

Unitarian Universalist Congregation at Shelter Rock 5-YEAR STRATEGIC PLAN

INTRODUCTION

One of the goals of our Developmental Ministry, which began in 2019, is to clarify “strategic direction.” Beginning in October 2020, members of the UU Congregation at Shelter Rock began meeting in facilitated small groups “Purpose Conversations” to discuss the congregation’s purpose. In a January 2021 “Purpose Workshop,” members analyzed ideas recorded in scribe notes from the Conversations. From the workshop emerged short lists of suggested focus areas and key program ideas. In turn, the Board of Trustees discerned from the Workshop recommendations three “focus areas” for a 5-year strategic plan: Nourish Beloved Community; Deepen Spirituality; and Create Opportunities to be of Service.

In April 2021 the Board adopted its charge to a Strategic Planning Task Force and in May appointed members to a Strategic Plan Task Force: two Board representatives (Jana North, Chris Hilke) and five at-large members (Andrew Bartels, Vince Chimienti, Bob Gayle, Klaus Masuch, and Mike Menser), along with Minister Liaison Rev. Jaye Brooks. The Board charged the task force with determining congregational needs, desires, and volunteer energy in each of the Purpose focus areas and then to draft a 5-year strategic plan to direct our congregation’s actions and energies.

The Task Force reviewed past congregational consultant reports, surveys, assessments, and task force reports. Then, from September 2021 through February 2022, we conducted 22 interviews with UUCSR groups and staff, discussing the three focus areas; the new activities and programs they’d like to try; and activities and programs that are working well and should continue. In these conversations, we heard deep love for this religious community—along with longing for a congregational life that would more fully express our shared values and purpose. Perhaps most significantly, we discovered that across all UUCSR groups and staff some ideas emerged repeatedly, suggesting activities and programs members would embrace and to which they would happily bring their time, energy, and enthusiasm.

It became clear during this work that our 12-year-old Vision and Mission, though they might benefit from some fine-tuning and shortening, remain valid and lively. This is particularly true of the vision statement, which is often expressed in short form as “Create Loving Religious Community; Encourage Spiritual Growth; and Build a More Just and Joyful World.” The three focus areas the Board identified for strategic planning purposes reflect the membership’s vision for the congregation, with one interesting wrinkle: In the Purpose Conversations it became clear that members are satisfied that the Veatch program’s grant-making supports our vision for building justice in the wider world yet crave more opportunities for hands-on service to the local community.¹ We re-state the three focus areas as:

Community: Support Heart-Centered Congregational Life

Spirituality: Encourage Spiritual Deepening

Service: Create Opportunities for Hands-On Service

¹ Veatch, as for other areas of congregational life, is generally regarded as strong and so this plan does not propose changes.

In all our conversations, there was an openness to growth and expressions of a desire to welcome new members, especially young adults, into Unitarian Universalist congregational life. During our planning, we agreed with the common understanding of “congregational growth” commentary that a religious community grows when its activities and programs intentionally and vibrantly reflect the membership’s purpose for being. This plan does not include “growth in numbers” goal—we anticipate that if UUCSR can fully embrace the plan’s 10 goals, growth will be a consequence of truly living our values and fulfilling our purpose.

OVERVIEW OF THE PLAN

The plan is presented in two formats: as a narrative, which follows this introduction, and as a table, which follows the narrative. In this way we hope to accommodate different learning styles and preferences for absorbing information. The content is identical—it’s simply presented differently. Each of the three focus areas has Goals, and under each Goal is a list of specific actions that advance those Goals. For ease of discussion, the Goals are numbered continuously (1–10) beginning with Goal 1 under the first focus area, Community (6 Goals); continuing through Spirituality (2 Goals); and concluding with Service (2 Goals). The table offers our best estimate of the year in which a specific action might be taken.

We also identify an “Implementer” for each action: a person or group who has the responsibility and authority to implement the action. In some cases, we specify the Implementer and add “in consultation with” followed by the names of a person, group, or groups that the Implementer is required to consult before making a decision. Although the Implementer has decision-making authority, they exceed that authority if they decide without the mandated consultation. In this way, we hope to encourage broader-based decision-making and more collaborative planning. If an action specifies only an Implementer, without mandated consultation, it is because we believe the action to be primarily within the existing responsibility and authority of the Implementer—and yet encourage wider consultation all the same.

