



**UU Church of Ventura**

A Unitarian Universalist Congregation

## 5 Year Vision and Plan

Submitted to UUCV Board 3/19/20

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# Unitarian Universalist Church of Ventura

## 5 Year Vision and Plan

Rough First Draft for Board Review

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## Background

At the beginning of the 2018-2019 church year the board created the 545 Task Force (hereafter referred to simply as 545) and asked us to facilitate the creation of a new 5-year Vision and Plan. Since then we have met many times. We organized several activities to obtain congregational input including an in-person vision brainstorming session, a congregational confab, a survey, and a speed planning session. We wrote a mission and vision statement based on this input. Then, we involved the committees and other church interest groups to build specific plans to enable us to live our mission and achieve our vision.

This document represents the work of all of the congregants who participated in the process, consolidated into a single Vision and Plan document. Many people contributed to this plan. It was not a small undertaking. The 545 team is grateful to everyone who contributed.

## Our Mission Statement

- Invite connections and diversity
- Spark and nurture free journeys of spiritual growth
- Reach out to create a more just and loving community, in harmony with nature

## Our Vision Narrative – The Unitarian Universalist Church of Ventura in 2025

The Unitarian Universalist Church of Ventura (UUCV) is a growing, vital congregation of 250-300 members with 100-plus children and youth where people are inspired to welcome the stranger, grow their souls, and actively live their values. There is an aliveness, a sense of commitment, passion and joy, Sunday through Saturday.

Sunday mornings, people feel the buzz as they arrive. Friends greet each other, smiling, laughing, and chatting. Kids wake up on Sundays and ask their astonished parents if the family is going to church. Staff and volunteers warmly welcome visitors – individuals and families – offering nametags and church information.

People find seats in the newly remodeled LEED platinum certified, energy-neutral sanctuary. High ceilings and tall windows let in light dappled by waving palm fronds and leafy tree branches. Services are inspiring, joyful, challenging, reverent, created by a collaboration of minister, staff, and lay leaders. The music is joyful, tender, heartbreaking, arising from many cultures and traditions. Rich acoustics make the music uplifting and full – whether by our vibrant choir, house band, church musicians, professionals, or simply enthusiastic congregational singing.

The whole family is welcomed into community. Religious Education programs are thriving in many spaces – indoors and out – that allow for flexible gatherings. Sometimes it looks like “Sunday School,” sometimes like an innovation lab. Kids are grounded in UU values as they wrestle with big questions about life, death,

what God might be. They learn to articulate their own beliefs, and OWL teaches them about safe, strong, loving relationships. Our happy and engaged youth groups meet weekly, facilitated by a youth leader. Youth bond deeply – in gatherings, annual youth Sunday, justice service projects, and much-anticipated pilgrimage trips, the culmination of our RE program.

Throughout the week, people gather. Whether at the mid-week alternative service or in our many small groups, people are invited into a depth of human meeting, spiritual growth, and connection. We live out our call to witness and act for justice. Whenever people meet, there is laughter, tears, love, creativity, often accompanied by good food. All are called into deeper, more ethical, more connected living.

People find their way into community from many points: our annual Memorial for Our Homeless Neighbors, meeting us in active service – demonstrations, community events, while serving meals to hungry people – or through our wide-ranging spiritual, religious, justice-oriented, adventurous and just plain fun programming.

We affirm and celebrate people of many diversities – of background, race and ethnicity, theology, class, ability, identity, sexual orientation and gender expression. This diversity is reflected in our leadership at all levels. People continue to do the self-reflection and community-wide discernment of how to be authentically welcoming to people who are often excluded by systemic racism, patriarchy, ableism, and income inequality.

Our social justice efforts reflect our principles, values, and the socio-political context in which we live. To maximize our effectiveness, we focus on a few areas. Knowing the urgency of the climate crisis, we are inspired by the spiritual value of living in concert with nature, aware of the ways it intersects with all our justice efforts – from issues of homelessness, immigration, racial justice, and more.

Throughout the week, in worship, small groups, potlucks, people leave UU Ventura feeling inspired, challenged, comforted, empowered, hopeful, committed. There is ample evidence that we are people who care for each other, our church building, for the stranger, and for the earth.

The world is kinder, more compassionate, and more just because the people of the Unitarian Universalist Church of Ventura are committed to living ever-more fully into this vision.

## 5 Year Plan Highlights

Committees and interest groups created detailed plans, with a number of initiatives that will be especially important as we look toward fulfilling our vision. Plans have been crafted to build upon our strong community, to grow our diversity, to improve our church space, to strengthen our commitment to our movement, to improve the world around us, and to grow our generosity.

- We will increase knowledge and training in inclusiveness in order to drive increased diversity.

- Pastoral Associates will create a community of caring and support, and reach out to listen to the needs and concerns of our people.
- We will have a rich selection of adult programs, that are well publicized, with speakers on timely topics.
- The covenant groups will be available to members in outlying communities and at different times, so more people will be able to participate.
- We will develop protocols for volunteer transitions/inviting new team members and rotating out current members.
- Training workshops, and financial support for attending General and Regional Assemblies will support the development of new and energetic leadership for our congregation.
- We will create paths to leadership for teenage and young adult church members.
- Our dynamic, growing Religious Education program will involve all age groups, and will engage our teens. Service projects, and community outreach events will occur regularly, and the children and youth will be outside as much as indoors.
- Our Membership Coordinator will introduce our visitors to the activities of the church, and make them feel warmly welcomed.
- Our energetic Publicity Team will form the information link between all our programs and our members. Novel events, such as a “dream event”, will draw the interest and participation of our neighbors, who will learn what the Unitarian Universalist Church of Ventura is all about.
- Our spacious and beautiful sanctuary will inspire worship, meet the needs of many different groups, and accommodate a growing congregation.
- The grounds of the church will be landscaped with drought-tolerant plants, and a skilled gardener will maintain the Outdoor Sanctuary and Ralston Street plantings.
- Our kitchen will provide the tools necessary to support church functions.
- The Outdoor Sanctuary will be used by many groups and is well maintained.
- We will work toward LEED certification of our building.
- The worship and music teams in conjunction with the minister will create even more dynamic and vibrant services that are accessible and inclusive.
- Our expanded choir will be directed by our Music Director and accompanied by our new accompanist. Sunday music will include occasional offerings from our church band, as well as music from outside performers.
- Multicultural elements will be built into every aspect of church life including Children's RE and discrete sermons.
- The religious training of our youth will be a priority obtained through the deepening and expansion of our RE programs.
- The membership team will be a key driver/partner in the building of a diversity team to achieve our goals of increased inclusion and diversity.
- The Unitarian Universalist Church will become a teaching congregation, with a vital internship program.

