

RED RIVER UU STRATEGIC PLAN

2023-2028

History:

2019-2024 Plan created and approved May 2019

2020-2024 Revision approved May 2020

2023-2028 Replacement Plan for next 5 years

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Red River Unitarian Universalists

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1. Overview

1.1. Objectives

The Long Range Planning Committee (LRPC) was reinstated by the Board of Trustees in June of 2018 with the goal of creating a 5 year strategic plan that would guide Red River UU into the future. Our mission is directed by two Governance documents.

The original plan was created to cover the five years from 2019-2024. It was revised in the spring of 2020 to cover the years 2020-2025.

This new plan now covers the years 2023-2028. The plan has also been adjusted to reflect the impact of the pandemic caused by COVID-19 which required us to close our doors in March 2020, through May 2021. This plan also includes our hope to get a 2-year contract minister in 2024-2025.

1.2. Red River Policies and Procedures

Starting on page 33 of the **Policy and Procedure Manual** is the information on how the Long Range Planning Committee works.

Goal

The goal of the Long Range Planning Committee is to develop an annual review and update, if needed, of a Three to Five Year Strategic Plan for Red River UU that supports the church's vision and missions. The Plan includes measurable goals, a timeline, and estimated costs, as applicable.

Composition of Committee

Policy 1. The Long Range Planning Committee consists of a chairperson and at least three to five voting members of the church, at least one of whom is a Board Member.

The Chair recruits voting members of the church to serve on the committee. The Chair recruits other volunteers as needed for specific programs/projects.

Committee Meetings

Policy 1. The Long Range Planning Committee meets not less frequently than once each calendar year.

Goals and Coordination

Policy 1. The Long Range Planning Committee reviews the currently in-force Five Year Strategic Plan annually and develops a proposed updated five-year strategic plan when necessary to reflect the vision and missions of Red River UU.

The Committee reviews the Five Year Strategic Plan annually and proposes updates if needed. The Committee submits the proposed updated Five Year Strategic Plan to the Board for review and endorsement. The Committee requests congregational approval of the proposed updated Plan at the Spring Congregational Meeting.

Policy 2. The Long Range Planning Committee involves the congregation in developing goals for the strategic plan.

Input is sought from the congregation, committees and the Board.

Reporting

Policy 1. Regular reports are provided to the Board and the congregation.

The Chair reports to the Board about the implementation of the Action Plans of the committee.

Implementing and Monitoring the Strategic Plan

Policy 1. The Board of Trustees is responsible for implementing and monitoring the Five Year Strategic Plan.

The Board President communicates with the congregation about implementation of the Strategic Plan via articles in the newsletter, email messages, and reports to the congregation. The Board President reports to the congregation annually on implementation of the Strategic Plan.

1.3. Five-Year Plan (Approved Oct 2018)

This document was not a complete, detailed plan but did set the goals for the future. These goals were:

- Become more prominent and recognizable in the community not only for our church beliefs but for our impact on the community by creating four new ongoing outreach programs.
- Reactivate our Religious Education programs for children and youth by utilizing two UUA Tapestry of Faith curricula facilitated by trained teachers.
- Adapt the Arts & Craft Room, the Forrest Church Library and the Anthony Room for use as Sunday school classrooms by installing age-appropriate furniture, supplies and reference materials.
- Complete a feasibility study plan to present to the congregation by the 2020 Spring Congregational Meeting detailing options for expansion of the ground floor to increase the seating in the chapel and to create a permanent nursery.
- Increase the participation of church members in NTUUC, Regional and UUA created workshops, seminars, leadership development programs and conferences by providing financial support to four individuals annually.

1.4. Long Range Planning Committee (LRPC) Mission

None of us, individually or collectively, can predict the future. This plan is no exception.

The Long Range Planning Committee will create and manage a Five-Year Strategic Plan to align itself with the goals and mission statement of the church.

The long Range Planning Committee will review the current plan when necessary and revise or rewrite as needed.

2. Red River UU Today (2023)

2.1. Overview

This section will discuss where Red River UU is as of 2023 and compare how it has changed from the 2018 strategic plan.

2.2. Red River UU Market as of 2023-2024

Red River UU is located in the city of Denison Texas and is the only UU church in the Texoma area. We are also a member of the North Texas Unitarian Universalist Community of churches (NTUUC).

The nearest UU churches are:

- Denton Unitarian Universalist Fellowship – Denton Texas – 64 miles
- Community Unitarian Universalist Church – Plano Texas – 60 miles

The prior plan identified a population in the Texoma area by major and minor cities within 50 miles plus Ardmore (just outside this range). Not counting small communities, the population was more than 141,000 people. Over the last 5 years these numbers have grown to over 168,000+ for a 16.6% increase in growth. This does not count small towns and areas with populations of less than 1,000.

