

## **Preamble**

Berrien Unitarian Universalist Fellowship has a history rooted in Southwest Michigan for over 60 years. BUUF is a community of people united not around one religion or creed but we welcome people of all faiths. We are a liberal religion. We are a member of the national Unitarian Universalist Association (UUA). We are a Welcoming Congregation. We promote the seven Principles of Unitarian Universalism which we hold as strong values and a moral guide. Our Principles guide how we live and interact with each other in our community, all people, and our environment.

### **Our Mission (last updated 2019)**

**For every individual searching for spiritual meaning, Berrien Unitarian Universalist Fellowship provides a welcoming and caring religious community dedicated to diversity of thought, social and environmental justice, and peace for all.**

## **Strategic Planning Process**

Berrien Unitarian Universalist Fellowship has grown and changed since 2015 when a five year plan was developed with goals to increase Sunday service and RE attendance by 50% and 100% respectively, to increase membership by 50%, and to complete Welcoming Congregation and Green Sanctuary accreditations as set by the Unitarian Universalist Association.

Between the years of 2015-2021, BUUF experienced a growth in membership, jumping from around 15 voting members in 2015 to 62 in 2021. There was also a growth in the children's RE program with up to 12 children attending in 2 different classrooms by early 2020. By the start of the 2020/2021 fiscal year (June 2020), 4 out of 5 goals had been met and the 5th goal (green sanctuary certification) was underway.

2020 also brought the challenge of the COVID-19 global pandemic and the shutdown of all in person services and activities for over 14 months (and continuing). BUUF adapted to planning and hosting services, workshops, meetings, RE classes, and more on the ZOOM platform. BUUF continued to be an engaged supporter of many community organizations and activities as they also reacted to a year of unprecedented change. Participation fluctuated but membership overall continued to grow and the 2020/2021 pledge drive raised record pledge numbers for the fellowship.

Given the successes of the previous 5 year plan and the growth in the fellowship, plus the upheavals of 2020, it was decided at the start of the 2020/2021 year that the Board would lead the fellowship through the creation of a new 5 year strategic plan. As we grow and adapt, charting a path consistent with our mission requires some visionary planning. It was the hope of the fellowship that an honest discussion of our strengths, weaknesses, and the needs of both the BUUF community and the wider Southwest MI area, would lead to setting intentional, attainable goals to guide us through the next 5 years.

With this purpose in mind several planning methods were implemented by the board over the course of the first four months of 2021. Brainstorming sessions were open to the entire fellowship. These were attended by 5-20 members and friends and were a time for us to share and discuss any and all ideas we had for the next 5 years. Strengths and weaknesses of the fellowship were also discussed. There were also 3 “sweet spot” exercises held. These had the goal of finding places where the strengths and talents of the fellowship best intersected with needs of the wider community. A workshop on updating BUUF’s mission and vision statement was also held. Also, a fellowship wide-survey was distributed and returned by 35 members and friends. Additionally, members of the Board and planning team met several times with Phil Lund of the MidWest region of the UUA for guidance on the process.

The information from these planning sessions was compiled and shared back to the fellowship. The current committees of the fellowship worked to narrow the ideas down into goals and action items for several different facets of the fellowship (*Social Justice, Green Sanctuary, Membership, Sunday Services, Welcoming Congregation, Youth and Adult RE, Endowment, and the Board*). The plan draft was presented to the fellowship in advance of the annual meeting for a review period. A discussion/vote on the draft will be held at the annual meeting.

It is the hope of the 2020/2021 Board that this plan will build on our remarkable history and will further solidify BUUF’s role as a strong liberal religious presence in Southwest Michigan. It will lead us to continue to be a community that spiritually nourishes, challenges, and sustains any person who participates in our community. It will help us continue and grow as a voice for social equity and environmental justice in Southwest Michigan and beyond.

From the larger 5 year plan, 5 goals were chosen to be the focus of year one. These are listed first in the document, with the larger plan separated by theme in the following pages.

The drafters of this plan charge the members and friends of BUUF with implementing, consulting, and updating this plan as needed over the next 5 years to help achieve the goals within. An annual review of the plan by the Board and committee heads and their teams will help ensure this.