- Our church budget will reflect an attitude of congregational generosity, providing for a multitude of programs that enrich our lives.
- Our already effective Inreach/Outreach Team will increase the congregational understanding of the program and seek website feedback from organizations that have received donations.
- Finances will be available to support the plans where needed through a focus on generosity as a spiritual practice.
- An active Diversity Team will work to incorporate multicultural elements into every aspect of church life, reaching out to build relationships with other organizations addressing social justice issues.
- Lift Up Your Voice to End Homelessness will continue our longstanding program to reach out to our homeless neighbors. Emerging efforts to organize homeless people to advocate for themselves will be a new opportunity to support these members of our wider community.
- We will recruit, train, and implement Racial Justice Chaplains.
- We will investigate what outside social justice groups and other churches are involved in, connect and partner with them.
- We will bring all committee chairs and program facilitators together to share how the environment is impacted by their operations and explore options (e.g. paperless order of service, e-meetings).
- Our social justice actions will be highlighted especially in the areas of economic, racial, and environmental issues.

If you are interest in the specific details of each plan, they can be found, in their entirety, in the appendix of this document.

## APPENDIX: Stakeholder Group Plans in Alphabetical Order



## Adult Programs

### Guiding Statement

“Our outreach to the UUCV community has resulted in the congregation being regularly informed about adult programs and the process for implementing them. New ideas for programs are frequently brought by members of the congregation, who are empowered to execute them with our support. We have a lineup of programs so rich that everyone participates!”

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	<ul style="list-style-type: none"> <li>• Enrich Bulletin Board: first steps</li> <li>• Succession planning: Begin recruiting</li> <li>• As part of building awareness in the congregation, set up an adult programs table &amp; hand out button that says “Ask me about Adult Programs”; Get out among the congregation in</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach to UUCV Program Leaders: group event</li> <li>• Succession planning: next steps</li> <li>• Visit other Unitarian churches to see what their adult programs are like</li> <li>• Do an adult programs church service and hand out card asking what programs people are involved in and what programs they would like to have</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach to Program Leaders</li> <li>• Update and jazz up the brochure</li> <li>• Succession planning</li> <li>• Newsletter article</li> <li>• Add a spiritual and/or environmental program guest speaker</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach to program leaders</li> <li>• Succession planning (ongoing)</li> <li>• Newsletter article</li> <li>• Add a spiritual and/or environmental program guest speaker</li> </ul>	<ul style="list-style-type: none"> <li>• Jazz up the brochure</li> <li>• Newsletter article</li> <li>• Spiritual/environmental speaker</li> </ul>

	<p>Berg Hall to invite people to participate in an existing program and/or provide an idea for a new program.</p> <ul style="list-style-type: none"> <li>• Newsletter article on adult programs</li> <li>• Contact Pacific Southwest District Congregational Life coordinator re: visiting other Unitarian churches about their adult programs</li> <li>• Membership manager to come to one of our meetings! (run thru Dana)</li> <li>• Coordinate with Worship re: date for adult programs</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter article</li> <li>• Add a spiritual and/or environmental program guest speaker</li> <li>• Find a way to measure “community” (Note: we will find out how other churches measure community when we do our visit/tour of other churches</li> <li>• Meet with advertising/publicity to build that partnership and coordinate closely in the advertising of programs</li> </ul>			
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	service next year				
<b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)	Possible cost of Kinkos services for bulletin board	Cost of food Cost of travel	Possible cost of Kinko's services for brochure	Cost of food	
<b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)	Coordination with Publicity is required.	Connecting team may want to partner with us on the program leader event  Coordination with Publicity is required.	Coordination with Publicity is required.	Coordination with Publicity is required.	Coordination with Publicity is required.

## Board

### Guiding Statement

UUCV is a growing, dynamic center for the community. It has a well-deserved reputation for its social justice work and serves as a model for outreach into not only Ventura, but Oxnard, Santa Paula, and other nearby communities. The congregation is welcoming to all, embodies a culture of generosity, and has grown to over 300 members. The minister has assistance from a well-developed internship program. The sanctuary provides a beautiful and inspiring setting for worship. The facility is highly functional and flexibly meets the needs of many different groups and activities. Church membership reflects many diversities, including race/ethnicity, age, socioeconomic class, sexual orientation, and gender expression. The church Board reflects the diversity of the church and includes a youth representative. A full slate of activities occurs every day of the week, including a mid-week service. Religious education programs thrive for both children and adults.

### 5 Year Plan

<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>
1. Congregational Conversations as needed	1. Continue Congregational Conversations	1. Continue Congregational Conversations	1.Continue Congregational Conversations	1. Continue Congregational Conversations
2. Establish a Space Use and Aesthetics Task Group (short term projects)	2. Review and implement recommendations of Space Use and Aesthetics Task Group			
3. Establish a task force to evaluate options to accommodate growth, including architectural consultation (long term projects) and options such as a second service and satellite location.	3. Evaluate options identified by task force regarding the building	3. Prepare for major capital campaign if indicated	3.Possible capital campaign	

4. Broaden leadership opportunities, including increasing diversity (e.g., add a non-voting youth representative appointed by the Board), develop leaders, and ensure financial support for training.				
5. Promote a culture of generosity	5. Ongoing	5. Ongoing	5. Ongoing	5. Ongoing
6. Become a Teaching Congregation: Start search process for an intern minister	6. Be a Teaching Congregation: Have an intern	6. Evaluate and continue internship program	6. Continue internship program if possible	

**Dependencies and Other Notes**

- 2. Recommendations identified in 2020-21 will be planned for implementation in 2021-22.
- 3. Estimate \$2500 for professional consultations in 2020-21; collaborate with other teams such as Building & Grounds, Finance.
- 4. May require funding (determine in collaboration with Leadership Development team).
- 5. Work closely with Generosity and Finance teams.
- 6. Consult with Finance Committee regarding funding (Assistant Minister’s fund of \$22,000+ may be available as seed money; possible use of Legacy Fund, 2021-22). Collaborate with Generosity and Worship Teams.