The plan’s identification of Implementer, in addition to assigning responsibility and authority for decision-making for each particular action, also implicitly includes accountability. In every case, the Implementer we identify is accountable either to a supervisor (for example, a Coordinator reports to a Minister, the Communications Manager to the Congregational Operations Administrator) or, in the case of Ministers and COA, to the Board. The Board is accountable to the congregation. In this way, we hope that implementation responsibility, authority, and accountability are clear. This line of accountability also gives the Board responsibility and authority for oversight of the plan’s implementation. Implementers of each action are to provide at least an annual report on progress to their supervisor; in some cases, the Coordinators for example, quarterly reports are already required to their supervisor and are passed on to the Board. Thus the Board is not “manager” of the plan, but should have the information necessary for it to evaluate progress on each Goal.

As we offer this draft plan to the Board, we wish to emphasize that it is *only* a draft. We recognize that the Board and other members of the congregation may have additional ideas or suggestions for revision. We have tried not to micro-manage the specifics of implementation and have not listed all the ideas we heard (and liked) for programs and activities. Instead, we have created an implementation process that we hope is both clear and sufficiently flexible to allow for the unanticipated—and, most important, a plan and process that allow UUCSR to fulfill its purpose.

Focus Area 1: COMMUNITY—SUPPORT HEART-CENTERED CONGREGATIONAL LIFE

Goal 1. Develop Friday night programming to promote spiritual growth and community-building.

Rationale: Shelter Rock has historically gathered on one Friday night a month for Soulful Sundown. By expanding opening hours to every Friday night, a wider range of programs and performances can be made available. Examples include LGBTQ programming, yoga, music, Soulful Songs & Stories, and game night. By emphasizing Friday night programming, UUCSR can multigenerational member engagement. Community outreach can be incorporated.

Proposed Actions by Ministers:

- Consult with coordinators and program committees about ideas for the Fridays other than Soulful Sundown, with the intent of developing a plan.
- Experiment with activities and programs for Friday evenings before developing a specific plan.
- Assess the Friday program experiments or new Friday activities.
- Create a Friday plan for the next year.
- Assess and revise plan.

Proposed Actions by Youth & Adult Faith Engagement Coordinator in consultation with other staff and committees:

- Experiment with Friday night dinners before programs; encourage a culture of volunteerism. If needed, create a working group to plan.

Proposed Actions by Youth & Adult Faith Engagement Coordinator:

- Experiment with special programming for young adults for up to one Friday/month.

Goal 2. Give priority to programming for youth and young adults.

Rationale: Our youth and young adults are the future of the congregation. UUCSR should emphasize programming by and for them.

Proposed Actions by Youth & Adult Faith Engagement Coordinator:

- Friday night programming (see 1 above).
- Return to participation in youth and YA cons and camps, at UUCSR and away; mission trip.
- Create pilot project for outreach to nearby universities; experiment; assess; revise and continue if feasible.
- Create adult RE classes of interest to young adults.
- Assess each new program or activity.
- After assessment, create a plan for the following year.

Goal 3. Develop new initiatives that build multigenerational community.

Rationale: A strong desire for increased multigenerational programming emerged as a consistent theme during congregant interviews.

Proposed Actions by Lifespan Religious Education Coordinator in consultation with Interested Groups:

- Explore and experiment with programs that encourage multigenerational interaction (for example, camping on UUCSR grounds; an “adopt-a-grandparent” program).

Proposed Actions by Lifespan Religious Education Coordinator in consultation with Youth & Adult Faith Engagement Coordinator and Member Events Committee:

- Analyze successful multigenerational Silver Bay activities and experiment with adapting some that could be replicated at UUCSR.

Proposed Actions by Lifespan Religious Education Coordinator in consultation with Youth & Adult Faith Engagement Coordinator and Ministers:

- Assess each new program as well as the overall package of programs and develop a plan for the following year.

