

## Introduction

**“Visions don’t change, they are only refined. Plans rarely stay the same and are scrapped or adjusted as needed. Be stubborn about the vision, but flexible with your plan.” ~John C. Maxwell**

Over the course of the last two years, our congregation has collaborated on an extensive strategic visioning process. During this process, we reflected on UUCUC’s history; collected perceptions about what draws and keeps us as UUCUC friends and members; and asked what future we should reach toward to live out our mission. Through this work, we reaffirmed our existing mission and revealed the nine visions that represent what we wish to become. This Strategic Plan compiles our collective work and intended future directions within five broad, somewhat overlapping goals.

### Our Goals:

**Goal 1: Build an innovative, broad, and inclusive program structure that recruits and involves all ages in lifelong spiritual learning and service activities** both in age appropriate groups and intergenerational activities within two years of hiring the new RE professional.

**Goal 2: Experiment and expand our theological diversity** through worship services, rituals, celebrations, and music that will nourish us spiritually in a variety of ways while deeply respecting each other’s journeys, with one or more regular alternative services.

**Goal 3: Expand and deepen our commitment to inclusion, anti-racism, and multiculturalism** through regular training within the congregation, strengthening relationships with diverse communities and congregations in the area, and ongoing discernment about barriers to creating a more intentionally multicultural congregation.

**Goal 4: Be a force for change within our congregation, larger community and the world** through effective social, racial, and environmental justice work and mission-based budgeting, in partnership with frontline communities and organizations.

**Goal 5: Complete and present options for a congregational vote for a plan to accommodate growth**, increase environmental friendliness, renew Green Congregation status, and attain full accessibility in our current building or another location.

**The Action Steps** within each Goal of the Plan will guide the work of UUCUC over the next five years (2021 - 2025). The activities and identified people provide a framework to help carry out and organize our collective work as we seek to move closer to the nine visions approved by the congregation at our June 2020 annual meeting. While designed to guide our efforts, it is simply a *plan*. It is a living document, not written in stone, by design.

*Over the next five years there will inevitably be unforeseen events and circumstances which will require review and revisions as well as coordination with available resources, staffing, and budget realities.* Results of annual Generosity campaigns and congregational volunteer enthusiasm will also guide annual goals.



*Much of the success of continued growth and accomplishing action steps depends on adequate staffing, including both increasing our half-time Associate Minister position to full-time and replacing our Membership Professional position. Achieving those will depend on congregational generosity in annual pledges. The good news is that we have already shown our capacity for generosity by funding a half-time Associate minister and supporting a successful Faithify campaign for the First Followers prison reentry programs. The Faithify campaign is but one example of our expanding anti-racism and social justice work. Other actions are already underway including the search for a new Religious Education Professional.*

**Each year, our Lead Minister as Chief of Staff and the Board of Trustees will reevaluate, refine, and set specific goals, actions, timeline dates, and measures of success within each of the five goals.** They will use the proposed actions in this plan as a guide in collaboration with the staff and committees/groups involved. Their collaborative annual work plan will aim to best achieve our mission and move our community closer to our nine visions each year. Evaluation of progress towards goals, and suggestions for the work of the following year, will be undertaken by a Strategic Plan Task Force that will meet every 6 months to report to Committee Council, the Board, and in the Annual Report. This task force will be led by the Board Vice-Chair as head of Committee Council and will include the Lead Minister, Religious Education professional and selected church leaders.