We currently draw our members from Sherman, Denison, Durant, and the surrounding communities in the Texoma area. In addition, we are now a virtual church. We have people (members and visitors) that can view us on streaming service via Zoom. We also post our service recording to our YouTube Channel.

Texoma has become a high growth area. The Denison Development Council has identified \$35 billion in investments scheduled by high tech firms starting in 2023. Sherman is seeing major businesses expanding or moving into the area. This is bringing new people mostly higher educated, and some will be liberal and may even have a UU interest.

2.3. Red River UU as of August 2023

Over the last 5 years, Red River UU has accomplished the following:

- Our building is paid for.
- We have installed cameras and new sound equipment in our chapel and now record our Sunday Assembly and special events.
- We have a YouTube channel where we post our Sunday Assembly recordings.
- We have an active website based on the UUA website template.
- We have a Facebook page where we announce church events and show links to our YouTube channel.
- We have a Facebook LGBTQ+ page managed by our LGBTQ+ welcoming team.

- We have installed smart TVs and computers in the Alexander Room, the RE class/library, and the RE nursery.
- We have increased our budget funding for Outreach programs and for Worship Honoria.
- We have joined both the Sherman and Denison Chambers of Commerce.
- We have started the process to acquire a 2-year contract minister.

2.4. Budget for 2023-2024

In looking at our current 2023-2024 budget, it is apparent that most of our large expenses are fixed expenses that grow very little as membership increases. We are currently operating at break-even for income vs. expenses in our budget. Some observations from this budget:

- This is the first year our budget has exceeded \$50,000.
- We have 39 active members and 24 pledging members.
- This down from 43 members and 35 pledging members in our 2018-2019 budget
- The average pledge per active member is \$1,103.
- In 2018-2019 the average pledge per active (43) member was \$1,022
- The average pledge per pledging member is \$1,838.
- In 2018-2019 the average pledge per pledging (24) member is \$1,256.
- Most of our \$50,100 budget expenses are fixed costs that grow very little as we add members.
- We have increased the Worship Honoria to support 2 paid speakers per month plus mileage.
- We have increased our Outreach budget to support joining the Denison and Sherman Chambers of Commerce.

2.5. Staffing

Red River UU currently has no employees or minister. We do pay contract people for various ongoing tasks.

- A Communications Coordinator (one of our key members) performs the various admin and communications duties.
- Housekeeping scheduled and as needed.
- Yard work weekly and as needed depending on the season.
- Facilities maintenance as needed.
- Speaker funding and covering expenses for travel.

The remainder of the work to run our organization is contributed by volunteer members. Some of these duties are listed below.

- Webmaster and web support team
- Chairperson for the Earth Day Festival
- Chairperson for facilities upkeep and maintenance
- RE teachers
- Lay Led services
- Various teams and committees for internal support and for outreach support

2.6. Acquiring a Minister

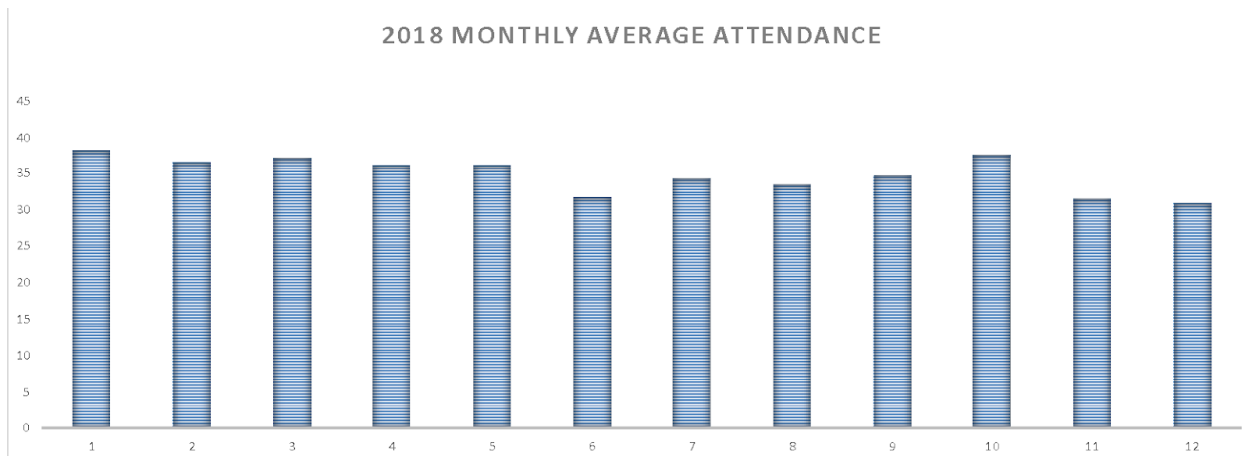
In 2021 the congregation decided to start the process for finding a 2-year contract minister. A Minister Search team was formed, and they began the process to find the funds to afford the minister and to collect the information needed and recommended by UUA.org.