## Building and Grounds

### Guiding Statement

Develop a plan for recruitment for Building and Grounds (B&G) crew/committee such that there are, on average, 10 able-bodied workers with some skills applicable to B&G who would attend Work Party Saturdays. B&G would like to develop and maintain an on-going yearly calendar so that B&G members, as well as other interested parties (congregants and members of other committees/groups) could access and know about anticipated/expected maintenance items and planned/upcoming repair items.

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	Evaluate, consider, and discuss building a fence along the East side of the property. Hire gardener familiar with native plants to maintain the Ralston-side and Outdoor Sanctuary. (Request increase in Routine Maintenance budget to cover expense.)	Evaluate, consider, and discuss the installation of dimmable LED lights in the Sanctuary.	Trim the trees on the property both pine and others.	Evaluate, consider, and discuss replacing failing irrigation with more water efficient, functioning system. Landscape the Ralston side of the property.	Evaluate, consider, and discuss the remodeling of the restrooms.
<b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)	Funding MIGHT exceed the Major Maintenance Budget	Funding MIGHT exceed the Major Maintenance Budget	Funding should NOT exceed Major Maintenance Budget.	Funding MIGHT exceed the Major Maintenance Budget	Funding WILL exceed the Major Maintenance Budget

	and may need additional funds.	and may need additional funds.		and may need additional funds.	and would need additional funds.
<b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)	Coordinate with Finance and Board for funding.	Coordinate with Finance and Board for funding.	Coordinate with Board/front office to do trimming at a time of least activity.	Coordinate with Finance and Board for funding.	Coordinate with Finance and Board for funding.

## Covenant Groups

1. Complete a congregational survey in the spring of 2020 to assess the following:
  - A. Is there enough interest by congregants to develop a covenant group that will meet in Camarillo?
  - B. Is there enough interest by congregants to schedule a covenant group that will meet in the morning?
2. Continue to promote the Covenant Groups with the goal of increasing the number of covenant group participants
3. Recruit and train additional facilitators as needed

Dependencies: Social Action is planning a survey in the same year, determine if they can be done together. Coordination with Adult Programs. Coordinate with Publicity to raise awareness of covenant groups.



## Diversity Team

### Guiding Statement

Diversity and Inclusion Team efforts focus on UUCV becoming a richly diverse congregation

### 5 Year Plan

Goal Category	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Initialization	Create a Team that is focused on diversity issues, pulled from interested people especially those that have been involved with the Beloved Conversations program. Identify a lay leader or co-leaders to run this.				
	Establish the capacity and systems for tracking, managing and continuing to integrate our efforts around diversity, outreach and membership growth.				
	Incorporate multicultural elements into every aspect of church life including Children's RE and worship.				
	Third year of Beloved Conversations or another anti-racism, anti-oppression program	Do Beloved Conversations or another anti-racism, anti-oppression program.			

	Research "Racial Justice Chaplains." Create a plan for implementing them. (Recruit and train?)	Recruit, train, and implement Racial Justice Chaplains			
	Start a racial justice movie night or book group				
	Build and deepen relationships with other organizations addressing racial justice issues, i.e. MICOP, CAUSE, local POC-led churches in coordination with SACC and the action teams (like ATIR)				
	Research reparations models for how we bring in speakers and work with our allies.				
Dependencies	Worship, Finance, SACC, ATIR, Beloved conversations, Membership  Coordinate with finance to budget ~\$1500 per year in support these efforts.				

## Environmental Action Team

### Guiding Statement

Our congregation is acutely aware of the climate crisis and is making major strides toward reducing negative impacts on the environment, both as individuals and as a congregation. By working in cooperation with environmental and social justice groups in the community, state, and nation, our congregation is helping to build understanding of intersectionality and to shape policies that will lead to a sustainable future for all.

### 5 Year Plan

<b>5 Year Plan</b>					
	<b>Church Year</b>				
(List any actions or activities required to be performed each year to meet the vision)	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>
<b>Activity Goals (Vision)</b>	<b>Activities</b>				
Enlarge Church involvement in community Enviro Issues and Environmental Justice work	Research environmental issues and events for the UUCV Board; recommend positions and advocacy/actions	Ongoing	Ongoing	Ongoing	Ongoing

	Influence our representatives through activities such as Congregational Letter Writing Campaigns	Ongoing	Ongoing	Ongoing	Ongoing
	Start Green Sanctuary Recertification. Continue Green Ventura Business Application	Green Sanctuary re-certification, green business certification	Update certifications as needed	Hold an inter-faith event focused on environmental stewardship, broadening our efforts to include reaching other congregations	

	<p>Establish an ongoing subcommittee to research national, state, and local climate policy initiatives and actions from various approaches (Green New Deal, carbon pricing, decarbonization, etc.) and share with congregation and leadership through periodic events/articles/posters/postings /e-mails</p>	Ongoing	Ongoing	Ongoing	Ongoing
	<p>Support efforts to cut fossil-fuel-based activities from the national budget as a tool to combat climate change (eg. Emissions caused by military action in the Dept. of Defense budget)</p>	Ongoing	Ongoing	Ongoing	Ongoing

	Identify local environmental groups and establish connections with them, particularly those working with or for marginalized communities.	Cosponsor an activity with a local environmental/environmental justice group	Cosponsor an activity with a local environmental/environmental justice group	Partner with local environmental group in ongoing project	
Establish ongoing Congregational Environmental Education	Enrich Bulletin Board with top ten actions to reduce carbon emissions	Hold an electric car show	Hold educational event to measure individual actions, eg: "By eating a plant vs. meat burger you are saving X CO2"	Make a short video describing what we have done as a congregation to engage in sustainable practices. Short, inspiring and shown regularly	
	Have a panel with Q&A about what individuals can do for the environment, followed by sharing of experiences (e.g., solar powered homes & apartment complexes, gray water installations)	Environmental Book Group	Annual workshop to develop lessons from common reads on Environmental Justice		