## **2020/2021 Board**

Beth La Fleur, President

Harvey Johnson, Vice President

Joan Guilfoyle, Secretary

Dave Sarra, Treasurer

Diane Gibbons, Trustee

### **Also thanks to BUUF Staff and Committee Chairs for contributing to the plan:**

Lisa Fuller, Joanne Krettek, Katharine Lion, Jim McConnell, Clark Gilpin, Nancy Gilpin, Glen Smith, Harvey Johnson, Diane Gibbons,

Thanks also to the *many other members* of the fellowship who attended a planning session, committee planning meeting, or shared their thoughts through the survey.

## **Year One Focus Goals (July 2021 - June 2022)**

**Goal 1- Membership:** To reconnect members and friends of the fellowship to each other and to the mission of BUUF, following more than a year of virtual living during COVID-19 pandemic. To extend welcome to new attendees. To have fun together! To encourage participation in our committees that will carry out the mission of the fellowship and help meet all other goals!

1. Hold at least four informal social get togethers (in backyards or on the grounds of BUUF- bonfires, picnics, camp outs, scavenger hunts, etc) during July 2021 - June 2022. Schedule events early (June or July) on a perpetual calendar and revise and update as needed.
2. Offer a *Parent's Night Out* quarterly beginning again in the summer/fall of 2021.
3. Hold at least one all-comer/orientation event in year one.
4. Continue the practice of delivering small gift bags semi-annually to BUUF members and friends.
5. Encourage participation in committees by having the nominating committee reaching out to members to find where they would be excited about helping.
6. Continuing the "UU evangelism" project begun by Lisa Fuller, sending mailings to addresses featuring yard signs that align with BUUF mission and values.
7. To evaluate and possibly update BUUF's mission and vision statements.

**Goal 2 - Sunday Services and Worship:** To start up dual platform/hybrid services that allow for safe in-person attendance as well as a virtual option by mid July of 2021, to continue indefinitely.

1. Create a task force to work out the details of running hybrid services.
2. Complete the set up of new A/V equipment (purchase new speaker?).
3. Set up in-person tech services or arrange a schedule of tech volunteers to run services and post recordings.

4. Set up child care to provide for services.
5. Establish on-going COVID precautions for in-person services, specifically precautions for unvaccinated children.
6. Begin an annual RE-led service.

**Goal 3: Religious Education:** To help kids become more engaged in their faith formation, activism and as allies in justice work, and grow opportunities for them to work with each other and community. To provide members and friends as well as community members a broad experience of faith development, spiritual practice, and community support.

1. Start up a youth group for ages 10-18. Begin year 1 with hosting a quarterly social gathering to help create community and let kids have fun together (needs volunteers to lead).
2. Focus on letting kids have fun together and reconnect as well before choosing a new curriculum. Simple gardening, nature, craft activities (or simply letting them play) during in-person services for those who attend in person.
2. Begin an annual RE-led service.
3. Offer 1-3 workshops for adults (Topics on Racial Justice Education, LGBTQ+ Justice education or Personal/Spiritual Growth Workshops). We are currently offering Racial Justice Book Reads and Mindfulness workshops.
4. Increase fellowship leadership and attendance of workshops. Find some more volunteers to run or facilitate them.

**Goal 4-Social Justice:** To encourage BUUF members and friends to engage in volunteer work and advocacy with the organizations that BUUF supports financially (and others). To encourage active consultation among Social Justice, Welcoming, and Green Sanctuary Committees in order to address the intersecting issues of environmental justice, economic equity, the rights and dignity of LGBTQ+ persons, and racial and multicultural relations.

1. Promote at least one event every other month from a current social justice partner, where details are shared (via Announce, Facebook, and word of mouth) with BUUF community and at least 5-10 members/friends participate.
2. An informal “report” on the event is shared by at least one member in a Sunday Service; either through a “Joys and Sorrows” share or a short reading.

3. Plan joint meetings twice a year with multiple committees to identify areas where goals and advocacy intersect.
4. In year 1, identify as specifically as possible our major social justice priorities. What are the issues on which the fellowship/committees think BUUF can have the most positive impact? Placing priority on collaborating with social justice organizations and initiatives in our immediate region, and placing national organizations in a secondary or supporting role to this local emphasis.
5. Create a partnership with a Benton Harbor Faith Organization/church with similar social justice focus. (First Presbyterian BH?). Reach out to begin the search for a willing partner in year one and if found, hold at least 1-2 events with them.