Goal 4. Structure congregational life in ways that further UUCSR's mission and vision.

Rationale: As part of our Mission Statement conveys, we gather together in religious community to nourish the spiritual needs of current and future members and to grow a diverse and multigenerational religious community. To that end, our committee structure, governance, and Bylaws would benefit from revision and restructuring. This can lead to a clearer path as we commit our time, talents, and unique resources to building a just a compassionate world.

Proposed Actions by Board in consultation with Ministers & Committees:

- Explore new ways of organizing committees and groups to gain vitality and joyful participation.
- Draft and implement a policy on committees and groups, allowing for flexibility and creativity. Allow time for consultation with congregation and transition period as groups consider and test new structures.
- Comprehensively revise (or replace) Bylaws so they present clearly the essential rules and help us live the 8th principle. Begin with a Bylaws workshop (open to all) to increase understanding of recommended Bylaws structure for religious congregations.
- Propose, consider, and establish an organizational structure with clear responsibility, authority, and accountability.

Proposed Actions by Board or Delegate:

- Assess each new policy, plan, or structure after implementation; revise as needed for implementation in the following year.

Goal 5. Implement a leadership development plan to prepare UUCSR members to engage as collaborative and well-informed leaders.

Rationale: To further support Goal 4, leadership training will benefit members already serving in that capacity and encourage others to move into such roles.

Proposed Actions by Board:

- Appoint a task force or other group that will have responsibility for drafting a plan.
- Considering TF recommendations, adopt a plan that assigns specific responsibility, authority, accountability for leadership development; in following year, implement plan.
- While waiting for TF to propose a plan, Board lays out clear orientation process for new Board members; Nominating Committee & MRC invited to the orientation session(s).
- Once plan is adopted and implemented, assess; then revise and implement the revised plan for the following year.

Proposed Actions by Ministers in consultation with Membership and MRC:

- While waiting for TF to propose a plan, Ministers work with Membership & MRC to provide at least two leadership development programs in the first strategic plan year; assess and provide recommendations to task force.

Goal 6: Focus and systemize content messaging so it reflects UU values and UUCSR vision.

Rationale: There is a need for clear, concise, and easily accessible policy for internal and external messaging to drive consistency and continuity across the board. This clarity will assist UUCSR in presenting a more unified message—from first impressions in the lobby to external social media content.

Proposed Actions by Board in consultation with P&P, Ministers, & COA:

- Develop a policy that clarifies responsibility, authority, and accountability for developing, reviewing, and approving messages (including signage) both internally (to members) and externally (to the public).

Proposed Actions by Board in consultation with Ministers & COA:

- Develop a policy that clarifies responsibility, authority, and accountability (RAA) for the arrangement of the lobby area and that specifies the group with authority should include multiple perspectives and should consult widely with all stakeholders.

Proposed Actions by Communications Manager in consultation with Ministers:

- The Online Presence Team has a plan for external social media content and timing – develop a similar plan for the internal communications so that it reflects the congregational life “arc of the year.”

Proposed Actions by Lead Minister in consultation with COA:

- Assess effectiveness of policy and plan; revise as appropriate and implement for the following year.

Focus Area 2: SPIRITUALITY—ENCOURAGE SPIRITUAL DEEPENING

Goal 7: Establish an ongoing process that effectively engages our human, natural, physical, and financial resources to meet the congregation's current and future spiritual needs.

Rationale: Our interviews and surveys confirmed the fact that congregants derive a deep sense of spirituality from a multitude of sources within UUCSR. These sources range from planned, formal events, such as Sunday Services and Soulful Sundown, to the various informal social opportunities that help us come together as a welcoming, caring, religious community. Fortunately, UUCSR has an abundance of resources that, when properly utilized, can continue to both support current spiritual initiatives, and encourage creativity in developing new ones.

Proposed actions by the Ministers:

- Identify, monitor, and assess current spiritual initiatives. Revise as appropriate for implementation in the following year.
- Survey or conduct focus group discussions that engage a representative sample of the congregation and with emphasis on youth and young adults to identify and prioritize new spiritual initiatives. Repeat after three years.