	Develop educational touch board to inform congregation about plastic recycling	Continue recycling education through multiple measures	Continue recycling education through multiple measures	Continue recycling education through multiple measures	Continue recycling education through multiple measures
	Include sustainable living tips regularly in newsletter	Ongoing	Ongoing	Ongoing	Ongoing
	Host activity to Reduce Consumerism	Host activity to Reduce Consumerism	Host activity to Reduce Consumerism	Host activity to Reduce Consumerism	Host activity to Reduce Consumerism
Create culture of Hands-On Environmental Action for individuals	Launch ride-sharing app	Set goal for number of shared rides monthly	Achieve Ride Sharing Goal		
	Encourage Bicycle transportation				
	Discuss regenerative agriculture possibilities with B&G	Coordinating with B&G, hold a “planting day” to plant native species at UUCV, as part of a xeriscape landscape plan	Continue caring for plantings and improving soil capacity	Add low water requirement food-producing plantings (such as veggies or fruit trees)	Continue caring for plantings and improving soil capacity

Green the Church	Investigate the feasibility of installing EV charging stations at church, coordinating with the building task force that the board has in their plan and/or B&G		Install EV charging stations at church, coordinating with the building task force that the board has in their plan and/or B&G		
	Work with B&G to plan for the church to change to LED Lighting	Research requirements for LEED certification, coordinating with B&G and Board Building Task Force	Continued...	Continued...	LEED certification of our building
		Achieve certified wildlife habitat for butterflies			
		Investigate update/increase to solar array			
Influence Behavioral Change through increased institutional awareness of Environmental impacts		Bring all committee chairs and program facilitators together to share how the environment is impacted by their operations and explore options (e.g. paperless order of service, e-meetings)			



	Discuss with Finance Committee the possibility of establishing reserve funds designated for climate emergencies.				
		Coordinating with the Kitchen Cabinet, end use of single use items during UUCV coffee hours and potlucks	Coordinating with Worship Associates, stop distributing paper orders of service, replacing them with signage		
Link Spirituality and Environmentalism in minds of congregation	Environmentally themed services and/or programs (min. 2X per year)				
Link RE and Enviro Action Team	Reach out to teens and youth about ways they can engage in Environmental Action, Earth Day Action		Teen-Led Restorative Enviro Justice Project		
<b>Dependencies and Resources</b>					
<b>Resources Required</b>	Cost of materials for touch board	Cost of advertising in the community?		This could be costly but might also be cost shared?	

(Note any significant additional budget, staffing, or materials needed for the actions listed above.)	Possible honorarium for guest speaker(s)		Fundraising for EV Chargers		
	Time and skills required for researching Environmental scene				
<b>Dependencies</b>		Other church group leaders' interest/desire to collaborate			
(Note whether the activities require coordination with another committee or interest group)	Coordinate with Worship to ensure that Environmentally themed services are presented at least twice yearly	Coordinate with B&G for grounds projects	Coordinate with B&G for grounds projects	Coordinate with B&G for grounds projects	Coordinate with the building task force that the board has in their plan (LEED certification) and/or B&G for grounds projects

## Finance

### Guiding Statement

The finance committee sees its annual budget increasing 5% a year beginning in year two in tandem with the increases in membership expected. Capital campaigns are likely to happen to improve our facilities and to accommodate growth. The finance committee will be responsive to the needs of such growth as well as potential setbacks.

### Activities

**In each year:** preparing church budgets, including solicitation of congregational input, presentation of the budget to the Board, ongoing monitoring of church income and expenses during the fiscal year and transferring needed funds from church accounts when needed as well as reviewing and managing Capital Campaigns.

### Resources Required

**In each Year:** We envision a significant transformation of the finance committee during the next five years both in terms of leadership, membership, and the increased sharing of the technical parts of budget preparation. We would like to see our budget process and our budget template improved so that more committee members can learn the budget creation process.

Our growing congregation will provide increases in annual revenue. The development of a Generosity Team will also increase revenue during the planning timeline as they initiate and develop their activities. Planned giving includes “other donations.” Providing education about planned giving will increase our donations during and beyond the 5-year timeline for this plan. Planned giving includes such strategies as naming UUCV as beneficiaries of wills or living trusts, life insurance policies and retirement plans. Charitable trusts and annuities are also planned giving strategies.

### Dependencies

**In each Year:** The activities of preparing our budget involve contacting team captains, committee chairs, our minister and other employees who have lines in our budget for their best estimates of their needs for the current year based upon last year and potential additional costs for the proposed year.

### Potential Issues and Projects Identified from Member and Friend Comments:

#### Year 1:

- Develop an annual scholarship program for Camp deBenneville.

Years 1-2

- Make a preliminary determination of how our current building and grounds could accommodate projected future growth and consider what needs to happen to do this.
- Consider the possibility that our growth may exceed the capacity of our current facilities for the next 10 years, and what that means for significant building improvements being contemplated in the next five years.
- Proceed with plans for significant improvements to our facilities or long-term plans to relocate.
- Consider modest or significant improvements to the kitchen.

Year 3:

- Consider a capital campaign for improvements to our electrical system that could provide electricity in the event of the loss of power from SCE during shutoffs.

Years 4&5:

- Continue with high priority significant building improvements, **or**
- Long-term planning for relocation.

## Generosity

### Guiding Statement

In changing the name from Stewardship to Generosity Team, the focus is on all of the ways that the congregation can foster a culture of giving as a spiritual practice be it in time, talent, and treasure. Our Mission: To develop financial and spiritual resources for the current and future needs of the Unitarian Universalist Church of Ventura with integrity and with an awareness of the joy inherent in cultivating generosity as a spiritual virtue.