**Goal 5- Environmental Justice/Green Sanctuary:** To become a designated Green Sanctuary by UUA. To focus the Green Sanctuary program on mitigating climate change. To increase BUUF participation in our work.

**Action Items Towards Goal:**

1. Send Green Sanctuary report to UUA demonstrating how criteria for certification were met.
2. Resume monthly 3rd Thursday Environmental Justice to focus on mitigating Climate Change.
3. Continue partnerships with marginalized community gardening projects (e.g. Fresh Start Children's Gardens)
4. Meet at least quarterly in person or Zoom.
5. Sponsor at least quarterly BUUF nature walks.
6. Increase organic waste composting at BUUF and in the community.
7. Increase native pollinator habitat and decrease lawn on property.
8. Sponsor at least quarterly BUUF nature walks.
9. Year 1 - Create a master plan for the 4340 Lincoln building and grounds to include map and narrative (update yearly).

## Five Year Goals (July 2021 - June 2026)

### Theme Area: Fellowship Community/Membership and Outreach

**Purpose:** We wish to maintain the health of the fellowship as a living, growing, changing community. We want to foster a culture where all who step through our doors feel welcomed, accepted, supported, and encouraged in their spiritual journeys. We want to have fun together!

#### 2021-2026 Goals

**Goal 1:** Connect members and friends of the fellowship to each other and to the mission of BUUF. To extend welcome to new attendees as well as current members.

#### Action Items Towards Goal:

1. Hold at least four informal social get togethers (in backyards or on the grounds of BUUF- bonfires, picnics, camp outs, scavenger hunts, etc) during July 2021 - June 2022.
2. Offer a *Parent's Night Out* at least quarterly beginning again in the summer/fall of 2021.
3. Hold at least one all-comer event in year one; increasing to 2 or more if needed in year 2-5.
4. Continue the practice of delivering small gift bags (quarterly?) to BUUF members and friends.
5. Encourage participation in committees yearly by the nominating committee reaching out to members to find where they would be excited about helping.
6. In years 2-5 establish circle suppers or other small group functions.
7. In years 2-5, establish a monthly social event such as First Friday or Second Saturday hosted by members in homes or at BUUF.
8. In years 2-5 Ask each BUUF committee to plan/host one social event per year.

**Goal 2:** Be visible, active, and purposeful participants and initiators of community activities, both as a fellowship and as individual members. Spread the mission of BUUF, “getting our name out there” more.

**Action Items Toward Goal:**

1. Continuing the “UU outreach” project begun by Lisa Fuller, sending mailings to addresses featuring yard signs that align with BUUF mission and values.
2. Publicize BUUF activities and events regularly and in a variety of ways (Our FB page, FB pages of social justice partners, Herald Palladium, SJ Today, local radio).
3. Continue to use BUUF Announce, Facebook page, and services to announce and promote local events held by social justice and other community partners.
3. Offer our space for community groups or functions; using our grounds, sanctuary, kitchen and fellowship areas (as they currently exist).
4. Explore other ways we could use our or improve our facilities to support community activities - ie. walking trails, community gardens, community kitchen, covered pavilion for events, etc.
5. Partner with a Benton Harbor Church for social events as well as social or environmental justice advocacy.
5. Launch an exploratory commission into expanding into a satellite location in Benton Harbor to reach different facets of our Southwest MI community.
6. Establish a way to support and recognize BUUF members, friends, and youth who are proactive in making the world more just and compassionate. (For example a recognition service, dinner, or award)

## **Theme Area: Governance, Leadership and Financial**

### **Purpose**

Leadership and governance stability is critical to our functioning. Our by-laws and board structure help provide this. New leadership and voices should be given the opportunity to learn and receive training to lead and minister to the fellowship. Financial stability is critical and foundational to achieving our goals for the fellowship. Having financial stability is responsible stewardship that allows us to ensure our employees are fairly compensated and our property is maintained and allowed to grow and improve as needed. It also allows us to sustainably provide support to people of our fellowship and to the wider community.

