

| 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.                        | Friday Nights Leadership Team                                                                                                        | X       |         |         |         |         |
|                                                       | 1.4                                                                   | Experiment with special programming for young adults for up to one Friday/month.                                                                             | Friday Nights Leadership Team in consultation with Youth & Adult Faith Engagement Coordinator                                        | X       |         |         |         |         |
|                                                       | 1.5                                                                   | Assess the Friday program experiments or new Friday activities.                                                                                              | Ministers & Friday Nights Leadership Team                                                                                            | X       | X       | X       | X       | X       |
|                                                       | 1.6                                                                   | Create a Friday plan for the next year.                                                                                                                      | Ministers & Friday Nights Leadership Team                                                                                            | X       | X       | X       | X       | X       |
|                                                       | 1.7                                                                   | Assess and revise plan.                                                                                                                                      | Ministers & Friday Nights Leadership Team                                                                                            |         | X       | X       | X       | X       |
| 2                                                     | Give priority to programming for youth and young adults.              |                                                                                                                                                              |                                                                                                                                      |         |         |         |         |         |
|                                                       | 2.1                                                                   | Friday night programming (see 1 above)                                                                                                                       | Friday Nights Leadership Team in consultation with 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.                                               | RE Coordinator & Youth & Adult Faith Engagement Coordinator                                                                          |         | X       | X       | X       | X       |
|                                                       | 2.4                                                                   | Create adult RE classes of interest to young adults.                                                                                                         | RE Minister, Youth & Adult Faith Engagement Coordinator                                                                              | X       | X       | X       | X       | X       |
|                                                       | 2.5                                                                   | Assess each new program or activity.                                                                                                                         | RE Staff                                                                                                                             | X       |         |         |         |         |
|                                                       | 2.6                                                                   | After assessment, create a plan for the following year.                                                                                                      | Youth & Adult Faith Engagement Coordinator in consultation with RE Minister                                                          | 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       |         |         |         |

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|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
|                                                       | 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 and Policy Drafting Team                                             | 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 and Policy Drafting Team                                             | 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       |         |         |         |         |



| 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 and Youth & YA Coordinator                                                                        | 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.  | Land Management Leadership Team                                                                             | 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 & Social Justice Coordinator                                                           | 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.                                                                                                                                                             | Assistant to the Ministers in consultation Caring Committee and Membership Coordinator                                                 | 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       |