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	1. Annual Pledging Campaign Comment: New members and pledging friends are currently added to the roll as they become known. Generally, this will happen as part of the new member process  2. Create Charter Policy  3. Develop an education program about	1. Annual Pledging Campaign  2. Implementation and review  3. Present the program via a workshop.  4. Regularly present Reflections via the pulpit and social media.	1. Annual Pledging Campaign  2.  3.  4. Continue.	1. Annual Pledging Campaign  2.  3.  4. Continue.	1. Annual Pledging Campaign  2.  3.  4. Continue.

	<p>giving through Wills and Trusts.</p> <p>4. Develop a program of obtaining and presenting Reflections to the congregation.</p>				
<p><b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)</p>	<p>1. 1% of prior year actual operating budget.</p> <p>2. Additional volunteers to support the campaign.</p>	<p>1. 1% of prior year actual operating budget.</p> <p>2. Additional volunteers to support the campaign.</p>	<p>1. 1% of prior year actual operating budget.</p> <p>2. Additional volunteers to support the campaign.</p>	<p>1. 1% of prior year actual operating budget.</p> <p>2. Additional volunteers to support the campaign.</p>	<p>1. 1% of prior year actual operating budget.</p> <p>2. Additional volunteers to support the campaign.</p>
<p><b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)</p>	<p>Publicity, Adult Programming, Finance, Board of Trustees.</p>	<p>Publicity, Adult Programming, Finance, Board of Trustees.</p>	<p>Publicity, Adult Programming, Finance, Board of Trustees.</p>	<p>Publicity, Adult Programming, Finance, Board of Trustees.</p>	<p>Publicity, Adult Programming, Finance, Board of Trustees.</p>

## Inreach / Outreach

### Guiding Statement

Our congregation lives out its principles and reinforces its work in social justice through an easily accessed and broadly supported Inreach/outreach process that increases the congregation’s positive impact in the world.

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	<ol style="list-style-type: none"> <li>Increase congregation’s understanding of and participation in Inreach/Outreach Process through newsletter articles, workshops, and Facebook posts</li> <li>Make Inreach/Outreach process fully available through download, completion, and submission through the church website</li> </ol>	<ol style="list-style-type: none"> <li>Add some thank you notes/testimonials from organizations that have received donations to website</li> </ol>	<ol style="list-style-type: none"> <li>Explore ways congregation might focus its donations to have a greater impact in specific areas</li> </ol>	<ol style="list-style-type: none"> <li>Invite congregational feedback on process</li> </ol>	<ol style="list-style-type: none"> <li>Modify process in line with congregational feedback from Year 4</li> </ol>

<p><b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)</p>	1. None	1. None	1. None	1. None	1. None
<p><b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)</p>	<p>1. Church space for workshops/discussions and newsletter space for articles 2. Help from Publicity</p>	1. Assistance from Publicity	1. Discussion might take place in connection with an annual meeting	1. Church and newsletter and This Week space and perhaps pulpit announcement	1. Perhaps discussion in connection with an annual meeting or other meeting to which the congregation is invited, so church space and publicity within church



## Leadership Development

### Guiding Statement

Vision Statement: 1) Promote the health of UUCV by recruiting and supporting both youth and adult leaders; 2) Provide leadership training; 3) Help recruit adult and youth members at the committee level. 4) When determining selection, include candidates of different races and cultures.

### 5 Year Plan

2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<p>1) Continue to recruit and nominate members for the Board of Trustees, Leadership Development Committee and Memorial Endowment Committee.</p> <p>2) Invite more youth members (both high school and young adult) to serve in leadership positions.</p> <p>3) Explore new ways to inform congregation about opportunities for leadership in the church.</p> <p>4) Promote leadership training workshops and other training programs to all members.</p>	<p>1) Continue to identify emerging leaders.</p> <p>2) Hold a leadership information meeting twice a year for all interested church members.</p> <p>3) Continue to promote to all members leadership training workshops and other training programs.</p> <p>4) Assist the Board in recruiting and training Committee Chairs.</p> <p>5) Continue to provide childcare as needed.*</p>	<p>1) Continue to support Committee Chairs in selecting and recruiting volunteers.</p> <p>2) Promote to all members leadership training workshops and other training programs.</p> <p>3) Continue to provide childcare as needed.*</p>	<p>1) Continue to provide financial support for leaders to attend General and Regional Assemblies as well as leadership programs.</p> <p>2) Develop ways to encourage leaders to attend UUA leadership training and events.</p> <p>3) Develop ways to recognize members for serving in congregational leadership.</p> <p>4) Continue to promote to all members leadership training workshops and other training programs.</p>	<p>1) Continue to take note of as well as encourage emerging leaders as well as those simply interested in volunteering for committees and/or teams.</p> <p>2) Consider paths to leadership for teenage and young adult church members.</p> <p>3) Consider inviting promising youth members to attend committee meetings as visitors.</p> <p>4) Promote to all members leadership training workshops and other training programs.</p>

<p>5) In order to encourage parent volunteer participation, provide childcare as needed.*</p> <p>*Depending on Finance/Budget</p>			<p>5) Continue to provide childcare as needed.*</p>	<p>5) Continue to provide childcare as needed.*</p>
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## LUYV

### Guiding Statement

Lift Up Your Voice to End Homelessness affirms the inherent worth and dignity of every person. Our mission is to advocate for ending homelessness, empower unsheltered people to advocate for themselves, provide direct services to our homeless neighbors, and support congregants' participation in programs outside the church that serve people without housing.