### **2021-2026 Goals**

**Goal 1:** To fairly compensate employees by adding hour increases, pay increases, or bonuses for our current positions whenever the fellowship's current operating budget allows. (Office Administrator, Director of Religious Education, Music Director, Minister)

#### **Action Items Toward Goal:**

1. In year 1 to provide a bonus for Office Administrator, DRE, and Music Directors from the previous year's budget surplus
2. In year 1 to hire a new music director in the 2021 year to allow music direction to continue beyond January 2021 (when current directors have indicated they would like to resign positions.)
3. In year 2 to investigate what is an average amount of staff hours and pay for a congregation of our size and budget.
4. In years 2-5 continue to discuss incrementally increasing hours/pay with each new pledge drive and budget. If increases can not be reliably met, look to using any budget surplus for annual bonuses.

**Goal 2:** To utilize the Nominating Committee more actively throughout the year to develop new leadership. To incorporate youth leadership through a youth representative on the board.

### **Action Items Towards Goal:**

1. In Year 1 - rework the nominating committee to be a Nominating and Leadership Development Committee.
2. Reach out to youth in the fellowship yearly to offer leadership opportunities such as youth representative to the board or committee membership.
3. In years 2-5 look to establish a succession plan for Board positions.

**Goal 3:** To maintain a financially stable operating budget annually. To continue to grow pledges while also creating a legacy giving program and running at least one fundraiser annually.

### **Action Items Towards Goal:**

1. Communicate BUUF's financial status regularly to the Fellowship through services and the BUUF Announce.
2. Communicate the purpose and role of the Stewardship Team.
3. Create an annual Stewardship plan.
4. Communicate Legacy Giving opportunities.
5. In year 1-2 create a Finance Committee to best manage resources.
6. In year 1-2 apply for a 501(c)3 non-profit determination letter.
7. Review current bookkeeping system, train new board members on understanding the financial aspects of the fellowship and reading financial reports.
8. Evaluate online giving and accounting systems.
9. Finish and publish BUUF cookbook by May, 2022.
10. Determine feasible annual fundraising projects that would be supported by at least 60% of the congregation.

**Goal 4:** To update BUUF's current Mission and Vision statements.

### **Action Items Towards Goal:**

1. Have members of the 2020-2021 and 2021-2022 Board write a draft Mission or Vision statement to reflect what they see as BUUF's primary identity.
2. In year 1 lead 1-2 more mission and vision workshops for the larger fellowship, encouraging members to also write their own updates.
3. Vote on any updates or re-writes before the end of the 2021-2022 year.

**Goal 5:** To determine the language and terms the Endowment Committee will use to describe what we do and what we're asking the congregation for. To increase communication with fellowship. To protect and grow the endowment while also utilizing it to further the goals of the fellowships

### **Action Items Towards Goal:**

1. Install a plaque recognizing people who have given to the Endowment funds, whether through their wills or as a living donation.
2. Recognition for people who have remembered BUUF in their wills. This will be by the pledgers' choice (i.e. one need not be recognized if they'd prefer not to be).
3. Create periodic messages about legacy gifting to BUUF. We'll work with the Stewardship team on timing and combined messaging. Some of the messages we intend to use are:
  - Any amount will be gratefully received
  - How do BUUF's Endowment Funds work
  - How to pledge anonymously (it's possible to pledge in such a way that no one else at BUUF knows about it)
  - Additional sources of information on legacy giving.
4. Include recognition of legacy gift givers and pledgers in BUUF Announce.
5. Periodic messaging about legacy gifting to BUUF in BUUF Announce.
6. Message about immediate (non-legacy) pledging to the Endowment funds. We will work with the Stewardship team to make sure this doesn't cannibalize the standard pledges.
7. Reduce the distribution percentage for the general fund (currently 6%) to be closer to the recommended 5%. We will reduce it to 5.5% in May 2022 and will evaluate whether to stay there or proceed.
8. Increase the distribution percentage for the restricted fund, currently at 2.5%, to 3%. We then will evaluate whether to stay there or increase it again.
9. Create a shared store of contact details with Endowment pledgers.

