

Action Planning Task Force Report to UUCL Board of Trustees

Executive Summary

The Action Planning Task Force was convened in December 2022 and given a short term assignment to think broadly and widely, without constraints about UUCL Board of Trustee goals related to growing our membership (being inclusive, encouraging greater family participation, and raising UUCL's community profile) and volunteer recruitment to better sustain our programs. Our target was to create a short term, medium term and long term list of actions that would support these goals. We were given a short timeline, and so we were required to work efficiently.

Data Collection Methodology

We wanted to be as inclusive as possible, consulting with a wide variety of groups, and ensuring communication between the Action Task Force and stakeholders was bi-directional and collaborative, within the constraints of our short timeline.

We started with a review of data previously gathered from the congregation, using the following sources:

- UUCL Reopening Survey, UUCL Covid Survey,
- Leaders Circle meeting on emergence and restructuring,
- the DLF Board report from Sept-Nov 2022,
- Revisioning Faith Development Council meeting from Sept 2022,
- and Discussion notes from Feb 2022 Widening the Circle discussion

We did our own brainstorming activities, and identified the key questions we would want to ask the congregation. We planned and executed a brainstorming activity with the congregation on January 29 where we gathered ideas from 16 in person participants and roughly 8 additional Zoom participants.

We met with the Faith Development Council and staff specifically. We mailed a survey to friends and members who are known to not have easy internet access, and we made our email available in the Love Letter for a few weeks with the invitation to send us ideas.

We culled over 200 ideas from these meetings and brainstorming activities. Each APTF member selected their top twenty ideas and rated each idea in terms of potential impact on growth and ease of implementation. Ideas receiving multiple nominations were then ranked and grouped according to perceived impact and then ease. This forms the basis of the listing in Appendix A and our recommended activities.

Recommended Activities

Immediate - before June 30, 2023

1. OWL as community ministry
 - a. Faith Development Council
2. Established, joyful coffee hour with structured activities (e.g. break out sessions, basket with slips of paper to help people make deeper connections)
 - a. Coffee Hour Team
 - b. Faith Development Council
3. 8th Principle Training
 - a. Racial Justice and Healing
 - b. Faith Development Council

Short Term - 2023-2024 church year

1. Establish regular potlucks, with justice makers and/or discussion topics
 - a. Fun and Fundraising Group
 - b. Faith Development Council
2. Musical programs open to the community
 - a. Music Program
3. Establish an easy pathway for volunteers to connect with volunteer opportunities. This would include information on volunteer opportunities available, knowing who to contact/how to sign up for a particular activity, and timely follow up to communication from potential volunteers.
 - a. Leadership Development Council
 - b. Leaders Circle
 - c. Membership Team

Recommendations Already Happening

1. OWL as community ministry
 - a. Faith Development Council
2. Music opportunities beyond just during services (music during Coffee Hour; music on the mulch, UU Songs & Me, open mics and perhaps a talent show, sing along opportunities)
 - a. Music Program
 - b. Faith Development Council
3. Focus on providing programming/activities during “second hour”, meaning during the time following Sunday services
 - a. Faith Development Council

Conclusions

UUCL has tons of ideas! We have categorized just six into immediate and short term future initiatives. In the appendix is a collection of additional ideas that were collected by the task force for the Board and other leader's consideration. In addition to these ideas, we also heard the following themes:

- UUCL community would be served by striving for good enough, rather than perfect.
- Structure is required to get volunteers connected with these ideas. Staff time may be required to create this structure; including the use of sign ups and sign up genius.
- UUCL has been through many other idea generation / planning processes. Our challenge seems to be in prioritizing/focusing our energy on a few high impact ideas rather than diffusing our energy or burning out particular volunteers.
- We recommend the Board of Trustees, in consultation with Leaders Circle and Staff, pick a few ideas, publicize them well, provide staff support for those ideas, and follow through with accountability structures to ensure the completion of the ideas.
- Staff believe we have the infrastructure and staffing to offer more programming. However, as we open the building up again and make the space available to the broader public, we must also maintain safety and security procedures and ensure and remind people to respect the use of the building and of their responsibilities when they use the space.
- Be friendly and inclusive to families. Whenever possible, include childcare.
- Ask each committee to consider specific ways to involve youth and young adults.
- Messaging for UUCL should consistently reference our mission statement.

Appendix A

This is a collection of additional ideas collected by the task force along with our own ratings.

Appendix B

The Safety and Leadership Development Committee groups also had initiatives and activities that they were working on and the Action Grid includes the status of those, even though this is not work defined by the Action Planning Task Force.