Today they are in the process of finding funds to support the minister compensation package for two years. This 2-year package is currently more than \$192,000 so we will need to find funds from grants and generous donations.

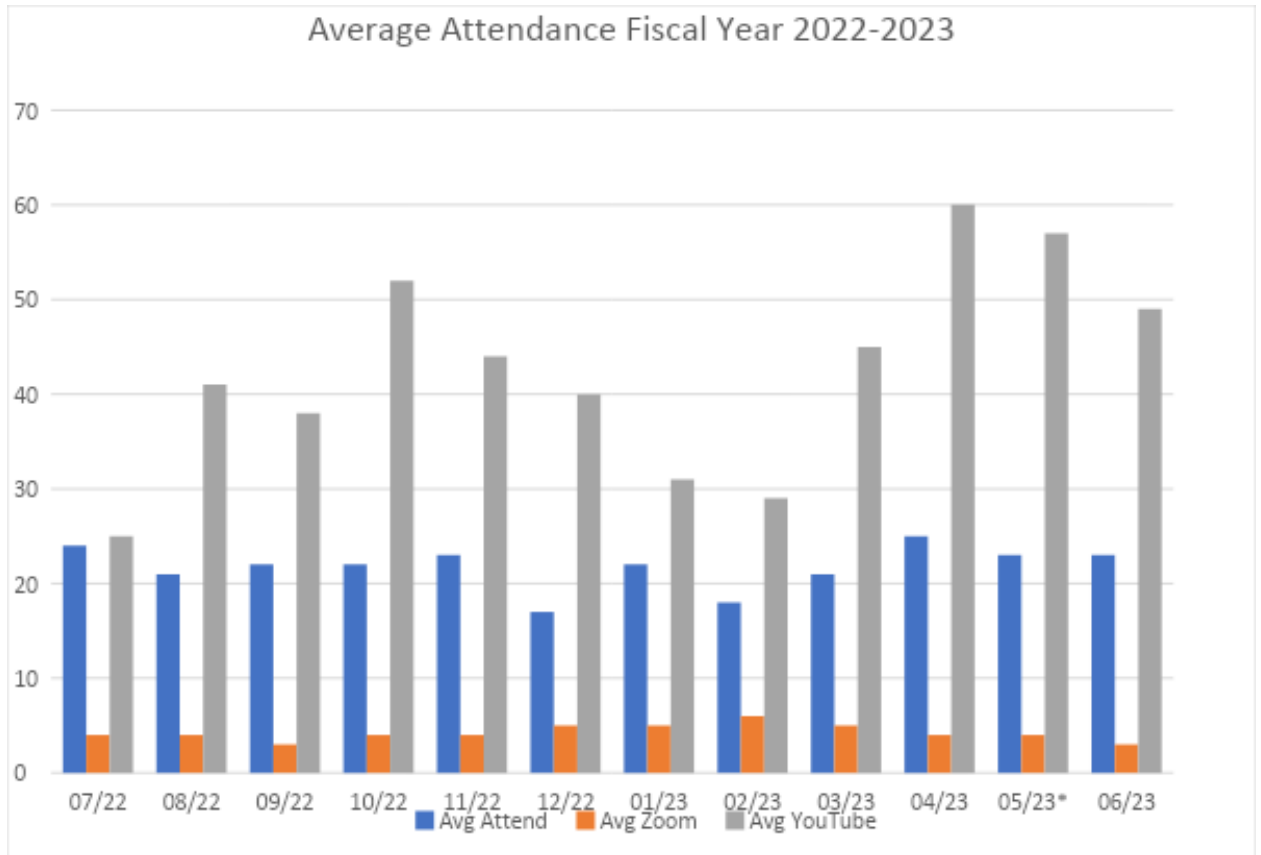
2.7. Membership and Attendance

As of May 2023, the membership role shows 44 members but in reviewing the list, some are people that either haven't attended or have moved so RED RIVER UU membership is closer to 39 active members that show up in person or on online and pay something in pledge funds or contribute time.