## **Theme Area: Social Justice and Welcoming Congregation**

### **Purpose**

We aim to strengthen our voice and support for initiatives, organizations, and movements that seek to increase social equity. These initiatives will increase the visibility of BUUF, while deepening the commitment to those partnerships we hold. BUUF is fortunate to have a restricted endowment that can provide financial support to organizations that pursue social justice and offer services that contribute to the good of the whole society. But the Social Justice committee thinks that, in addition to financial contributions, BUUF should expand its active volunteer work and public policy advocacy. This active engagement involves at least two types of “five-year initiatives.”

### **2021-2026 Goals**

**Goal 1:** Educate and encourage BUUF friends and members to engage in volunteer work and advocacy with the organizations that BUUF supports financially (ie Soup Kitchen, Fresh Start Children’s Garden, OutCenter, Neighbors Organizing Against Racism, Berrien Immigrant Solidarity Network, ALPACT).

#### **Action Items Towards Goal:**

Create at least one event every other month with a current social justice partner, where details are shared with BUUF community and at least 5-10 members/friends participate.

An informal “report” on the event is shared by at least one member in a Sunday Service; either through a “Joys and Sorrows” share or a short reading.

Grow this participation over the 5 years into 1-2 events monthly.

Create signs or shirts that demonstrate BUUF support at events.

**Goal 2:** Explore ways that we can cooperate with other religious communities and social service organizations in order to expand and diversify the perspectives from which we view social justice issues.

#### **Action Items Towards Goal:**

1. Create a partnership with a Benton Harbor Faith Organization/church with similar social justice focus. (First Presbyterian BH). Reach out to begin the search for a willing partner in year one and hold at least one event with them.

2. Actively maintain relationships with multiple organizations and community support networks through financial and volunteer support.
3. Share BUUF events focused on social justice, (ie racial justice book reads) with interested organizations through email, social media, and word of mouth.
4. Request and pay speakers from diverse organizations throughout the region to come share their work and missions with the fellowship.

**Goal 3:** The pursuit of social justice has many facets. In addition to the Social Justice Committee, BUUF also has a Welcoming Congregation Committee and a Green Sanctuary Committee. The Social Justice Committee favors active consultation among these committees in order to address the intersecting issues of environmental justice, economic equity, the rights and dignity of LGBTQ+ persons, and racial and multicultural relations.

#### **Action Items Towards Goal:**

1. Plan joint meetings twice a year with multiple committees to identify areas where goals and advocacy intersect.
2. In year 1, identify as specifically as possible its major social justice priorities. What are the issues on which the committee thinks BUUF can have the most positive impact?
3. Placing priority on collaborating with social justice organizations and initiatives in our immediate region, and placing national organizations in a secondary or supporting role to this local emphasis.

**Goal 4 :** Adopt the Eighth Principle of Unitarian Universalism as promoted by many congregations in the UUA to put priority on combating white supremacy and racial injustice in our world, country, and local community. Continue to find ways to live out the eighth principle.

#### **Action Items Towards Goal:**

1. In year 1- holding 2 or 3 services on the whys and hows of adopting the 8th principle.
2. Vote on its adoption before the end of the 2021/2022 fiscal year.

3. Following its adoption, offering a related fellowship wide training/workshop (see adult RE section for some specific training/workshop options chosen by the fellowship survey)
4. Launch an exploratory committee on changing BUUF's name to no longer reflect the legacy of John Berrien (a slave-holding, anti-abolitionist who never even lived in Michigan).
5. Adopt a racial equity pledge to share with community partners in the fight for social justice.

## **Theme Area: Environmental Justice/Green Sanctuary**

**Purpose:** Creating a sustainable way of life is central to our view of a just and compassionate world. We aim to demonstrate our commitment to environmental justice by aligning our values with our actions through becoming a certified Green Sanctuary. To promote practices that mitigate climate change on our own grounds and households, in our local community, and in our wider country and world.

### **2021-2026 Goals**

**Goal 1:** Become a designated Green Sanctuary by UUA.

#### **Action Items Towards Goal:**

- 10.1. Send Green Sanctuary report to UUA demonstrating how criteria for certification were met.