Submitted by Action Planning Task Force Members:

Lenore Bajare-Dukes

Graham Capobianco

Reverend Pat Guthmann Haresch

Linda Kinney

Paula Jackson

Marianne Smith

Fred Foster-Clark (board representative)

Appendix A APTF Summary of Growth and Engagement Ideas

Grouping	Idea	Source	Number of Endorsements*	Impact Average**	Ease Average***
Key:	* How many of the six Task Force members selected this idea as among top 10-20 ideas				
	** Potential Impact on Growth was rated from 1-10, with 1=most growth potential				
	*** Ease of Accomplishing in the Short Term was rated from 1-10, with 1=easiest				
	All ideas (among almost 200) getting multiple endorsements are included in this chart.				
Highest Endorsement, High Impact, Modest Ease					
	<i>8th Principle Training:</i> Training for everyone in the congregation on 8th Principle - welcoming, anti-racism, queer inclusion - making sure we know it is the work of the whole congregation, not just those with a 'special interest'.	Faith Development Meeting	6	1.5	3.8
	<i>OWL as community ministry:</i> OWL trainings at Millersville U; We have trained OWL facilitators and are ready to run it - and no youth; Adult OWL next year - budget	APTF Notes Idea	6	2.3	3.5
High Endorsement, High Impact, High Ease					
	<i>Helping new people get more connected:</i> Helping new people get more connected is something that people on the Membership Team, staff, and others do informally, which is great. I imagine it is also something the Membership Team has discussed, and I would like to know where those discussions are right now. As far as I know, if someone is checking out the church, there isn't a clear pipeline between "I'm interested / I'm signed up for one specific RE program" --> "I'm involved in the congregation as a whole." I'm a staff person who comes into contact with a lot of new people, and I haven't had a place to share that information for member-leaders to follow up on, other than the nametag-making list.	APTF Notes Idea	4	1.0	2.0
	<i>Second Hour as a congregational priority for faith development:</i> Content: Faith Development; Snacks & Coffee: ??; Communication	APTF Notes Idea	4	1.5	2.3
	<i>Raise our profile at community events:</i> I'm so glad I was able to get us at the Lunar New Year Festival! This coming year, I would love to see us have a table at the One World Festival, which celebrates Lancaster's different cultures. We also should continue to be at Lancaster Pride.	Faith Development Meeting	3	1.7	2.7
	Focusing on Membership Pathway and Greeting with a focus on inclusivity (discussed "Welcome Book" my Ottawa congregation put together)	Membership	3	1.7	2.7
	Collaboration with LGBTQ+	APTF Notes Idea	3	1.7	3.0

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Grouping	Idea	Source	Number of Endorsements*	Impact Average**	Ease Average***
High Endorsement, High Impact, High Ease (continued)					
	Serve and Get Together With Food x6	APTF Notes Idea	4	2.0	2.0
	Get in the newspaper	APTF Notes Idea	3	2.0	2.0
	<i>Stealth visitor of a traditionally marginalized identity who will inventory the building on a Sunday morning with respect to inclusivity:</i> Sometimes organizations will have someone who will inventory a building for accessibility. What if someone inventoried the building on a Sunday morning with respect to inclusivity? (Stealth visitor of a traditionally marginalized identity who would make a visit and reflect on their experience later.)	General	3	2.0	2.3
	Create opportunities to explore different cultures as a congregation, attending/having booths at cultural community events.	Education & Faith Development	4	2.0	2.8
	Schedule monthly speaker of justice-makers in the community, followed by one hands-on activity?	APTF Notes Idea	3	2.0	3.0
	Post sermon, in person breakout sessions: For an introvert, it may help to have these “arranged” rather than requiring an introvert to start a conversation on their own.	APTF Notes Idea	4	2.3	1.3
	Joining in with Inter-faith groups like Power Interfaith x3	Collaboration Groups	4	2.3	1.5
	Gathering together with, or being part of the work of, UU Justice PA x4	Collaboration Groups	4	2.3	1.5
	Anything with small groups...i.e., nursery help, or soul matters, or book discussion groups, music group, art group, social justice	Small Groups	4	2.3	2.3
	Choir Night / Open Jam	APTF Notes Idea	3	2.3	1.5
	Youth Specific service project, pizza & discussion - noon? RSVP at _____	APTF Notes Idea	3	3.0	2.0
	Climate action groups - (“Sunshine-something” offered such a group at UCC church in Hamilton Park)	Collaboration Groups	4	3.0	3.5
High Endorsement, Modest Impact, Modest Ease					
	Rather than dinner rounds at peoples' houses, have small groups meet at church with potluck;	Food-Related Events	3	2.3	1.7
	Once a month potluck w/ discussion topics (marry the discussion w/ action)	APTF Notes Idea	4	4.3	3.3
	Tap into work already happening in Lancaster	APTF Notes Idea	3	4.3	3.0