Over the last year, service attendance has been relatively flat. We had a high of 46 people attend (members and visitors) in July, 2023. Much of that increase was visitors. The 2 following graphs show the average membership attendance for 2018 and for 2022



The graph showing our membership attendance for 2022 shows three bars for each month. The two additional bars are for Zoom attendance and for YouTube viewers for our posted services. These did not exist in 2018.



If we combine the two bars for averages per month for in house (average attendance) and average Zoom live attendance the totals still fall short for the in house attendance shown in the first graph.

2.8. Outreach

Red River UU has many programs that contribute to the outreach activity. Details about these activities can be found on the website RedRiveruu.org.

- Earth Day Festival
- Dinners at Grayson County Shelter
- The Little Free Library
- G.O.T.V.
- Annual Fan Drive
- LGBTQ+ Meet-Up
- Grayson County NAACP
- Texas UU Justice Ministry
- Children's clothing swap and school supplies
- Juneteenth cookout at the church for neighbors
- Tuesday morning Chair Yoga
- Tuesday evening Spiritual Perspectives group
- 4th Sunday Board Games following Morning Assembly

- Movable Feast
- Good Times Team-providing Conversation & Calories following Morning Assembly
- Pride Festival
- Art Fest
- School supply drive

2.9. Lifespan Religious Education

In November 2018, we began upgrading the 2nd floor to support our youth RE program. Two of the upstairs rooms have now been upgraded to support an updated Arts and Crafts room and a study/classroom. The third room has been converted to support a nursery. The area and back stairs have also been upgraded to comply with safety standards.

There is also an outside playground that is available, weather permitting.

We have added a RE teacher and RE Coordinator (volunteer members).

In summary we have the following facilities that directly support RE.

- Outside playground, fenced.
- Arts and Crafts room, 2nd floor.
- Study/class room, 2nd floor with a 42" smart TV and computer for use.
- Nursery, 2nd floor with a 42" smart TV and computer for use.

2.10. Facilities

Our chapel is 50 feet by 25 feet and currently is set up with chairs for 38 people plus two for AV and one for Music. An additional 10 chairs can easily be added. The maximum number of chairs that could fit would be 70-80 but we would need to replace many of our current chairs with narrower chairs.

We also have overflow space in the Barton Parlor and Alexander Room on the first floor, should extra room be necessary. The Alexander room has a 48" smart TV and computer to view the live stream of the service. It is also used to support Adult Forum for both in house and virtual members and visitors.

We have 14 on site (legal) parking spaces.

3. Red River UU Problem Areas to Address (2023-2028)

3.1. Overview

Red River UU is in transition from a Family Church to a Pastoral Church. See Section 5 for details on transitioning from a family church to a pastoral church (extracted from UUA website.) Over the next 5 years this transition will continue.

Our previous plan went into details, year by year, on what our target goals should be and their impact on Red River UU. Those target goals were detailed and proved quickly to be very inaccurate. The recommendations in this plan are more general to allow for flexibility since the future has so much uncertainty. Our number one goal of acquiring a minister has a huge impact on the budget and on our other goals. This plan must account for the fact that we do not know exactly when this will happen, so doing detailed (year by year) targets are meaningless.

If we look out 5 years into our future, we can identify the following major problem areas. If we cannot overcome these problems, we may cease to exist as a church or exist in a much smaller format.

3.2. Membership

Instead of membership growth since 2019, we have remained flat. Two major causes that have led to this are the Pandemic and losing some of our key members to health issues or moving away. We have been able to pick up some new members but there is no net gain. The pandemic took a toll on all churches, not just Red River UU.

Our membership roll currently shows 37 voting members and 48 on the list. However, three have moved out of town and two are in nursing homes and these members no longer pledge or volunteer. A more accurate list of members is 43.

Since January 2020 we have added 9 new members

Since January 2020 we have lost 9 members

- 3 have died

- 4 have moved away

- 2 have resigned

Our members are getting older with few younger members that can step in to take over. Of our current 48/43 members, 27 are over 65, and 13 have serious health issues. 5 years from now, many key members will either be gone or will be unable to help at the level they do today.

3.3. Worship

Our Worship Team has been shrinking over the years and the remaining people are overworked and in need of help. We have asked for volunteers but are not getting the additional support that this team needs.

3.4. Facilities

The grounds and facilities are currently in good shape and can easily support growth up to 50+ attendees in the chapel. There are some areas that will need attention.