### 5 Year Plan

2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<p>1. Strengthen organizational structure, including leadership and volunteer base</p> <p>2. Finances: Establish procedures for how expenses are approved and monitored; monitor donations</p> <p>3. Evaluate and monitor ongoing programs</p> <p>A. Safe Sleep: continue work with Salvation Army in providing approved number of parking spaces and to create a safe environment for participants</p> <p>B. Park Outreach: continue partnership with Salvation Army (case management) and Medicine Shoppe (supplies)</p>	<p>1. Continue to monitor organizational issues</p> <p>2. Continue to monitor finances</p> <p>3. Continue to evaluate and monitor ongoing programs</p> <p>A. Consider expansion of program (add spaces)</p>	<p>1. Continue to monitor organizational issues</p> <p>2. Continue to monitor finances</p> <p>3. Continue to evaluate and monitor ongoing programs</p>	<p>1. Continue to monitor organizational issues</p> <p>2. Continue to monitor finances</p> <p>3. Continue to evaluate and monitor ongoing programs</p>	<p>1. Continue to monitor organizational issues</p> <p>2. Continue to monitor finances</p> <p>3. Continue to evaluate and monitor ongoing programs</p>

<p>C. Motel Fund: continue providing motel stays within budget limitations</p> <p>D. Homeless Memorial: continue as primary organizer of this annual December event</p> <p>E. Evaluate status of Speakers' Bureau and Photo Project regarding whether they are still viable projects</p> <p>4. Support the emerging "Local 805" chapter of the California Homeless Union (The California Homeless Union is a community-based effort to organize homeless people to advocate for themselves)</p> <p>5. Continue to encourage and support participation in community projects such as River Haven, One Stop, and Family to Family</p>	<p>4. Support community advocacy efforts</p> <p>5. Continue to support participation in community projects</p>	<p>4. Support community advocacy efforts</p> <p>5. Continue to support participation in community projects</p>	<p>4 Support community advocacy efforts</p> <p>5. Continue to support participation in community projects</p>	<p>4 Support community advocacy efforts</p> <p>5. Continue to support participation in community projects</p>
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**Notes**

2. May need to coordinate with Finance Committee.
3. Funds for 3A, 3B, and 3C have come from Inreach/Outreach requests and *Lift Up Your Voice* grant monies. Funds for 3D have come from Lift Up Your Voice grant monies. 3A and 3B involves coordination with Salvation Army.
4. Support has included providing a meeting place and refreshments; funds have come from *Lift Up Your Voice* grant monies. Involves coordination with California Homeless Union.
5. May involve contact with sponsoring community programs/agencies.

## Membership

### Guiding Statement

Membership is an effort in the church to grow the church to 250 to 300 members. The teams that comprise the membership efforts are Greeters, Connecting Team, Volunteer Coordinating Team, and the Path to Membership Team. These teams are undergoing significant transformation, making it difficult to write a detailed plan. The first efforts for the group once established will be to define a plan.

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	<ul style="list-style-type: none"><li>• Create team structure, recruit leaders, write team charters</li><li>• Schedule quarterly(?) meetings of all chairs</li><li>• Create a Diversity Team.</li><li>• Create a Path to Membership graphic that reflects the</li></ul>				

	<p>current process.</p> <ul style="list-style-type: none"> <li>• Hold twice yearly Path to Membership processes.</li> </ul>				
<p><b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)</p>	<ul style="list-style-type: none"> <li>• Membership Coordinator time</li> </ul>				
<p><b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)</p>	<ul style="list-style-type: none"> <li>• Diversity Team</li> </ul>				

## Music

### Guiding Statement

A vibrant music program inclusive of many styles and cultures. Our music program creates interest, visibility and outreach within the church service, congregation and community.

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	- create music that the whole community wants to hear - including the wider community - establish monthly house band	- host gospel concert - increase choir participation - host LGBTQ concert	- add monthly Wednesday night music/meditation service - establish outreach concert series	- continue to increase community awareness through diverse music offerings in the service and in special offerings - year 2 of concert series	- evaluate music program for increased visibility and diversity - strengthen connections with local churches
<b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)	- hire 2xs month choir accompanist	- review and consider increasing music director position to 25 hours.	Review and consider increasing music director position to 30 hours		
<b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)		- coordinate with adult programs to support concert - social media support			

## Pastoral Associates

### Guiding Statement

Pastoral Associates work in partnership with the minister in helping create a community of caring and support. Pastoral Associates provide a confidential, compassionate, and listening presence. They visit the ill, support those in personal transitions or experiencing a life crisis, maintain contact with those unable to attend church, support caregivers, comfort the bereaved. They may develop programs to support the pastoral needs of the congregation.

### 5 Year Plan

2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<p>1. Continue, review, and refine the five initiatives started in 2019 by the Pastoral Associates Task Force on Helping Each Other:</p> <ul style="list-style-type: none"> <li>• Life Crisis Form</li> <li>• File of Life</li> <li>• Skills Exchange Program</li> <li>• Warm Line</li> <li>• Buddy System</li> </ul> <p>2. Provide in-service training and learning experiences for PAs (e.g., hospice, mental health topics)</p>	<p>1. Continue and review the five initiatives</p>	<p>1A. Review, evaluate, and revise current Pastoral Associates programs as needed</p> <p>1B. Consider new ways to provide PA services; identify steps needed to implement new programs and activities</p>	<p>1. Consider developing a program to address practical health/mental health issues</p>	<p>1. Consider developing support groups for specific issues (e.g., health-related, age-related, etc)</p>



<p>3. Develop 5 Wishes workshop for the congregation. (5-Wishes is an end of life and advance care planning program)</p> <p>4. Begin an Annual retreat</p> <p>5. Raise the profile of Pastoral Associates and more fully integrate PA work into church life</p>	<p>3. Expand the 5 Wishes program according to interest and demand</p> <p>6. Assess how well PA team is meeting congregational needs</p> <p>7. Consider expansion of PA team if church is growing</p>			
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Notes:

3. Estimated cost for workshop supplies in each of the years 2020-21 and 2021-22 is \$100. Source of funding is the "Health Ministry/Caring Committee" budget. Coordinate workshop with Adult Programs

## Publicity

### Guiding Statement

Publicity Team efforts focus on bringing attention to our church and to Unitarian Universalist principles by increasing community (internal and external) awareness of spiritual, justice-making and community-building activities at, or sponsored by our church as are consistent with our UU identity.