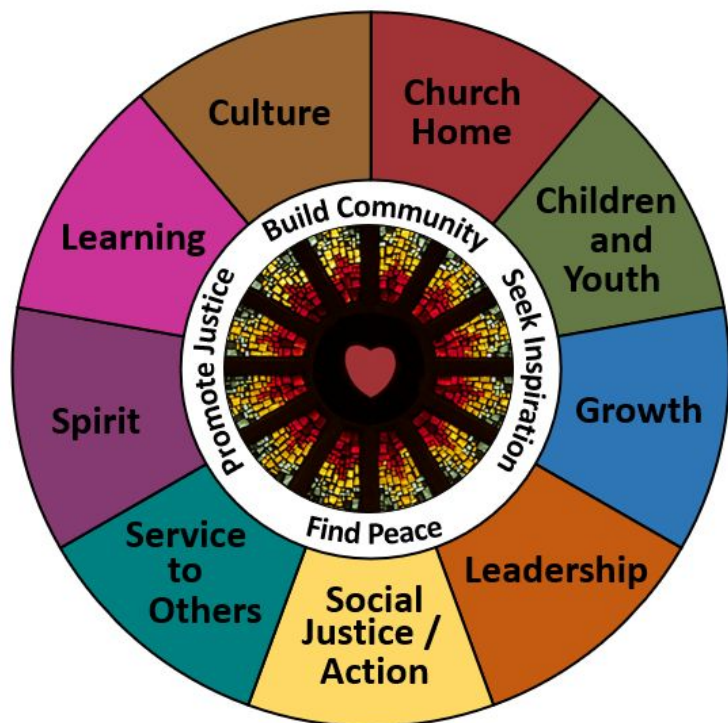
On behalf of the Dream Team and the Board of Trustees, we offer deep gratitude to the congregation for sharing insights and expertise to facilitate the completion of this work. Your voices and commitments to action are still needed as our vision journey begins. Mission, Vision, and Action steps for each goal as proposed by committees and members of the congregation follow.

With respect, the members of the United Dream Team,  
December 2018 – December 2020

Chair: Karen Folk

Members: Lara Breeze-Troyer, Florence Caplow, Becky Densmore, Michele Grove, Kelly Halcom, Kathleen Holden, Jenny Hunt, Karla Peterson, Kathleen Robbins, David Sharpe, Carol Veit

Former Members: Ben Galewsky, David Gross, Randy Locke, David Prochaska, Melissa Schoeplein, Lynn Wiley



**Mission and Visions** - approved by congregational vote, June 14, 2020

Visions	Our Mission is: <b>Build Community. Seek Inspiration. Promote Justice. Find Peace.</b>
<b>Children and Youth</b>	Our children and youth are fully integrated into church life and contribute to services, music, classroom activities, play, and social action efforts. Children learn what it is to be a UU from many opportunities for interactions with adults. There is a wide understanding by adults of all ages that supporting and being in relationship with children and youth is central to our faith and congregation. Many volunteer to support the spiritual development and education of children and youth both within and beyond the classroom walls.
<b>Church Home</b>	Our church home is easily accessible to all people. It is physically and aesthetically designed to be comfortable, beautiful, and welcoming to all who enter. Our “green” physical facilities provide right-sized, flexible, multi-use spaces for our programs and for community use, as our congregation grows and changes.



<b>Culture</b>	Our members joyfully include, respect, and appreciate everyone who comes through our doors, embracing their racial, gender, sexual orientation, socioeconomic, and neuro-diversities. We are fully inclusive of a range of religious and theological understandings both within our congregation and as we reach out to other religious communities in CU. By our actions, we foster a sense of belonging, celebration, and joy to a community that cares and supports each of us. We extend that inclusion and welcome to the wider community and the world. We understand that we are all engaged in shared ministry together. We express our gratitude freely and give generously both within and beyond our UUCUC community.
<b>Growth</b>	Our congregation embraces growth in membership and programs as a consequence of the appeal of our message and actions as we continue to maintain and foster community. Our members and leaders welcome the challenges of adjusting to changing church size. We learn about the dynamics of growth on staffing, governance, ministry, worship, and other aspects of our congregational life. We develop new ways to achieve our mission and serve through shared leadership, shared ministry, and pastoral care by both staff and members. We discover new ways to maintain and foster community.
<b>Leadership</b>	We have an institutional culture of fostering leadership. As spiritual leaders, our ministerial team and religious professionals provide direction and along with the staff, support for congregational growth. Programs to develop leadership skills empower interested church members to lead within our congregation and beyond. We provide ongoing learning opportunities for leaders internally and through attending UUA Leadership School and other training. Youth, young adults, those who have LGBTQ+ identities, and people of color are well represented in our leadership. We provide opportunities for the Minister(s) and staff to grow their skills, work toward our common goals, and learn what works best. The Minister, staff and members and friends of UUCUC work seamlessly to bring our vision to life.
<b>Learning</b>	Worship services, meditation, chalice circles, book and film discussions, classes, workshops, retreats, talks by invited speakers, and individual studies lead to deeper understanding of ourselves and our diverse world. Learning for all ages is valued, as is spiritual, ethical, and moral education for our children, and our youth program is fully supported by the congregation. Many members contribute to learning opportunities within the congregation and for the wider community.
<b>Service to Others</b>	We show up and care for each other in life's joyful times and times of difficulty. Among our members, we respond quickly through Care Core requests and pastoral care to support others in need. Beyond our walls, we join in numerous community service projects. We show up with our hands, our hearts, and our resources for our neighbors in need.
<b>Social Justice/Action</b>	Our members join others to fight for justice, equity, and compassion for all. We understand that working for racial justice to undo white supremacy culture, within ourselves, within the congregation, and within the larger community, is central to us as Unitarian Universalists. Our voices are recognized in the CU community for education, action, and collaboration to achieve justice and equity in racial, immigrant, economic, legal, gender, sexual orientation, and environmental issues. We are steadfast and generous partners with community groups.
<b>Spirituality</b>	This congregation inspires us in many ways to actively search for, be guided by, and move towards what gives purpose to our lives. Our spirituality and inner exploration create a path to our 'why', our reason for being, a way to find peace, and hope for a better world. Our shared ministry together is creative, integrated, intellectually challenging, and spiritually renewing. There are alternative forms of worship and spiritual practices to meet our diverse needs. Spiritual education for our children and youth is fully supported by the congregation. Our music program offers many ways for members to connect with music, and a broad range of musical styles.