- The electrical service is maxed out and will need to be upgraded if we add additional load.
- There are some issues with lighting in the chapel. At times, the spots are too bright but also sometimes the room is not balanced.
- The chapel windows cause different issues with camera colors depending on if it is sunny, cloudy, or dark outside.
- The AC that supports the Alexander room, foyer, and kitchen takes a while to cool down. This problem will get worse as average temperatures increase due to global warming. There is a second AC window unit on the west wall that works and helps but may need to be upgraded in the future.
- The mortar in the foundation is deteriorating and needs to be inspected at least twice a year both in the basement and on the outside to assess and repair problem areas.
- The kitchen is in need of an upgrade to become a full-service kitchen.

3.5. Finance

Currently our financial position is strong. We have enough pledge income to create a balanced budget. However, with our flat membership and increasing costs we see a problem in the future. Even though our older building is paid for, it was originally built in the 1920's and does require ongoing maintenance and occasional expensive repairs when something breaks. It is becoming more and more difficult to cover these unplanned costs without dipping into our savings.

In 2022, we added a Donate button to our website and since July 2022 we have collected over \$9,954 (as of September 29, 2023) in revenue which is a combination of donations, pledge income, and special restricted funds. We use GiveButter to collect the funds.

We also have created a Pledge survey for people to pledge to the minister fund. As of August 2023, we have raised \$13,400 in pledges.

4. Recommendations for the Next 5 Years (2023-2028)

4.1. Overview

There is no way to accurately predict what the future will be. However, in the next 5 years we can safely say that one or more of these 3 events will happen.

Membership remains flat: If this is the case, then we can continue to run the church as we are doing it today. Depending on who leaves and who joins, we may see some fluctuations in pledge income that may require some creative budget balancing. Through proper organization and with key people we can continue to run Red River UU through volunteers and avoid, postpone, and/or minimize salary expense for staffing. However, some members who run the committees and teams will need to be supplemented/replaced by new members or we will see a decline in the quality of work provided by them or they will leave due to burnout. This may be more apparent with the Worship Team. Over time, if revenue stays flat, there will be more and more pressure on balancing the budget due to rising expenses.

Membership decreases: This will put added strain on the budget and on the people that run our committees and teams. The budget will become more difficult to balance as time progresses. If we have enough of a decline in membership and revenue, we may be forced to sell the building and rent space. We will have to choose what outreach programs we can successfully support.

Membership grows: Growth is good. Our fixed expenses are covered by the current membership count. Any increase in this count should bring in more pledge income, most of which can be applied to improving the quality of our services and outreach programs and/or applied to a minister's salary.

The future success of our church centers around membership growth. If we grow and we grow enough, we have more members to fill teams and committees, to volunteer, and to fund our outreach programs. Once our membership exceeds 80-90 members, we should be able to fund a full-time minister.

The recommendations in this plan are focused on action items necessary to help us grow. Each section contains a list of recommendations that should be used as a guide. Each year the recommendations should be reviewed to check on progress. In addition, each year some recommendations may need to be revised or replaced and new ones added as the future becomes clearer. This plan may need to be rewritten should it require extensive adjustments to allow for future events.

4.2. How Did We Do Since the May 2019 Plan

What we accomplished:

- Installed video equipment and upgraded sound equipment in the chapel so we can video stream our service and record it to post to YouTube and Facebook.
- Added live stream to RE area and Alexander room. Also added smart TVs and computers to this area.
- Filled RE Team Leader position with a volunteer.
- Added outreach programs and increased budget to fund them.
- Paid off the building loan.
- Upgraded RE and nursery areas and added smart TVs and computers.
- Replaced the failing keyboard for music.
- Replaced a non-working dishwasher.
- Added carts for organization in the kitchen.
- Upgraded the 16 camera security system to new technology with better quality security cameras.
- Repaired the garage.

Where we fell short:

- Apply for NTUUC grants as needed. NTUUC shut down the grant program and has only recently reopened the program.
- Fill the position of Outreach Coordinator
- Manage growth. Target growth by 2023 was projected at 60+ members.
- Manage growth in finances: Target budget for 2023 projected to be \$70,000+.
- Monitor marketing and PR activity.
- By 2023 our target was to add 5 new outreach programs.

What Did We Not Plan For?

- The biggest impact was the pandemic. It stopped our growth, and we are still recovering from this. The good news is that it forced us to quickly become a virtual church and take better advantage of YouTube, Zoom, and Facebook.
- Our membership count stayed flat. We underestimated how many members we would lose and overestimated how many new members we would attract.

4.3. Marketing

The saying “build it and they will come” rarely works as expected. This applies to a church building, a website, Facebook, YouTube, and outreach programs. People are bombarded with information overload and distractions, so the church needs to develop effective marketing plans to get the word out about Red River UU.