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Grouping	Idea	Source	Number of Endorsements*	Impact Average**	Ease Average***
High Endorsement, Modest Impact, Modest Ease (continued)					
	Ask each committee/group to identify a way to involve youth	APTF Notes Idea	4	5.0	2.3
Modest Endorsement, High Impact, Modest Ease					
	<i>Create a Welcome Council that includes some of the Membership Team functions:</i> The hope is to create a Welcome Council that includes some of the Membership Team functions Lenore has noted and to consider all questions with regard to pathways to connection for visitors and new members as well as tracking member	APTF Notes Idea	2	1.0	1.0
	Need more marketing of what UU is and what we offer.	Communication/Marketing	2	1.0	1.0
	<i>More hands on and participatory musical engagement on Sundays:</i> more sing alongs, congregants stepping up with their own voices or instruments, congregants leading songs, passing out rhythm instruments from time to time	Art & Music	2	1.0	1.5
	Movie nights, open mike, other programs open to this community	Activities (Also #31)	2	1.0	2.0
	Musical programs open to the community.	Activities	2	1.0	2.0
	LGBT Center of Lancaster	Collaboration Groups	2	1.5	3.0
	<i>Pragmatic, social support in raising children within time & place containers that make sense in families' rhythms:</i> including summer camp, a co-op extension time with UU-aligned themes, offering childcare for a parents' night out OR in, salsa dancing night with childcare...UU & Me Song Circles is an example - it brought in almost half of our registered program participation in the past year, and it's in part because it meets on a weekday afternoon, when some parents of young children are already seeking activities & enrichment programs.	Lenore's Best Ideas	2	2.0	2.0
	<i>Get one small group going of young adults (& others):</i> Needs: two hosts. Possibly: making & mending night (survival skills for the apocalypse) Climate resilience Action taskforce outcome: we get a commitment from 2 people with church keys to facilitate and host with young adult engagement. Calendar it, put the budget in, do it. Childcare.	APTF Notes Idea	2	2.0	2.5

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Grouping	Idea	Source	Number of Endorsements*	Impact Average**	Ease Average***
Modest Endorsement, High Impact, Modest Ease (continued)					
	<i>Support for families in raising anti-racist kids--including kids of color, multiracial kids, and white kids. --> Ideas from the Council over the past year: - Opening up time with our wonderful diverse children's book library, as community outreach. Partnering with the co-op to allow access to our library to diversify theirs. Diverse book story hour as an extension for co-op families + UUCL families alike. - Banned books reading challenge. - Garvin Lecture on this topic + a workshop - Continuing Growing Anti-Racist UUs curriculum next year - Hosting a Jubilee Three training - including Jubilee Kids (like a retreat focused on anti-racism) - Congregation-wide commitment to anti-racism growth by doing Jubilee Three</i>	Lenore's Best Ideas	2	2.0	4.5
	Structure/sign up genius & in-person signups	ATPF idea - communications	2	2.5	2.0
	LEARNING ABOUT UU VALUES AND OTHER WORLD RELIGIONS	Faith Development Registratio	2	2.5	3.5
	Childcare, childcare, childcare	ATPF Notes Idea	2	2.5	4.0
	<i>More music opportunities beyond just during services: music during Coffee Hour; music on the mulch, UU Songs & Me, open mics and perhaps a talent show, sing along opportunities</i>	Art & Music	2	3.0	2.0
	community conversation about banned books	ATPF Notes Idea	2	3.0	5.0

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Grouping	Idea	Source	Number of Endorsements*	Impact Average**	Ease Average***
Modest Endorsement, Modest Impact, Modest Ease					
	Steph: Coffee hour with making a care package for people who can't attend regularly (collab with Caring Team)	Faith Development Meeting	2	3.5	4.0
	Survival skills for the apocalypse series for young(er) adults	APTF Notes Idea	2	3.5	8.0
	collaborate with local colleges?	APTF Notes Idea	2	4.0	3.0
	Spaghetti dinners w/ childcare?	APTF Notes Idea	2	4.0	6.0
	Schools re: transgender issues, presence at school boards	Social Justice	2	4.5	2.0
Modest Endorsement, Low Impact, Low Ease					
	More all-church and small-group simple social gatherings Monthly potluck & breakout groups: discussion, play, action	APTF Notes Idea	2	7.5	2.3
Key:	* How many of the six Task Force members selected this idea as among top 10-20 ideas				
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Appendix B 2022-2023 UUCL Goals - Action Planning Grid