### 5 Year Plan

Goal Category	Current Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Organizational Efficiency/ Better In-Church Communications	Enlarge Publicity Team to support and represent the activities of Publicity, Advertising, Marketing, and Internal Communications (Newsletter, This Week etc.)	-Publicity Team members assigned to different church focus areas (ie Social Action, Worship, Adult Programs, Events), and contact person/procedure established for Publicity team to work with. (1) -Fund training for Team members to increase expertise	Develop protocols for volunteer transitions/inviting new team members and rotating out current members			

Organizational Efficiency/ Better In-Church Communications	Create a trial Publicity Education Program to help UUCV Committees and Teams improve their understandings of how they can partner with the Publicity Team to publicize activities and programs.	Based on the results of our trial program, offer Publicity Education Training twice annually, in order for Committees and Teams to improve their understanding of publicity and sense of ownership in the process.	-Achieve consistent branding and strong synergistic publicity for UUCV activities and programs through good teamwork with committees and teams. -Coordinate with other committees to brainstorm a "dream event" that the church could sponsor, which would bring many people in contact with UUCV (for example, holding an Adult Programs event with a big name speaker at Ventura College auditorium, or being the lead sponsor on a major justice activity) (2)	-Identify and begin plans for "dream event"	Hold "dream event" and follow with evaluation of success	
Organizational Efficiency/ Better In-Church Communications	Incorporate Publicity team explicitly in Calendaring Meetings for better long-term planning	Develop and implement plan for regular communication with teams and committees.	Educate committees, action teams and congregants about the importance of unified marketing efforts, and the importance of working with the Publicity Team in developing all flyers, handouts and visual displays for onsite and offsite events.			

Organizational Efficiency		Establish a 5-year budget plan which will allow Publicity Team to expand its activities and experiment with new methods	Evaluate success of deploying increased budget	Evaluate success of deploying increased budget	Evaluate success of deploying increased budget	Evaluate success of deploying increased budget
Create and Implement Focused Marketing Plan	Identify needs to be addressed in a Marketing Plan to develop strategies to get noticed by media on a regular basis; identify folks to work on a Marketing Plan task force (4)	Develop a Marketing Plan aligned with UUCV Vision and Goals, which will: -Support the goals of other committees and teams who may overlap with Publicity, such as Welcoming Committee, SACC and Adult Programs. -Clearly identify and describe our target audience (both internal and external) -Ensure advertising reaches target audience -Identify how to	Implement Marketing Plan	Adjust Marketing Plan as needed	Reevaluate and refresh Marketing Plan	Reevaluate and refresh Marketing Plan

		<p>measure effectiveness of publicity for external events and review elements as to their success.</p> <p>-Identify how to measure and review effectiveness of marketing, advertising and P.R.</p> <p>-Identify how to measure effectiveness of publicity for internal events</p> <p>-Create new church logo</p>				
Improved External Communications		<p>Explore ways to better express our personality as a church in our social media to better engage others.</p>	<p>Encourage regular articles/blogs/appearances by church leadership and staff shared with community (through newspapers, CAPS-TV, radio as well as social media.</p>	<p>Consider broadening the scope of Publicity Team to include person to person marketing, through events such as tabling at colleges.</p>		

Improved External Communications		Improve Branding of Physical Space through improved external and internal signage and messaging in coordination with B&G (3)		Reevaluate and refresh Physical Space Branding		Reevaluate and refresh Physical Space Branding
Continuous Improvement of Website and Social Media	Continue to improve/debug new website	Improve website by using results of web analytics	Improved website effectiveness at conveying Unitarian Universalist principles and Ventura Church programs and events (by implementing Marketing Plan)			
Continuous Improvement of Website and Social Media	Investigate automatic posting options	Use technology to improve efficiency of social media use, such as through automatic posting tools for social media		Develop a publicity campaign using video of member Testimonials online and on Facebook		
<b>Resources Required</b>						
(Note any significant additional budget, staffing, or materials needed for the	(4) Possible need for a facilitator or trainer on Marketing Plan Development (May require additional funds)	(3) Funding needed for improved external and internal signage and messaging - no estimate	(2) Funding may be required for "dream event"			

actions listed above.)		available at this time.				
		(4) Possible need for a consultant on Marketing Plan Development - no estimate available at this time.				
<b>Dependencies</b>						
(Note whether the activities require coordination with another committee or interest group)		(1) - Social Action, Worship, Adult Programs, Events) identifies contact person for Publicity team rep. to work with.	(2) Work with Social Action, Action Team or Adult Programs to brainstorm the "dream event" in coordination with the board			
		(3) Coordinate with B&G to improve external and internal signage and messaging				

## Religious Education

### Guiding Statement

Our Family Ministry develops wisdom and resilience with UU values and action, builds relationships across the ages, and serves learning & building connections within and beyond.

### 5 Year Plan

Church Year					
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	<b>1) Increase volunteer leadership and ownership of RE program</b> - Coming of Age coordinator <b>2) learn why attendance drops off after middle school</b> <b>3) Increase volunteer opportunities in community</b> Devote RE Sundays to service projects <b>4) Increase RE integration into Congregational Community</b> - invite congregation into work transforming butterfly garden	1) OWL coordinator 2) Active teen group 3) Invigorate Kids Corps service project 4) RE involvement at board level (DRE or RE chair attend some meetings) 5) Work with early childhood specialist to assess and address safety for younger kids 6) Teacher meeting to modify draft for each age range	1) Team leads for each classroom 2) involve teens in the Sunday worship service 3) 8th Principle adoption 4) 1 parent on board 5) Add climbing/ play features 6) Share program arch with parents and congregation for feedback	1) full RE committee with chair 2) increase Camp De Benneville attendance for youth 3) Environmental service activities 4) service projects for congregants 5) teen/ tween project 6) DRE, teachers, minister, and RE team revise and form a final program arc.	1) All parents committed to a certain number of volunteer hours 2) roots trip to Boston or local service project teens can look forward to 3) Build relationships with nonprofits in our city 4) Match seasoned congregants with new families to welcome them 5) encourage classroom use 6) monitor the plan and adjust or note gaps if necessary