Proposed actions by the Ministers, in consultation with the RE, Worship, and Music Committees, and the Youth & Adult Faith Engagement Coordinator:

- Propose and develop creative, timely new spiritual initiatives. Focus the first new initiatives in the areas of RE, worship, and Friday evening programs.

Proposed actions by the Ministers, in consultation with the Board of Trustees:

- Develop a formal process that supports the effective use of congregational resources to meet our spiritual goals.
- Assess new initiatives and revise as needed for implementation in the following year.

Goal 8: Use our beautiful grounds for meaningful activities that engage the spirit as they build community.

Rationale: Our 100+ acres of natural beauty is an important resource with great potential for encouraging spiritual development. Optimizing the benefits of this resource requires creativity, careful planning, and the involvement the entire congregation.

Proposed actions by a Leadership Team appointed by the Board:

- Engage congregation in discussion about the B&G draft Land Management Plan (LMP.) Implement LMP proposals as they are approved, with implementation responsibility assigned by the Board in consultation with the Ministers.
- Create outdoor areas suitable for small group spiritual deepening.

Proposed actions by the Green Sanctuary Committee:

- Offer frequent trail walks (on Sundays or at some other optimal time.) Assess, revise plan, and repeat.

Proposed actions by Ministers in consultation with the Worship Committee:

- Create a plan for a monthly outdoor spiritual gathering, experimenting in Year 1 with 2-4 gatherings. Assess, revise plan, and repeat.

Focus Area 3: SERVICE—CREATE OPPORTUNITIES FOR HANDS-ON SERVICE

Goal 9: Enhance UUCSR infrastructure that supports effective use of volunteer energy.

Rationale: Unitarian Universalists have always been an outward-looking religious body that has sought to improve and help the broader world we live in, not just improve our internal souls. UUCSR as a congregation has embraced this mission, with members of the congregation participating in a wide variety of groups and initiatives in support of social justice; acceptance of racial, gender identity, and sexual orientation; and environmental preservation. To expand the scope of these activities and increase their impact, we need a stronger supporting infrastructure for our volunteer activities.

Proposed actions by the Membership Coordinator in consultation with COA:

- Continue to implement and strengthen the new Membership database unveiled in March 2022 so that members interested in justice advocacy or hands-on humanitarian service can be more readily informed of opportunities in their areas of interest, experience, or training.

Proposed actions by the Caring Coordinator in consultation with Membership Coordinator and Caring Committee:

- *Internal Service:* With appropriate confidentiality, use the new Membership database (1) to identify UUCSR members who may be isolated or in need; (2) to track the connection-building and Caring support provided to them; and (3) to recruit members who wish to share their gifts in ways that support our members in need.

Proposed actions by the Social Justice Coordinator in consultation with Membership Coordinator, Social Justice Committee, and Minister for Congregational Life:

- *External Service:* Use the new Membership database (1) to identify, communicate with, and recruit UUCSR members who wish to share their gifts through local, hands-on service; (2) to elicit from our members their local, interfaith, and social connections with marginalized communities that may have requests for UUCSR support or action that our members could provide; (3) to guide our members to local (or wider) multifaith and multigenerational humanitarian service projects.
- *Advocacy:* Use the new Membership database to identify, communicate with, and recruit members who seek opportunities to support UUCSR, UUA, or local multifaith justice advocacy initiatives and to organize participation of UUCSR members.

Goal 10: Act locally to realize UUCSR's vision to build a more just and joyful world.

Rationale: UUCSR needs to act locally as well as globally to fulfill our service vision. By helping address social and environmental issues in our nearby Long Island communities, we provide our members with opportunities to live out and practice our principles. We also act as good neighbors and build relationships with local communities. Working together with other UU congregations on Long Island enhances these efforts. To strengthen and increase the positive impacts of our local social initiatives, we need to rationalize our local social service activities.

Proposed actions by the Social Justice Coordinator in consultation with Social Justice Committee and other stakeholders:

- Assess current local humanitarian service projects for effectiveness; experiment with new initiatives that include the elements that make existing programs effective. Continue, revise or discontinue, as necessary.