**Goal 2:** To focus the Green Sanctuary program on mitigating climate change.

#### **Action Items Towards Goal:**

1. Resume monthly 3rd Thursday Environmental Justice to focus on mitigating Climate Change.
2. Continue partnerships with marginalized community gardening projects (e.g. Fresh Start Children's Gardens)
3. Increase organic waste composting at BUUF and in the community.
4. Increase native pollinator habitat and decrease lawn on property.
5. Identify a SWM location for green burials.

**Goal 3:** Increase BUUF participation in Green Sanctuary work.

#### **Action Items Towards Goal:**

1. Meet at least quarterly in person or Zoom.
2. Increase BUUF member participation in raised bed gardening (Three Sisters garden, Salsa garden, kids garden, organic community gardens).
3. Sponsor at least quarterly BUUF nature walks.
4. Sponsor at least two building and grounds fellowship work sessions.
5. Beautify the BUUF building and grounds (e.g. Jakes berm).

**Goal 4:** Make BUUF's grounds more environmentally sustainable.

**Action Items Towards Goal:**

1. Year 1 - Create a master plan for the 4340 Lincoln building and grounds to include map and narrative (update yearly).
2. Increase native pollinator habitat while decreasing lawn by planting more natives and pollinator plants.

## **Theme Area: Lifespan Faith Development/Religious Education**

### **Purpose**

We aim to help kids become more engaged in their faith formation, activism and as allies in justice work, and grow opportunities for them to work with each other and community. We also work to provide members and friends as well as community members a broad experience of faith development, spiritual practice, and community support.

### **2021-2026 Goals**

**Goal 1:** To implement a Youth Group for ages 10 through 18.

#### **Action Items Towards Goal:**

1. Begin year 1 with hosting a monthly social gathering to help create community and let kids have fun together.
2. In years 2-3 begin to add some community service, justice work projects (ie. having kids organize a Soup Kitchen lunch, participate with Children's Garden, picking up litter, etc.)
3. Also in years 2-3, run some faith development programs (Build your own Theology and learn about /visiting other religious institutions).

**Goal 2:** To continue dynamic and varied programming to engage kids and teens in the BUUF community as well as the wider UUA and the local community.

#### **Action Items Towards Goal:**

1. Year 1 - begin an annual RE-led service.
2. Year 2 - Have a youth representative on board (age 14+) for a 1-yr term.
3. Run the OWL program (year 1 or 2, depending on when training starts again) possibly involve UCC churches & Outcenter youth.

4. Continue Change for Change - proceeds split for donations & to fund a new Kids/Youth Fund that can be used for passion projects thought up by kids or leadership opportunities or trips.
5. Engage kids in fundraising through craft fair participation (Kids take part in craft fairs; Part of proceeds for self and part for fundraising).
6. Team ups with other kids & youth (1st Presbyterian, local UU youth, youthcons, leadership opportunities like Midwest Leadership School Curriculum)
7. Incorporate music and food-growing into curriculum along with justice, faith formation.
8. Begin an annual summer camp with intergenerational leadership (varying arts, sciences, etc).
9. Implement Bridging Ceremony - must complete 2 parts to be able to bridge 1) give Service talk on their faith 2) Complete a Justice passion project (partially funded by RE/Youth Fund)

**Goal 3:** To continue dynamic and varied programming to engage adults in their faith development. Results of the survey concluded that 19 people were interested in in-person workshops while 12 responded with various responses of both/only virtual.

### **Action Items Towards Goal:**

1. In order of preference for workshops: Build Your Own Theology, Small Group Ministry/Sharing Circles, UU Class Conversations, Racial Justice Discussion Group, Creative Mindfulness, Widening the Circle of Concern, A.D.O.R.E. (A dialogue on Race & Ethnicity), Wi\$dom Path, and Transforming Hearts Collective-Transgender Inclusivity, Building the World We Dream About, Principled Commitment, and Harvest the Power: Developing Lay Leadership. This will give us lots of options for the next 5 years.
2. Here is how DRE can see them arranged over the next 5 years.
  - Racial Justice Educational workshops (discussion group: books & podcasts, Widening the Circle of Concern, A.D.O.R.E., UU Class Conversations, Building the World We dream About). I wouldn't want to overlap these. So the Discussion Group could continue for as long as there is interest but while offering Widening the Circle of Concern or A.D.O.R.E. the discussion group would temporarily cease.