	<p>5) <b>Improve usage, ownership, and functionality of Outdoor Sanctuary space</b> - address maintenance, upkeep, theft issues</p> <p>6) <b>Develop program arc to address what children/ youth will learn over the course of their time in RE</b> - DRE, minister, and RE team collaborate to form a draft</p>				
<p><b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)</p>	<p>2) Full time DRE and 10 hrs / week assistant or youth coordinator recommended by UUA if more than 60 kids involved</p>	<p>5) Seek a consultant within congregation or beyond</p>			<p>2) Youth assistant to help coordinate trip</p> <p>4) Collaboration with Membership Coordinator for matching program</p>
<p><b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)</p>	<p>2) Finance committee</p> <p>4) Butterfly garden involves Environmental action team, Building and Grounds, etc</p>	<p>4) Board</p> <p>5) Finance committee</p>	<p>2) Worship</p> <p>4) Board</p>	<p>2) Clarify with Finance Committee or Leadership team the scholarship possibilities for Camp</p> <p>4) Work with pastoral care team to identify congregants who may like to have a service or cards from RE</p>	

				5) Outdoor Sanctuary team	
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## Safety Committee

### Guiding Statement

Our church will be a safe place where a diverse community will seek to engage in spiritual practices free from fear of external threats, and with the knowledge that UUCV can provide for and support congregants in the event of a personal or community-wide disaster.

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	Complete and submit for approval to the Board a comprehensive Safety and Security Policy and Procedure document Install locking mechanisms on all classrooms	Establish Safety Drills procedures. Implement practice of 1-2 safety drills per year. Establish training and materials for safely setting up the sanctuary and Berg Hall for events/services.	Evaluate the effectiveness/progress of our committee through survey of congregants/staff	Planning for the church's ability to respond to the needs of congregants in the event of a disaster	Complete the UUCV Disaster Response plan
<b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)	Locksmith and door locks	Create and print evacuation maps/procedures Create setup maps/instructions	Survey tool		Purchase any needed supplies/equipment, and storage for supplies
<b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)	RE B&G Welcoming Team	Worship Associates Welcoming Team	None	Minister Board B&G Finance committee for budget	Minister Board B&G

## Social Action Coordinating Committee

### Guiding Statement

The mission of the UUCV Social Action Coordinating Committee (SACC) is to support our congregation’s commitment to social, environmental, and economic justice by empowering and supporting action teams. These action teams evolve from interests and concerns within our congregation. SACC encourages these action teams to focus on root causes of injustice, education to the congregation and wider community, and meaningful action in partnership with others within the congregation and in the wider community. SACC also connects the congregation with opportunities to become involved in social action activities. Fundamental to our mission is our compassionate commitment to others and our planet.

### 5 Year Plan

2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1. Work with Membership Coordinate to invite/recruit members for SACC 2. Revise SACC documents to include two (2) at large members as well as representatives of action teams, and to define their roles 3. Assess the interests and passions of the congregation through regular surveys and host a yearly meeting 4. Clarify how action teams interact with SACC	7. Review SACC membership and continue to work with Membership Committee as necessary 8. Review processes to assess the interests of the congregation and revise/continue as needed 9. Host Social Action Volunteer Sunday once a year to inform our congregation of opportunities to get involved in social justice	11. Encourage SACC members to rotate assignments and recruit new members as needed 12. Continue to survey the interests of the congregation to support new action teams, if necessary 13. Formalize contacts with other outside social action groups 14. Open door to having special-interest groups host speakers	17. Review SACC membership 18. Meet with RE and invite youth to be part of SACC 19. Inform members about relevant social justice issues, volunteer opportunities and events of possible interest, including those sponsored by other social action organizations 20. Host educational programs for members	21. Encourage SACC members to rotate assignments and recruit new members as needed 22. Introduce at least one intergenerational event per year 23. Host a yearly party with representatives of outside groups to create a social justice network 24. Host films, speakers and presentations on social justice themes 25. Support outside groups having letter-

<p>and with the church and support creation of new action teams</p> <p>5. Meet with Religious Education to discuss how to make youth part of social action every six months</p> <p>6. Investigate what outside social justice groups and other churches are involved in, connect and partner with them</p>	<p>organizations both part of UUCV and outside agencies, making sure children and teens are included.</p> <p>10. Continue to support action teams and encourage the formation of new ones with guidance, advice and some financial support.</p>	<p>15. Communicate with action teams on an ongoing basis</p> <p>16. Submit items quarterly relating to SACC and action teams to newsletter</p>	<p>of our congregation and invited guests who would like to get involved in different causes of social justice</p>	<p>writing campaigns and petitions</p>
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**Notes:**

1. In 2021, SACC may need to coordinate with Finance Committee to increase budget for action teams and events.
2. Beginning in 2022 and ongoing, coordinate with other committees to host joint events.
3. Consider coordinating the survey in 2020-21 with the Covenant Group survey, and with Safety Committee for surveys in 2021-22, and 2022-23.
6. Coordinate with Publicity

## Worship

### Guiding Statement

Create vibrant, dynamic services. Honor the many paths in our tradition and the interconnectedness of all life. Use a variety of music and formats with the participation of members of all ages, abilities, and diversities to challenge, transform, liberate and inspire.

### 5 Year Plan

	Church Year				
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Activities</b> (List any actions or activities required to be performed each year to meet the vision)	1. Expand member participation in services through reflections and a wider pool and diversity of Worship Associate.  2. Develop a workbook for training, development and resources for worship associates that includes all pertinent information.  3.	1. Review and update worship associate recruitment, training and development process.  2. Train more MAGICians to visually enhance the service year-round	1. Present workshops or classes on writing sermons  2. Explore alternatives within current sanctuary regarding aesthetics and design to enhance experience of worship.  .3 Develop a plan to make participation in all aspects of worship accessible and inclusive.		

	<p>Develop a plan to maintain the area behind the chancel.</p> <p>4. Coordinate Soul Matters themes into all aspects of our congregational life.</p> <p>5. Explore removing the paper order of service</p>		4. Create goals for years 4 & 5		
<p><b>Resources Required</b> (Note any significant additional budget, staffing, or materials needed for the actions listed above.)</p>			?????		
<p><b>Dependencies</b> (Note whether the activities require coordination with another committee or interest group)</p>	<p>3. Music &amp; RE</p> <p>4. Music, RE, Covenant Groups Adult programs, etc.</p>		2 & 3 Board, Buildings and Grounds, Congregation		