The activities of the church that need to be properly marketed are:

- The building and its activities
- Website
- Facebook
- YouTube
- Outreach
- Special speaker programs

The church needs to create a marketing team that works closely with the minister (once we get one) and the outreach leaders and the Board. This team will help coordinate marketing and advertising. In addition, as activities occur this team will help in soliciting feedback on why people attend, how they found out about the activity, their enjoyment level for the activity, what other types of activity they would like to see. This feedback loop will be used to better plan the next set of events and activities.

This team will also investigate effective ways to market the church activities.

- How to effectively use the Chambers of Commerce
- Where and when to put up flyers
- How to introduce the church to new people moving into the community
- How to get the word out to local TV and radio
- How to get other community businesses involved
- Other TBD

4.4. Acquire a contract minister

This activity is our number one goal. With a minister we would see benefits in:

- Immediate help for the Worship Team. In addition, some Honoria funding can be diverted to other areas.
- A minister can be more active in our community and hopefully bring in more visitors and new members.
- Help us with improved consistency in our Outreach programs.

- Have a spiritual leader for our congregation.

The Minister Search team is currently pursuing grant funding and donation funding to cover the cost of a two-year contract minister. This cost is estimated to exceed \$192,000 for the 2 years. This is a huge amount for our small church. We feel we can raise the funding to support a 2-year minister but cannot support a full-time minister until our membership at least doubles to 80+ members.

A major issue we will face once we begin our official search is that there is a shortage of UUA qualified ministers. Even when we have the funds, it may be a while before we can get a minister.

Recommendations:

1. The Minister Research Team has a plan in place and is executing it.
2. Once a minister is in place, revise this 5-year strategic plan.
3. Work with the minister to revise and improve our outreach programs.
4. As the minister contract approaches completion, develop a plan for how we best go forward once they leave.
5. Work with the minister to research ways we can raise additional funds to extend their contract beyond 2 years or get another contract minister.
6. Review funding and look into ways to fund at least a part-time minister if we cannot support a full-time minister.
7. Until we get a minister, fund more outside speakers to help reduce the burden on the Worship Team.

4.5. Expanded/Effective Outreach Activity

We can't wait for a minister to come save us. We must continue to save ourselves and then be in a better position when we finally do get a minister. Our biggest effort on doing this is in expanding and being more effective in our outreach activity.

One of the major recommendations from the previous plan was to get an Outreach Coordinator. See Appendix 5 for the details from the prior plan.

Today we have not found any one person to fill the position of Outreach Coordinator. However, we do have a team that coordinates our LGBTQ activity, we have a team that does our Earth Day activity, and we have a team that does our children's clothing swap. The Board has also stepped up and helps with these and other outreach events where necessary.

Over the last year, we added two activities that have brought in some additional funds, visitors, and potential new members. The first is our Tuesday morning, 1-hour chair yoga class. It averages 5-8 people and brings in \$6-\$15 in donations each session. The second is our spiritual book club (now named Spiritual Perspectives) that meets Tuesday evenings and run by another of our members. This averages 6-8 people and brings in \$10-25 in donations each session.

We have also recently joined the Denison and the Sherman Chambers of Commerce and are now studying how we can best use these organizations to help us.

Recommendations:

1. Add an Outreach coordinator.

2. Review each outreach program to determine their success and discuss what needs to be done to improve their effectiveness.
3. Don't just add outreach programs. Look for ways to advertise our programs better, so that they will be visible to more members of the community and especially to new families moving into our area.

We currently use:

- Website
- Facebook
- YouTube
- Other social media
- Flyers
- Chambers of Commerce for Sherman and Denison
- What else can we do? How can we be more effective with what we do?

4.6. Membership

We do a good job of contacting new visitors within one week of their visit. However, we need to be more active in reconnecting with them at least one additional time. We also need to reconnect with members that have not come to Sunday assembly for a few weeks.

With the population growth coming into our area, we must attract new members. This new population needs to know about us. Far too often we get a new visitor and when we ask how they found us, some say that they have been in the area one or more years and didn't know we existed, so found us by chance.

Our membership target for funding a full-time minister would require a total active membership count around 80+. This would require a 20% growth year-to-year over 5 years. This growth is not impossible, but it will be difficult. In past years we have seen this amount of new membership growth but unfortunately, we also lost almost as many members so we had little, if any, net gain.

At a growth rate of 5% each year (net 2-3 new members a year) for 5 years we would have 50 active members by the 5th year and would be bringing in an additional \$8,000-\$10,000 in available revenue.

At a growth rate of 10% each year for 5 years (net 4-6 new members a year) we would have 64 active members by the 5th year and would be bringing in an additional \$18,000-\$20,000 in available revenue.