## Goals and Action Steps

<b>Goal 1: Build an innovative, broad, and inclusive program structure that recruits and involves all ages in lifelong spiritual learning and service activities both in age appropriate groups and intergenerational activities within two years of hiring the new RE professional.</b>			
<b>Action Steps</b>	<b>People, Committees, and or Groups Involved</b>	<b>Potential Timeline to initiate</b>	<b>Potential Measures (to be determined as action steps are included in annual plans)</b>
1. Conduct a search for and hire a new RE Professional based on the priorities of the search committee and in collaboration with the congregation.	Lead Minister, RE Search Team, Congregation	2021	A new RE professional is in place by September 2021.
2. Develop a plan to regularly include children, youth, young adults, and families in worship, with a commitment to the concept that learning and worship are not mutually exclusive, and in fact build upon one another.	Ministers and RE Professional, Youth Coordinator, Worship Team, RE Council, Worship Committee	Fall 2021	Plan is developed and fully activated by Fall 2023.
3. Explore different models of learning which meet diverse learning styles in child, youth, young adult/campus ministry, adult, elders, and multigenerational program design.	RE Council, RE Professional, Youth Coordinator, Ministers	Fall 2021	Review current programs, identify models used, and identify gaps by 2022. Implement at least 2 new models by 2023.
4. Develop learning opportunities which reflect diversity (racial, sexual, gender, emotional and physical abilities, and others) in programming, curriculum and program leadership for children, youth, young adults/campus ministry, adults, elders, and multigenerational audiences.	Religious Education Council, RE Professional, Youth Coordinator, Ministers	2022	Review and implement relevant UU curriculum into the lifespan religious education programs.  By 2024, use the experience and initiative from Goal 3, Action 4 (Foster long-term collaborative relationships with multicultural local faith communities in shared activities) to create at least one deeper relationship and/or initiatives for increased interaction/learning with multi-cultural groups within our community.



5. Facilitate opportunities for families and parents to form bonds with each other through shared activities outside of traditional religious education, including family-friendly gatherings, parent support groups, and intentional pastoral care to parents and families.	RE Professional, RE Council, Ministers, Staff	Fall 2022	By 2025, at least one family camp has taken place; parent support groups and/or parenting classes have been offered for at least two out of five years; By 2022, will implement monthly (during school year) social gathering activities with a family and/or children and youth focus.  Opportunity for pastoral care for families by Ministers and/or RE Professional have been actively published annually.
6. Leverage opportunities for youth and young adults to serve as mentors and models to younger children as we work to grow leaders internally and foster the next generation of UUs.	Religious Education Council, RE Professional, Youth Coordinator	Fall 2022	A mentor model for older youth is designed and executed in collaboration with them that provides opportunities to foster leadership and facilitates mentors matched with younger children.

**Goal 2: Experiment and expand our theological diversity** through worship services, rituals, celebrations, and music that will nourish us spiritually in a variety of ways while deeply respecting each other's journeys, with one or more regular alternative services.

Action Steps	People, Committees, and or Groups Involved	Potential Timeline to initiate	Potential Measures (to be determined as action steps are included in annual plans)
1. Invite individuals from varied spiritual traditions to organize regular celebrations and rituals open to the entire congregation as a way for us to experience and begin to understand the different journeys of those within and beyond the congregation, including children and youth.	Ministers, Volunteer lay leaders of other spiritual foundations, Youth and Young Adults	Spring 2021	At least one ritual or celebration important to each of the various traditions that make up our membership is held each year for adults, youth, children, and families.



