

Eno River Unitarian Universalist Fellowship Governance Policies

V. Strategic Planning Policy

SP1 Purpose and Goals

- A. Purpose: The purpose of this policy is to define the goals, process, and schedule for ERUUF's strategic plan development, updating, and implementation.
- B. The goals of ERUUF's strategic planning process are to:
 - 1. Promote the long term operation of ERUUF in accordance with ERUUF's Vision, Ends, By-Laws, and Policies
 - 2. Incorporate the aspirations of the congregation, ministry, committees, teams, and Board of Trustees
 - 3. Provide for a transparent process for everyone in the ERUUF community to be able to participate in the future directions of ERUUF
 - 4. Promote ERUUF's critical role in support of the congregation's needs as well as the broader local community
 - 5. Establish multi-year, longer term goals for ERUUF
 - 6. Encourage ERUUF to continually evaluate and improve how its spiritual and broader community mission is established and achieved
 - 7. Accommodate both qualitative and quantitative measures to evaluate ERUUF's progress in achieving its long term goals
 - 8. Serve as a useful, living guide that will be used throughout the year
 - 9. Serve as a longer-term guide in the annual budget process.

SP2 STRATEGIC PLANNING PROCESS

- A. The annual review and evaluation of the ERUUF strategic plan should balance both ERUUF's interest in maintaining a sense of continuity with previous goals but also encourage innovation and continuous improvement by continually questioning ERUUF's goals and effectiveness in achieving them.

- B. The strategic planning process should balance efficiency by relying on a board sub-committee to draft it, while also promoting transparency and openness by allowing the congregation to review and comment on the draft, revised strategic plan.
- C. While openness and transparency are cornerstones of the process, the board must also be relied on to use its good and representative judgment to balance the overall interests of the congregation.
- D. The measures incorporated into the strategic plan should not be burdensome on staff nor too numerous to be useful in judging the effectiveness of the ERUUF governance process. Measures should be results oriented and not focused on activity or input indicators.
- E. The strategic plan should be brief and easily understandable to the congregation. Acronyms and jargon should be limited to what is readily understood.
- F. Every 2-3 years, a more extensive process of information-gathering will take place which will involve the congregation in a process of reviewing the vision and ends. This might be achieved through surveys, focus groups and larger meetings.

SP3 STRATEGIC PLANNING TIMEFRAME

- A. The ERUUF strategic plan is intended to address a two to three year planning horizon, but can be extended to address a longer time frame. The strategic plan should be reviewed annually in process of developing the annual budget. The strategic plan should be evaluated and updated as appropriate every year, with a more in depth look at the vision and ends every 2-3 years.
- B. The following general schedule would promote the most effective use of the strategic plan:
 - 1. Developing the annual strategic plan would begin in January in order to provide a framework for the following year's budget.
 - 2. The Congregation will review the draft early in the year, with the final plan to be in place by the end of March of each year.
 - 3. The final strategic plan will be posted on the ERUUF web site, and copies retained in the office and given to new members.
 - 4. The new Board of Trustee members will receive a copy of the strategic plan in July as they take on their new office.
 - 5. The Strategic plan would be discussed at the initial meeting of the board to ensure that the new members are familiar with the existing strategic plan and the process

for incorporating it into ongoing operations, annual review, and biannual evaluation and update.

SP4 POLICY SUMMARY

- A. The strategic planning process is led by a sub-committee of the Board of Trustees, one of whom shall be the Lead Minister.
- B. A draft of the Strategic Plan shall be shared with the congregation before final adoption of the plan by the Board of Trustees.
- C. The strategic plan must be updated annually.
- D. The plan should cover both short-term goals (1-2 years) and long-term goals (2-3 years).
- E. Every 2-3 years, a more in depth process of reviewing and revising the vision, ends and goals, and involving the Congregation will take place.
- F. The process will begin each January, in order to provide a framework for the following year's budget.
- G. The congregation will review the draft of the strategic plan early in the year, with the final plan to be in place by the end of March.
- H. The final strategic plan will be posted on the ERUUF web site, and copies will be retained in the office.

Change history:

Strategic Planning Policy was approved by the Board on 12/15/09