Proposed actions by the Social Justice Coordinator:

- Explore new opportunities for humanitarian service partnerships with LIAC, local religious groups and multifaith organizations, and local educational institutions.

Proposed actions by the Communications Manager in consultation with Social Justice Coordinator:

- Continue to publicize within UUCSR local external UU and non-UU humanitarian service projects and facilitate UUCSR member participation.
- Continue to publicize within UUCSR local external UU and non-UU justice advocacy opportunities and programs projects and facilitate UUCSR member participation.

Proposed actions by the Social Justice Coordinator in consultation with Ministers and stakeholders

- Experiment with a congregation-wide social justice annual theme with related opportunities for local justice advocacy and hands-on humanitarian service.
- Assess each new program as well as the overall package of programs and develop a plan for the following year.

Community: Support Heart-Centered Congregational Life			Implementer*	2022-23	2023-24	2024-25	2025-26	2026-27
1	Develop Friday nights as a spiritual growth & community-building time							
	1.1	Consult with Coordinators and program committees about ideas for the Fridays other than Soulful Sundown, with the intent of developing a plan.	Ministers	X				
	1.2	Experiment with activities and programs for Friday evenings before developing a specific plan.	Ministers	X				
	1.3	Experiment with Friday night dinners before programs; encourage a culture of volunteerism. If needed, create a working group to plan.	Youth & Adult Faith Engagement Coordinator in consultation with other staff and committees	X				
	1.4	Experiment with special programming for young adults for up to one Friday/month.	Youth & Adult Faith Engagement Coordinator	X				
	1.5	Assess the Friday program experiments or new Friday activities.	Ministers	X	X	X	X	X
	1.6	Create a Friday plan for the next year.	Ministers	X	X	X	X	X
	1.7	Assess and revise plan.	Ministers		X	X	X	X
2	Give priority to programming for youth and young adults.							
	2.1	Friday night programming (see 1 above)	Youth & Adult Faith Engagement Coordinator	X	X	X	X	
	2.2	Return to participation in youth and YA cons and camps, at UUCSR and away; mission trip	Youth & Adult Faith Engagement Coordinator	X				
	2.3	Create pilot project for outreach to nearby universities; experiment; assess; revise and continue if feasible.	Youth & Adult Faith Engagement Coordinator		X	X	X	X
	2.4	Create adult RE classes of interest to young adults.	Youth & Adult Faith Engagement Coordinator	X	X	X	X	X
	2.5	Assess each new program or activity.	Youth & Adult Faith Engagement Coordinator	X				
	2.6	After assessment, create a plan for the following year.	Youth & Adult Faith Engagement Coordinator	X	X	x	x	x
3	Develop new initiatives that build multigenerational community.							
	3.1	Explore and experiment with programs that encourage multigenerational interaction (for example, camping on UUCSR grounds; an "adopt-a-grandparent" program).	Lifespan Religious Education Coordinator in consultation with interested groups		X			
	3.2	Analyze successful multigenerational Silver Bay activities and experiment with adapting some that could be replicated at UUCSR.	Lifespan Religious Education Coordinator in consultation with Youth & Adult Faith Engagement Coordinator and Member Events Committee		X			