2. Expand creative ways to include virtual participation in rituals, celebrations, and worship services.	AV volunteers, Ministers, RE Council, Religious Education Professional, Worship Committee, AV Staff	2021	At least sixty percent of rituals, celebrations, and services held include the option to join virtually with AV support.  Paid AV support and/or staff. included in the 2022 budget
3. Provide specific classes in various religious traditions, taught by practitioners and/or scholars in those traditions, and including Christianity and Judaism.	Ministers, RE Council, RE Professional	2021	Will have provided at least one adult class per year that explores various religious traditions.
4. Offer at least one diverse format worship service per month in addition to our traditional Sunday services.	Ministers, Worship associates, RE Council, Religious Education Professional, Worship Committee; Generosity, Finance, Board	2022	By Fall 2022, at least one additional church service happens per month in the regular church year (not including summers).
5. Create a multi-faceted ongoing program of mindfulness and meditation for all ages that discusses and practices meditation in various forms, building on the existing Sunday meditation group and prior mindfulness and meditation classes.	Mindfulness trainers in congregation, meditation groups, Lead Minister, RE Professional	2022	A design is in place that incorporates various mindfulness and meditation offerings Expand to include age-specific mindfulness practices e.g., children, youth, adults; open to non-members and have an outreach component.
6. Expand Our Neighboring Faiths program to include/involve adults and families in a way that encourages shared experiences with those religious traditions in our wider C-U community.	RE Professional, RE Council	Fall 2023	At least fifty percent of visits to other places of worship in the Neighboring Faiths program include additional adults beyond youth and families.
7. Identify and reach out to places of worship and to other local groups with diverse spiritual backgrounds and traditions to create musical performances/offerings for the local CU community, as well as within our UU worship services. This will expand use of the sanctuary and foster greater theological diversity through music.	Music Staff, Music Committee, Lead Minister, Director of Facilities	After COVID-19 restrictions are lifted	Two performances/events are held each year.



**Goal 3: Expand and deepen our commitment to inclusion, anti-racism, and multiculturalism** through regular training within the congregation, strengthening relationships with diverse communities and congregations in the area, and ongoing discernment about barriers to creating a more intentionally multicultural congregation.

Action Steps	People, Committees, and or Groups Involved	Potential Timeline to initiate	Potential Measures (to be determined as action steps are included in annual plans)
<p>1. Design a structure of accountability and an annual review around our commitments to Black Lives Matter, immigration justice, and anti-racism, including how we are supporting front-line activism in the community and addressing racial issues within the justice system.</p> <p>(Note, the 8th Principle is: “We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote: journeying toward spiritual wholeness by working to build a diverse multicultural Beloved Community by our actions that accountably dismantle racism and other oppressions in ourselves and our institutions.”)</p>	BOT, RJP, IJTF, Social Action	2021	<p>By 2025, each year’s annual report includes an annual review of our commitments and activism.</p> <p>By 2022, a congregational vote to add the UUA proposed 8th principle to our UUCUC Seven Principles is held</p>
2. Develop and implement recruiting strategies and policies to foster diversity amongst our staff, leadership, and congregation to reflect under-represented identities, including LGBTQIA+, race, ethnicity, ableness, and age. (NOTE: Develop non-traditional recruiting strategies that reach out to a wide and diverse population applicable to all hiring.)	Lead Minister, Personnel Committee, RE Professional, Welcoming Committee, Leadership Team, Nominating Committee, RJP, Worship Committee	2021	By 2021, written recruiting strategies are in place to encourage diversity for staff recruitment. By 2022, written recruiting strategies are in place for leader recruitment. By 2025, staff and leader diversity has increased from current levels by 20%.
3. Maintain ‘Welcoming Congregation’ status throughout the next strategic planning cycle.	Welcoming Task Force, Social Action Committee	2021	Congregation status is maintained without any gaps.
4. Provide annual training opportunities for leaders, staff, congregation members, children, youth, young adults, and families to increase understanding and commitment to anti-racism and anti-oppression work.	RJP, RE Council, RE Professional, Ministers, Board	2022	At least one annual training is offered each year, open to staff, leaders, and congregation. Staff and leaders are encouraged, in writing, to attend.
5. Foster long-term collaborative relationships with multicultural local faith communities that includes regular shared activities.	Ministers, Membership Committee, RE Council, Worship Committee	2023	By 2024, there are at least two annual shared events with a multicultural faith community, open to the congregation, including children, youth, and families.