- LGBTQ Justice Educational workshops (Transforming Hearts Collective + other Welcoming Congregation Committee educational workshops) Once a year workshop.
  - Personal/Spiritual workshops (Build your own theology, Wi\$dom Path, Principled Commitment, Harvest the Power: Developing Lay Leadership, Creative Mindfulness, Small Group/Sharing Circles) The Creative Mindfulness and Small Group/Sharing Circles would be ongoing due to the nature of their program and the other workshops could be done once a year.
3. All of these programs with the exception of *Transforming Hearts Collective-Transgender Inclusion* could be offered to the public. This would increase attendance and awareness.
  4. Because we would be possibly offering 3 workshops per year (one from each category) in addition to the ongoing programs, we would need to rely on more volunteer lay leadership
  5. Create a registration system to enroll in each workshop & Small Groups/Sharing Circles. This would nearly guarantee attendance so as to not waste time & expenses.

## **Theme Area: Sunday Service/Worship**

### **Purpose**

The purpose of Sunday worship is to provide the fellowship with varied, coherent services that provide spirituality as well as being intellectually, existentially, and morally challenging.

### **2021-2026 Goals**

**Goal 1:** Establish Dual Platform services that allow for safe in-person attendance as well as a virtual option by mid July of 2021, to continue through 2021 and perhaps longer.

#### **Action Items Towards Goal:**

1. Set up A/V equipment for dual platform services.
2. Set up in-person tech services or tech volunteers for dual platform services.
3. Contact child-care to provide for services.
4. Establish on-going COVID precautions for in-person services.
5. Post recordings on YouTube Channel

**Goal 2:** To be able to host at least 6 guest speakers a year.

#### **Action Items Towards Goal:**

1. Create a line item in the annual operating budget for speakers.
2. Regularly ask committee members and the fellowship at large for their recommendations for speakers.
3. Offer speaker positions to our social justice partners so that we can hear more about their work.

**Goal 3:** To continue and grow the music program begun by the Chalice Lighter's Grant in 2019.

**Action Items Towards Goal:**

1. Hire a new music director by December 21 (at request of current music directors)
2. Continue with efforts to incorporate children in services.
3. Consider continuing to use video resources developed by BUUF Musicians inhouse and to research and use available online resources, staying mindful of copyright considerations.
4. Consider investing in multiple mics so that singers can stay safe while performing
5. Look into any further repair needed on the piano and electronic keyboard.

**Goal 4:** Create a succession plan for Rev. Jim McConnell in case his situation should change within the next 5 year period.

**Action Items Towards Goal:**

1. Offer program to grow lay leadership (*Shared Pulpit* training by UUA)
2. More info pending from Lisa Fuller and Sunday Services Committee

## **Theme Area: Facilities/Grounds**

### **Purpose**

We want to ensure the long-term maintenance of our facilities, provide the space needed for the growth of the congregation's activities and help move the congregation towards more environmentally sustainable practices.

### **2021-2026 Goals**

**Goal 1:** Build a solid capital reserve fund for responsible maintenance and improvement of our facilities.

#### **Action Items Towards Goal:**

1. Year 1 -establish a maintenance savings fund from a portion of 2020-2021 fiscal surplus.
2. Add to fund annually from any budget surpluses or donations not earmarked for other items.
3. Create and maintain a comprehensive list of projects, goals, and tasks with estimates for funding and completion (i.e. furnace repair/replacement; sanctuary updates/enlargements, grounds improvements or covered pavilion.)

**Goal 2:** Increase rental income for building and grounds.

#### **Action Items Towards Goal:**

1. Update webpage to promote our building/grounds rental options.
2. Locate ways to advertise externally (i.e. bridal shows, Citadel and other music schools - for recital space, for individuals looking for office space, etc.)
3. Starting in year 1, create and maintain a comprehensive list of projects or ideas that would increase rental income, with estimates for funding and completion (i.e. grounds improvements or covered pavilion, sanctuary updates such as skylights, updating kitchen for local chefs/makers, renting out back area as campground or gardening space.
4. Consider one project idea to fund with a capital campaign and endowment funds in years 2-5.