Community: Support Heart-Centered Congregational Life			Implementer*	2022-23	2023-24	2024-25	2025-26	2026-27
	3.3	Assess each new program as well as the overall package of programs and develop a plan for the following year.	Lifespan Religious Education Coordinator in consultation with Youth & Adult Faith Engagement Coordinator and Ministers		X	X	X	X
4	Structure congregational life in ways that further UUCSR's mission and vision.							
	4.1	Explore new ways of organizing committees and groups to gain vitality and joyful participation.	Board in Consultation with Ministers & Committees	X				
	4.2	Draft and implement a policy on committees and groups, allowing for flexibility and creativity. Allow time for consultation with congregation and transition period as groups consider and test new structures.	Board in Consultation with Ministers & Committees	X	X			
	4.3	Comprehensively revise (or replace) Bylaws so they present clearly the essential rules and help us live the 8th principle. Begin with a Bylaws workshop (open to all) to increase understanding of recommended Bylaws structure for religious congregations.	Board in Consultation with Ministers & Committees	X	X			
	4.4	Propose, consider, and establish an organizational structure with clear responsibility, authority, and accountability.	Board in Consultation with Ministers & Congregation	X	X			
	4.5	Assess each new policy, plan, or structure after implementation; revise as needed for implementation in the following year.	Board or Delegate		X	X	X	X
5	Implement a leadership development plan to prepare UUCSR members to engage as collaborative and well-informed leaders.							
	5.1	Appoint a task force or other group that will have responsibility for drafting a plan.	Board	X				
	5.2	Considering TF recommendations, adopt a plan that assigns specific responsibility, authority, accountability for leadership development; in following year, implement plan.	Board	X	X			
	5.3	While waiting for TF to propose a plan, Ministers work with Membership Coordinator, Membership Committee, and MRC to provide at least two leadership development programs in the first strategic plan year; assess and provide recommendations to task force (including training on the use of the membership database).	Ministers in consultation with Membership Coordinator, Membership Committee, and MRC	X				
	5.4	While waiting for TF to propose a plan, Board lays out clear orientation process for new Board members; Nominating Committee & MRC invited to the orientation session(s).	Board	X				

Community: Support Heart-Centered Congregational Life			Implementer*	2022-23	2023-24	2024-25	2025-26	2026-27
	5.5	Once plan is adopted and implemented, assess; then revise and implement the revised plan for the following year.	Board		X	X	X	X
6	Focus and systemetize content messaging so it reflects UU values and UUCSR vision							
	6.1	Develop a policy that clarifies responsibility, authority, and accountability for developing, reviewing, and approving messages (including signage) both internally (to members) and externally (to the public).	Board in consultation with P&P, Ministers, and COA	X				
	6.2	Develop a policy that clarifies responsibility, authority, and accountability (RAA) for the arrangement of the lobby area and that specifies the group with authority should include multiple perspectives and should consult widely with all stakeholders.	Board in consultation with Ministers & COA	X				
	6.3	The Online Presence Team has a plan for external social media content and timing—develop a similar plan for internal communications so that it reflects the congregational life "arc of the year."	Communications Manager in consultation with Ministers	X				
	6.4	Assess effectiveness of policies and plan; revise as appropriate and implement for the following year.	Lead Minister in consultation with COA	X	X	X	X	X

* Although a single person or group may be identified as "Implementer," the expectation is that the Implementer will consult widely with appropriate stakeholders before making a decision. If the Implementer is to consult with a specific group, that consultation is mandatory.

Spirituality: Encourage Spiritual Deepening			"Implementer"	2022-23	2023-24	2024-25	2025-26	2026-27
7	Establish an ongoing process that effectively engages our human, natural, physical, and financial resources to meet the congregation's current and future spiritual needs.							
	7.1	Identify, monitor, and assess current spiritual initiatives. Revise as appropriate for implementation in the following year.	Ministers	X	X	X	X	X
	7.2	Survey or conduct focus group discussions that engage a representative sample of the congregation and with emphasis on youth and young adults to identify and prioritize new spiritual initiatives. Repeat after three years.	Ministers	X			X	
	7.3	Propose and develop creative, timely new spiritual initiatives. Focus the first new initiatives in the areas of RE, worship, and Friday evening programs.	Ministers in consultation with RE, Worship, Music Committees and Youth & Adult Faith Engagement Coordinator	X	X	X	X	X
	7.4	Develop a formal process that supports the effective use of congregational resources to meet our spiritual goals.	Ministers in consultation with Board		X			
	7.5	Assess new initiatives and revise as needed for implementation in the following year.	Ministers in consultation with Board	X	X	X	X	X
8	Use our beautiful grounds for meaningful activities that engage the spirit as they build community.							
	8.1	Engage congregation in discussion about the B&G draft Land Management Plan (LMP). Implement LMP proposals as they are approved, with implementation responsibility assigned by the Board in consultation with the Ministers.	Leadership Team appointed by the Board	X	X	X		
	8.2	Create outdoor areas suitable for small group spiritual deepening.	Buildings & Grounds	X				
	8.3	Offer frequent trail walks (on Sundays or at some other optimal time). Assess, revise plan, and repeat.	Green Sanctuary	X	X	X	X	X
	8.4	Create a plan for a monthly outdoor spiritual gathering, experimenting in Year 1 with 2-4 gatherings. Assess, revise plan, and repeat.	Ministers in consultation with Worship Committee	X	X	X	X	X