**Goal 4: Be a force for change within our congregation, larger community and the world** through effective social, racial, and environmental justice work and mission-based budgeting, in partnership with frontline communities and organizations.

Action Steps	People, Committees, and or Groups Involved	Potential Timeline to initiate	Potential Measures (to be determined as action steps are included in annual plans)
1. Use the annual report format, website and ENews to inform the congregation about the total financial and in-kind support to outside justice organizations achieved through our budget, shared offerings, special offerings, the Victor Hoersch Trust for seniors, giving such as Faithify, and reduced or waived fees for rentals.	Treasurer, Director of Congregational Administration, Trust Fund Trustees, SAC, (include RJP, ITJF, etc)	2021	All annual reports starting in 2021 include total financial and in-kind support of outside organizations in the special section.  The treasurer institutes an annual follow up with staff and committee council to assemble all financial and in-kind contributions for the reporting period.
2. Work collaboratively with racial justice-centered groups and organizations in the community (e.g. NAACP, BLM, Channing Murray Foundation) to build capacity for leadership and effective social change. This could include co-sponsorship of training opportunities through both remote learning (especially during Covid-19) and in-person when safe to do so.	Social Action Committee, RJP	2021	At least two collaborative events have taken place with racial justice centered groups in the community.
3. Convene a task force that will collaborate with community and faith-based organizations to focus on identifying and sharing resources and training that provide education and information surrounding alternative pathways to calling the police for UUCUC and individuals.	RJP, BOT, Lead Minister	Fall 2021	The church develops and adopts Internal guidance for decision making about alternatives to calling the police.
4. Cultivate an active environmental justice group engaged in sustainability activities within the congregation for all ages, and environmental justice work in coordination with local organizations beyond the congregation.	Green UUs; BOT	2022	Green Sanctuary status is renewed by 2025.
5. Collaborate with the Channing-Murray Foundation on at least one social justice project per year.	Social Action Committee	2022	One collaborative project happens per year.
6. Lead an education process toward a vote on becoming a Sanctuary Congregation.	IJTF, Board, Lead Minister	2023	By 2024, A vote has occurred on becoming a Sanctuary Congregation.

**Goal 5: Complete and present options for a congregational vote for a plan to accommodate growth, increase environmental friendliness, renew Green Congregation status, and attain full accessibility in our current building or another location.**

Action Steps	People, Committees, and or Groups Involved	Potential Timeline to initiate	Potential Measures (to be determined as action steps are included in annual plans)
1. Create a minister-led taskforce to explore opportunities and barriers to additional Sunday services, and the potential for using AV technology to expand accessibility of Sunday services	Lead minister, Worship committee, Worship Associates, Buildings & Grounds, Accessibility group,	Within 90 days after in- person services begin	Sunday services are both comfortably accessible (less crowded) and fully accessible remotely.  By 2021-22 fiscal year, church budget funds a three-fourths time Associate Minister; by 2023-24 fiscal year, church budget funds a full-time Associate Minister
2. Convene a taskforce to explore costs and benefits of moving/renting/building at another location, trading space, demolishing 1965 addition and rebuilding, and all other options including use of existing spaces in innovative ways so that resources can be devoted to mission-based budgeting. All options need to include full building accessibility, green features, adaptable RE and meeting classrooms, audio-visual access to services both remote and local, and ways to finance.)	Board of Trustees creates and monitors progress of the task force, Director of Facilities, BAGAT	2021	A plan has been created by May 2023 and presented to the congregation for a vote to choose the option that will be pursued.
3. Assess our church's management and decision-making structure, given our growth from a pastoral to a program sized church. Through this process, identify recommendations for possible changes to the church's management and decision-making structures.	BOT convenes Taskforce	Fall 2021	By 2023, a plan is created and presented to the congregation with findings and recommendations.  Any needed modifications to the Constitution and/or Bylaws are presented to the congregation for formal voting.
4. Maintain a membership professional to support members and continued growth.	BOT, Finance, Generosity, Membership	Fall 2021	A Membership professional is hired and the position is funded from Fall of 2021 through the duration of the plan