Recommendations:

1. Become more active in the Chambers of Commerce for Denison and Sherman.
2. Look into ways to send welcoming information about our church to new families that have moved into the area.
3. Create a plan to communicate with visitors more than once. A second communication should occur within 2 weeks of the first and should contain what we have on for the next 1-2 months. Do the same for members that are not attending.
4. Set a target growth in membership of a minimum of 4 new (net) pledge members a year. This number will also need to cover any members we lose during that year. At the end of 5 years this growth should put membership at 60+ and bring in an additional \$20,000-\$30,000 in pledge income.
5. Be more active in communicating with friends and members that have not participated in the last 30 days. This includes new visitors and strangers that occasionally give on GiveButter.

4.7. Facilities

As we grow, beyond 50, we put more pressure on our facilities. Once we reach 80 members or more than 70 people attending Sunday services, we will have a major facility decision.

- We could buy smaller chairs for the chapel to allow upwards of 70+ seats.
- We could use the Barton Parlor/Alexander rooms as an overflow area to watch the live stream, which will cover an additional 20 people.
- We could go to two services to postpone build vs. buy to support an increase in service attendance.
- As we fill the chapel and must go to two services or into our overflow area, we put added pressure on our kitchen and on our conversation and calories program.
- As we grow, parking will become an issue and we may need to convert some of our grounds into parking spaces.

These will add more costs to the budget and take away funding for a minister compensation package. It would be a major expense if we decide to move and purchase another building.

As global warming increases, our expense for cooling the building will increase, especially if we add more weekly programs. We will need to investigate ways to make our utility use more efficient.

Recommendations:

1. Monitor facility use and adjust where necessary to support future needs.
2. Once growth exceeds 50-60 Sunday attendees, begin plans to expand into the overflow area, and/or support a second service.
3. Upgrade the kitchen as needed. Any new appliances added will require an electrical upgrade.
4. As energy costs increase due to growth and a warming climate, investigate adding solar panels to reduce utility expense or switch out our current units to heat pumps if cost effective.
5. Conduct a professional energy audit.
6. Inspect the foundation outside and in the basement twice a year and make repairs as needed.
7. Monitor all computers and ensure they are running the latest application, operating system, and security updates. Plan on replacing some computers as needed.
8. Create and execute a backup plan for the 2 AV computers and the computer that supports the Alexander Room.

4.8. Financial Management

As revenue increases more than expenses, we will need to add to the budget to support:

- The need to pay for a 2 year contract minister.
- The demand to spend more on staffing expenses.
- The demand to spend more on facilities upkeep.
- The desire to spend more for Outreach programs.
- The demand to set aside money for a future building fund.
- The two special funds: the Endowment Fund, and the Minister Fund Red River UU currently has.

Recommendations:

1. Research ways to do more community events at the church that can raise money. The spiritual talk, "Revitalize Your Life and Soul" given by Gian Girardi in May 2023 had 14 people attend and raised over \$100 in donations.
2. Review re-occurring costs that are contracts (insurance, WIFI, utilities, etc.) annually and investigate other options for renegotiating or switching for possible savings.
3. Establish a building maintenance fund to help cover future large maintenance costs.
4. Research grants available that can support some of our outreach programs. The management cost of running these programs (covered in the grant) can help supplement a minister's salary.
5. Encourage our older members to remember us in their wills. Many churches have created a large endowment through inheritance that financially supports their activities.
6. Work with worship and facilities to support the extra costs of expanding seating and/or having a second service.
7. Monitor membership growth pledge amounts. Ideally, they will be at or above the average pledge amount per member.

5. Appendix

5.1. Appendix Overview

This section contains many of the supporting documents that were used in creating this plan. In addition, other useful documents, references, and links are identified in the body of this plan.

5.2. Approved Budget for Fiscal 2023-2024

Red River Unitarian Universalist Budget
Submitted for Approval at May 2023 Congregational Meeting