* Although a single person or group may be identified as "Implementer," the expectation is that the Implementer will consult widely with appropriate stakeholders before making a decision. If the Implementer is to consult with a specific group, that consultation is mandatory.

Service: Create Opportunities for Hands-On Service			Implementer*	2022-23	2023-24	2024-25	2025-26	2026-27
9	Enhance UUCSR infrastructure that supports effective use of volunteer energy.							
9.1	Continue to implement and strengthen the new Membership database unveiled in March 2022 so that members interested in justice advocacy or hands-on humanitarian service can be more readily informed of opportunities in their areas of interest, experience, or training.	Membership Coordinator in consultation with COA	X	X	X	X	X	
9.2	<i>Internal Service:</i> With appropriate confidentiality, use the new Membership database (1) to identify UUCSR members who may be isolated or in need; (2) to track the connection-building and Caring support provided to them; and (3) to recruit members who wish to share their gifts in ways that support our members in need.	Caring Coordinator in consultation with Membership Coordinator and Caring Committee	X	X	X	X	X	
9.3	<i>External Service:</i> Use the new Membership database (1) to identify, communicate with, and recruit UUCSR members who wish to share their gifts through local, hands-on service; (2) to elicit from our members their local, interfaith, and social connections with marginalized communities that may have requests for UUCSR support or action that our members could provide; (3) to guide our members to local (or wider) multifaith and multigenerational humanitarian service projects.	Social Justice Coordinator in consultation with Membership Coordinator, Social Justice Committee, and Minister for Congregational Life	X	X	X	X	X	
9.4	<i>Advocacy:</i> Use the new Membership database to identify, communicate with, and recruit members who seek opportunities to support UUCSR, UUA, or local multifaith justice advocacy initiatives and to organize participation of UUCSR members.	Social Justice Coordinator in consultation with Membership Coordinator, Social Justice Committee, and Minister for Congregational Life	X	X	X	X	X	
10	Act locally to realize UUCSR's vision to build a more just and joyful world.							
10.1	Assess current local humanitarian service projects for effectiveness; experiment with new initiatives that include the elements that make existing programs effective. Continue, revise or discontinue, as necessary.	Social Justice Coordinator in consultation with Social Justice Committee and other stakeholders	X	X	X	X	X	
10.2	Continue to publicize within UUCSR local external UU and non-UU humanitarian service projects and facilitate UUCSR member participation.	Communications Manager in consultation with Social Justice Coordinator	X	X	X	X	X	
10.3	Explore new opportunities for humanitarian service partnerships with LIAC, local religious groups and multifaith organizations, and local educational institutions.	Social Justice Coordinator	X	X	X	X	X	

Service: Create Opportunities for Hands-On Service			Implementer*	2022-23	2023-24	2024-25	2025-26	2026-27
10.4	Continue to publicize within UUCSR local external UU and non-UU justice advocacy opportunities and programs projects and facilitate UUCSR member participation.	Communications Manager in consultation with Social Justice Coordinator	X	X	X	X	X	
10.5	Experiment with a congregation-wide social justice annual theme with related opportunities for local justice advocacy and hands-on humanitarian service.	Social Justice Coordinator in consultation with Ministers and stakeholders		X	X			
10.6	Assess each new program as well as the overall package of programs and develop a plan for the following year.	Social Justice Coordinator in consultation with Ministers and stakeholders	X	X	X	X	X	

* Although a single person or group may be identified as "Implementer," the expectation is that the Implementer will consult widely with appropriate stakeholders before making a decision. If the Implementer is to consult with a specific group, that consultation is mandatory.