aware of those who live near them through the creation of geographical small groups.

--Bring in a membership consultant to help us review current procedures and create a plan to implement best practices to increase and retain membership.

Year Two

--Research grant opportunities to help fund a half-time membership professional.

Year Three

--Consider hiring a professional membership director once all staff are compensated at UUA recommended rates.

Common Good

The process of fulfilling volunteer tasks necessary for the regular operation of services at UUCY was formalized a decade ago into a program called Common good. These essential duties included a wide array of tasks including lawn mowing, coffee making, greeting arrivals to our services, ushering and passing the collection plates, and providing flowers.

Today, the term Common Good applies to just three of the original duties; greeting, providing flowers, and making coffee. The volunteer responsible for Common Good maintains a roster of volunteers; recruits and trains new volunteers; and develops a schedule for these duties. The schedule has been put on-line, so that volunteers can self-schedule during an open scheduling period. Rosters and schedules are maintained so that participants can swap duties as required, and e-mail reminders of upcoming duties are sent to participants. The Sunday Order of Service includes the names of volunteers and the system is generally reliable in meeting the needs of the congregation.

More volunteers are needed. New members should be particularly encouraged to participate in Common Good as these duties are an easy way to become involved in the operation of UUCY. At present, Common Good volunteers cover only Sunday services, and the common good model is used to

manage mowing, while special events require finding volunteer staff. If the Common Good roster were expanded, it might be possible to staff some of the special events, as well.

It would be ideal to have a volunteer in the role of Membership Coordinator or Volunteer Coordinator. This person would match people based on their gifts and interests to opportunities to share in our collective ministry.

Year One

--Encourage more members, especially new members, to sign up for the Common Good roster and ask Common good participants to recruit friends as volunteers.

-- Consider the pros and cons of having common good participation become an expectation of membership.

-- Find some creative and fun way to celebrate and honor all who contribute to UUCY through their time, talent and treasure.

--Consider the need for a Volunteer Coordinator.

Operations

The care and upkeep of our sacred worship space and grounds is the responsibility of each of us and part of how we minister to each other, our community, and our visitors.

Operations includes three areas of focus; building and grounds, safety and information technology. All three areas must be adequately funded if we are to maintain and improve the physical facilities; keep current with technology; and ensure that our congregation and facilities are safe. Funds must be made available not only for day-to-day operations but also for major expenses, such as repairs to the buildings and their operating systems.

However, UUCY has not established maintenance accrual accounts and funds originally designated for these purposes have been used for other expenditures.

The safety of our congregants and visitors has been partially addressed through upgraded security measures, including panic buttons for staff and assigned members of the congregation at each service. An AED has been installed and fire drills have been conducted during services and regular RE class time.

We need to keep our hardware and software current to support communication between staff and congregation. This includes equipment for visual presentations during services and other events. Keeping our facilities maintained, safe and technologically up to date will provide us with the opportunity to share our sacred spaces with others for special events and provide an opportunity for potential rental income.

We are currently depending on volunteers to keep our computer systems running. We need to acquire professional services to support our systems, including a properly backed up file system.

Year One

--Establish a line item in the budget for maintenance escrow using the list of maintenance projects that has been put on hold.

--Arrange professional support for our computer systems, including a properly backed up file system.

--Adopt the safety policies and procedures proposed by the safety committee including; regular fire drills; voluntary safety training; ensure oversight of safety clearances for RE teachers; and addressing disruptive persons.

-- Review safety and personnel policies with respect to sexual misconduct.

--Assess the need for a sexton who would attend to the church's housekeeping chores.

Year Two

--Maintain the line item in the budget for maintenance escrow.

--Review security systems and assess technology needs.

Dreams

Our dreams for UUCY can help keep us motivated to fulfill our mission. Those dreams are goals that we can work toward as we “minister to each other with love and work for a just society.” As they should, these dreams range from “within reach” to “far out”.

Ministering to each other

--Expand the physical facilities to better accommodate our growing congregation. Connect the sanctuary to the carriage house with a large, open, multi-function space. Make sure that our entire campus is available to those of our members who have mobility issues.

--Establish a children’s choir and an orchestra and install an organ. Music is an important part of our worship experience.

--Establish a UU retirement home on our spacious grounds.

--Install solar panels on our buildings, along with on-demand water heaters. Raise revenues by installing an electric car charging station in the parking lot.

--Send some of our youth to General assembly.

--Hire a paid youth advisor.

--Hire a membership professional.

Working for a just society

--Partner with the School District of the City of York to provide space for a pre-school program. This would provide outreach to the community and a source of income.

--Adopt the Jackson Street school; this school is our neighbor; how can we help enrich the students’ learning experience?

--Mentor pre-adolescent and adolescent children who are at risk, in partnership with various potential community providers.

--Establish a closer relationship with York College. Several faculty members attend UUCY. How can we serve the college students?

--Continue to expand UUCY’s role as an important progressive voice in the larger community.

--Re-certify the congregation as a "Welcoming Congregation."