	Budget July 2023 - June 2024
Income	
Pledges	44,100.00
Other Income / Weekly Offering / Unpledged Giving	6,000.00
Total Income	50,100.00
Expense	
Administration - Bank Fees	30.00
Administration - Copying	450.00
Administration - Postage	48.00
Administration - Postal Box	200.00
Administration - Supplies (includes worship supplies)	600.00
Caring Team Support	96.00
Communications - Advertising (includes chamber memberships)	1,200.00
Communications - Printing, Other	150.00
Communications - Subscriptions (includes church app for \$708)	1,100.00
Consultation	6,000.00
Fadilities - Building Maintenance	2,546.00
Fadilities - Cleaning Service	1,200.00
Fadilities - Grounds Maintenance	1,500.00
Fadilities - Insurance	5,700.00
Fadilities - Supplies, Other	400.00
Fadilities - Utilities	7,000.00
Fadilities - WiFi Fund	1,400.00
Fair Share - BLUU Campaign	200.00
Fair Share/GIFT - UUA	2,240.00
Hospitality - Children's RE supplies	300.00
Hospitality - General	0.00
Leadership Development- Board Discretionary Fund	0.00
Leadership Development - Conferences, Other	120.00
Membership	0.00
Religious Education - Director	0.00
Religious Education - Children's RE Teacher	1,500.00
Social Action - Earth Day Festival	500.00
Social Action - Projects	500.00
Social Action - Texoma Family Shelter	500.00
Social Action - TXUUM Membership	120.00
Worship - Honoraria	10,650.00
Worship - Mileage	2,250.00
Worship - Morning Programs	1,300.00
Worship - Production, Music	300.00
Worship - Supplies (included with Admin Supplies)	0.00
Subtotal Expense	50,100.00
Total Net Income / (Loss)	0.00

5.3. Population within 50 miles of Red River UU

RED RIVER UU is located in Denison, Texas with the following cities within 50+ miles of our location. Cities in our area and distance to Red River UU.

City	Prior Plan	2020 Census
Denison	22,818	25,179
Sherman	38,521	44,873
Bonham	10,127	10,559
Gainesville	16,002	17,576
Pottsboro	2,308	2,613
VanAlstyne	2,046	5,165
Whitesboro	3,763	4,217
Whitewright	1,606	1,753
Bells	1,392	5,165
Howe	2,600	3,451
Durant	15,836	19,088
Ardmore	24,283	24,893
Colbert	1,170	1,050
Calera	2,020	2,957
	144,492	168,539

5.4. Outreach Coordinator from 2019-2024 Strategic Plan

The Long Range Planning Committee feels that successful Outreach promotes interest in Red River UU by creating and increasing marketing methods to expand visibility by the wider community. Outreach needs to be knowledgeable of all Chalice Circles, programs, events, etc. in order to inspire the wider community to seek out Red River UU. Chalice Circles, events, and programs already in place are very conducive to membership expansion.

Section 3.4 has the current list of active Red River UU Outreach programs. These programs are run by various dedicated volunteers that ensure that they are ongoing and successful. Recommendations are listed below to assist these volunteers and develop future programs.

We recommend a new approach and mindset for Outreach. This new vision is to increase membership, attract young people to become members and be more visible to the Texoma area. Growth in every aspect is the objective.

- We recommend that we get an Outreach Coordinator. Marketing expertise and strong ties to the Texoma community would make for an ideal candidate.
- We suggest monitoring existing programs and utilizing those data to assist in improving attendance in those programs and visibility in the community.
- We recommend coordination of programs and services where applicable.
- We recommend looking into ways that advertise in all types of media in order to make Red River UU beliefs and its programs recognizable in our area.
- We recommend that Communications and Outreach work closely for maximum exposure of Red River UU.

5.5. Transition from Family Church to Pastoral Church (From UUA)

Membership

- Members recognize one another's faces and notice if someone new is present at worship. Membership inclusion is easier; more diversity exists.
- Subgroups form in the community like spokes of a wheel, with the minister at the hub.
- Opportunities for conflict grow.
- Members have stronger voices and look to the minister for leadership.
- Most members are involved and take responsibility for the functioning of the church.

Minister's Role

- The minister is central and relates to everyone. Expectations for the minister are high.
- The minister maintains a direct pastoral relationship with each member and cares for members in times of need.
- The minister attends many activities and leads small-group programs.
- The minister coordinates the work of a small leadership circle.
- The minister personally conducts worship.
- The minister recruits and shepherds' new members through the membership path.
- Church growth depends on the popularity of the minister.
- As the church grows, it becomes more difficult to maintain a personal relationship with everyone.

Organizational Structure

- A leadership circle made up of the minister and a small group of lay leaders replaces the matriarch/patriarch paradigm.
- The governing board usually operates like a committee, arranging much of the day-to-day life of the congregation.
- The effectiveness of the leadership circle depends on the minister's ability to delegate authority, assign responsibility, and recognize the accomplishments of others.
- The organization has an organism structure with minister-centered leadership.

Standards for Leadership

- Leaders facilitate.
- Standards for lay leaders and staff are usually informal and not well communicated. Tension may exist around who has authority for decisions and for performance evaluation
- Standards for leader accountability are usually set by the whole community and can be voided by objections.
- Standards for staff are usually established and maintained by the staff as a team, with the minister at the head of the team.
- The leadership structure is centered around the Minister. Surrounding the Minister in leadership roles are a small group of lay leaders