Action	Key Measures	Lead Person +/-or Group	Timeline	Status	Complete
Goal #1 Update our safety policies and procedures (initial focus on safety during worship services Sunday mornings).					
1. Reconvene Response Team/Safer Congregation Committee	Team formed and meeting	Steve Jones, Board Liaison	Fall 2022		X
2. Investigate options, risks, benefits for armed security on Sunday mornings	Contract signed or decision not to sign contract	Safety & Response Team, Board	January 2023	Part of Response Team recommended hiring security firm; Board affirmed; Some objections from congregants/COM on armed guard +/-or process; consultation w/ insurer; March 5 facilitated congregational discussion	
3. Update safety policies and procedures	Safety policies revised; approved by Board	Response Team, Board (consultation w/ Faith Dev & Ops)	Spring 2023	Review new UUA safe congregation guidelines in comparison to last Volunteer Safety policy manual; ask Kelsey if new emps receiving manual; see that new FD volunteers are receiving safety/mandatory reporting training	
4. Security cameras (9) updated, in working order	Sufficient cameras & monitoring operational	Facilities Director, Ops	Summer 2023	Facilities Director/Ops working on making cameras operational w/ remote monitoring, have placed placard at front door and will place placards identifying on rear fence noting presence of camera. Will review camera placement. Alan reviewing in more detail this summer.	
5. Review evacuation procedures & conduct drills	Procedures updated, communication plan in place and rolled out, drills scheduled annually	Response Team, Faith Dev, Worship Team, Ops	January 2023	Evacuation Drill conducted. May do another before congregational year out.	
6. Updating door locking mechanisms & procedures	Procedures updated & communicated, doors updated	Response Team, Ops	February 2023	Doorbell connected to intercom system is being re-enabled. Instructions by doors.	
7. Alarms considered	Alarms and procedures in place and communicated	Response Team, Ops	Spring 2023	Ability to broadcast emergency message to all phones on speaker phone through Intercom system in place. Put code by each phone. Will explore any further alarm needs. We do have a fire alarm.	
8. PA State Security Grant submission	Monies granted & received, used for additional security measures	Board, Minister, Response Team, Ops	Spring 2023	Grant Submission in process	
Goal #2 Growing our membership in the following ways: being as inclusive as possible; encouraging greater family participation; and raising UUCL's profile in the community.					
1. Action Planning Task Force formed	Task Force convened and meeting.	Board	December 2022	Members confirmed	X
2. Action Planning Task Force report to Board	Report submitted to Board	AP Task Force	March 2023	Finishing report, presentation meeting set with board March 9	
3. Form Welcome Council, Regroup Membership Team	Council convened & meeting	Minister	Spring 2023	Minister gathering names, scheduling 1st mtg	
4. Review pathways to Membership	Mapping document, improvements made	Welcome Council	Spring 2023 & Ongoing		
5. Consultation w/ Faith Dev. Council re: growth opportunities	Meetings convened	AP Task Force	February 2023	Questions brought to FD Council and response brought back to Task Force	X
6. Form Justice Council	Meetings convened, actions taken	Rev. Pat	February 2023 & Ongoing	Workshop w/ Power Interfaith Speaker, Possible Co-Conveners w/ UU PA Justice & Power Interfaith	

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7. Review Opportunities for additional outreach & connection	Provided to Justice Council; Alliances made w/ new organizations	Justice Council	February 2023 & Ongoing		
7. Consider outreach projects for Walters Trust grants	Grants applied for	Justice Council	February 2023 & Ongoing		
8. Form "Fun & Fundraising" Team	Fun events happening	Board & Auction Team w/ Faith Dev. consultation	Spring 2023 & Ongoing	Auction Team interested, discussion after Auction	
9. Target congregants & friends 30 & under: * Why would you gather with others, at church, in these times? Where? What do you need in order to do so?	Discussion(s) occur, events implemented	Welcome Council & Faith Development	2023-2024		
10. Consult w/ Sindy re: outreach methods & plan	Meeting occurs; ideas implemented or planned	??	February 2023		
Goal #3. Leadership development and volunteer recruitment to better sustain our programs.					
1. Utilize Leaders' Circle Meetings for networking & learning	Opportunities for learning & resource sharing at each LDC meeting	Leadership Development Council (LDC)	October 2022 & Ongoing		X
2. Ongoing review of CRE/UUA offerings for Leadership	Providing Leaders with denominational offerings/Leaders attending	LDC	Fall/Winter 2022 and ongoing	CRE rep attended Leader's Circle	
3. Review Sociocracy video for possible programming	Sociocracy/running meetings model presented to Leaders' Circle, Changes may be made to group charges	LDC w/ Board & Minister consultation	Spring 2023		
4. Identify volunteer pathways that could use the most attention	3-5 pathways identified in 2023	LDC w/ COM, Welcome & Minister Consultation	Spring 2023		
5. Consult w/ Staff re: volunteer pathways & communication opportunities	Discusson occurred	LDC	Spring 2023		
6. Conduct Leaders' Circle session discussing ways to involve children, youth, families young adults in events, committees, teams, volunteering	Discussion occurred	LDC	Spring 2023		
7. Assign a group to continue tracking progress on goals 1-3	Assignment made	Board			