

Unitarian Universalist Society of Sacramento
Strategic Plan: A Living Document
Goals, Objectives and Action Plans

This five-year USS Strategic Plan was developed by the congregation over a two-year period. The Goal and Objectives were approved at our May 2018 Congregational Meeting. Action Plans were identified during a subsequent congregational retreat. This is a “living document” that is intended to guide USS priorities from July 2019 through June 2024. The action plans are not comprehensive but rather examples from the congregation of specific work needed to address our objectives. The creativity of the congregation in implementing current Action Plans and in identifying new actions to achieve our Goals and Objectives will expand and enrich our work together over the next five years.

Goal 1: Strengthen our connections and commitments within our congregation to deepen our lives

Objectives:

1. Deepen our connections with each other and the love and courage that sustain each of us through continued church programming and intergenerational activities
2. Strengthen support for individual and family growth and development
3. Support programs to deepen the relationship with the children and youth in our congregation
4. Assess impact from strengthening our connections and commitments within our congregation on current organization and infrastructure

Action Plan:

1. Integrate children and youth into the work of operating the church
 - a. Weekly child/youth volunteer to help with coffee
 - b. Weekly child/youth volunteer to be at the Family Ministry Team or Welcome table in the lobby to greet visitors, provide information, etc.
 - c. Youth/children volunteers to pass out orders of service and hymnals
 - d. Add youth volunteers to All Ages Camp volunteer staffing
 - e. Continue with youth board member and consider adding youth Program Council member and youth FMT member
2. Develop a culture where existing programs intentionally include activities that foster a deeper connection between participants
 - a. Set aside time during affinity group meetings (choir, Theater One, Ministry Circles, Stitchers, etc.) for smaller group interaction to foster closer personal ties between members. This could include spiritual reflection, personal sharing, etc.

- b. Develop and implement strategies for becoming more welcoming to diverse identities and abilities
 - c. Program Council will provide on-going support for the development of these connections within programs and activities
 - d. Program Council, in consultation with clergy, will support the development of additional programs or groups to foster deeper connections
 - e. Program Council will include on their monthly agenda an update on progress in establishing and maintaining these activities
- 3. Expand opportunities for interested adults to participate with existing child/youth activities (e.g., Family Ministry Team volunteers)
 - a. Identify opportunities with existing programs and recruit interested adults
 - b. Consider Chalice Camp, Secret Pal program, etc.
 - c. Develop a cohort of non-parenting adult volunteers to support family ministry and youth activities
 - d. Monthly intergenerational events
- 4. Increase congregational attendance at child/youth activities outside of UUSS – sports, plays, etc.
 - a. Promote attendance through announcements of activities, including in JYG and SHYG postings and in the “Between Sundays” page
- 5. Engage youth in UUSS social and racial justice programs
 - a. Social/racial justice programs to invite youth into their activities (e.g. children join Family Promise children for dinner)
 - b. Offer a social justice event designed specifically for teens
 - c. Offer immersion trips for teens to further reflection on Unitarian Universalist values
 - d. Have an adult from a social justice group mentor or partner with the young person to facilitate their being a part of the group
 - e. Consider the *Family Study and Action* class offered by Showing Up for Racial Justice

Goal 2: Increase our presence and identity in the larger community by living our mission of being a force for healing in the world

Objectives:

1. Deepen our engagement with interfaith and community partners
2. Broaden and deepen our interactions with other UU congregations through an increase in denominational activities
3. Build on and enhance existing social and environmental justice efforts
4. Assess the impact of increasing our presence and identity in the larger community on current organization and infrastructure

Action Plan:

1. Coordinate our internal social justice efforts to increase our impact
2. Deepen our engagement with chosen "Community Partners"
 - a. Consider revisiting the selection process and align with congregational activities to deepen the partnership
 - b. Increase engagement by developing shared work or activities with the partner organization
3. Deepen our commitment to support unhoused persons
 - a. Increase political activity including presence at city and county governance meetings
 - b. Explore partnerships with local organizations such as Homeless Area Resource Team and Winter Shelter
4. Strengthen community connection through organized activities with neighboring congregations

Goal 3: Live out our commitment to justice, equity, and compassion

Objectives:

1. Deepen, individually and organizationally, our understanding of our role in perpetuating racism and that anti-racism work is a spiritual practice
2. Understand and address how all forms of privilege impact our community and congregation
3. Develop and implement strategies to be more welcoming and inclusive as a congregation
4. Assess impact from living out our commitment to justice, equity, and compassion on current organizational infrastructure

Action Plan:

1. Expand Racial Justice Team
 - a. Recruit members who have skills and awareness appropriate to the task
 - b. Create charter
 - c. Explore resources from the Unitarian Universalist Association and Black Lives UU to learn how to create accountability to people of color
2. Build common understanding among team members and congregation about privilege, implicit bias at systemic, personal, and congregational levels through programming and activities
3. Organizational assessment
 - a. Identify a tool
 - b. Establish a process
 - c. Administer
 - d. Report on results
 - e. Make recommendations to address results
4. Organize and communicate about opportunities for action
5. Create "Path to Involvement": a continuum of activities with avenues to different kinds of engagement on racial justice issues
 - a. Coordinate with social justice pathway leads
6. Develop more actions based on the organizational assessment

Overarching: Infrastructure and Organizational

1. Engage Program Council in restructuring and re-visioning its purpose to include support of relevant aspects of the strategic plan
 - a. Review and align Program Council functions with its charter
 - b. Provide leadership and coordination among the various programs and activities
 - c. Develop a model for capturing and building on the synergy between programs within UUSS and with regional UU congregations
2. Cultivate congregational leaders by developing and offering a leadership development program
3. Develop a comprehensive communication strategy focused on generational communication styles, technology, and participation of internal and external audiences
 - a. Consider branding, marketing, etc.
 - b. Consider ways to incorporate our identity as UU's into all external activities

4. Review staffing model and facilities for capacity to support the new strategic plan
5. The Board should make a five-year commitment to developing annual budgets to support the implementation of the strategic plan