



Proposed Annual Ministry Plan *from the Executive & Ministry Team*
July 2022 - June 2023

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Executives & Ministers of Equal Standing

****NOTE:** This document is not yet completely approved by the board. It is divided into two sections – **MINISTRY** goals and **EXECUTIVE FUNCTION** goals. These goals are not exhaustive of the entire ministry at UUCA but are based on the board's recommendations to the ministers for 2022-2023.

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UUCA MISSION (GLOBAL ENDS): The UUCA exists to create the Beloved Community by inspiring and empowering all souls to live bold and compassionate lives.

UUCA VISION: We value and aspire to courageously seek authentic relationships across differences; move ourselves, our congregation, and our earth toward justice, wholeness, connection and love; engage in a lifelong journey of learning and spiritual growth; practice radical hospitality, acceptance and inclusivity; and provide a haven for all beliefs and identities that align with UU Principles

UUCA COVENANT: Love is the spirit of our people, and service is our call. To build the beloved community, to seek fuller truths in love, to dwell together in peace, to offer aid and affirmation, and to live for one another. This is our covenant.

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INTRODUCTION TO ANNUAL GOALS:

For the 2022-23 church year, the ministers have identified three main areas of focus for the year: **building connections, deepening our mission, and stewardship of our resources.**

Building Connection: Though the COVID pandemic is receding from being most people's top concern, the fallout from the 2+ years is a continued reality. This impact includes, among other things: the effects of long-term social isolation of one form or another, decreased mental wellness, the deterioration of trust, and significant disruption to the ways that people organize their lives. While UUCA has been a resource for our

members in meeting these challenges, now is the right time to invest in *safety practices*, and to *offer programs that foster participation, trust, vulnerability, and connection*. These connections help us be compassionate and bold in living for each other.

Deepening Our Mission: With the establishment of the 8th Principle Implementation Committee (EPIC), this is a critical time for us to move ahead with our mission to create the Beloved Community. This includes acting on recommendations from EPIC, engaging and welcoming visitors and members into our community, and inspiring and empowering engagement with the wider community.

Resource Stewardship: UUCA is entrusted with the stewardship of valuable resources, including the time and talent of our members; received pledges, grants, and donations; our buildings, and our sacred lands. We are elevating our stewardship and management of these resources to demonstrate our care for our people and our mission.

MINISTRY GOALS

Ends/Goal Statement #1 – Faith Development 2022-2023

UUCA creates meaningful opportunities for deepening spirituality for all persons within a safe and challenging environment. In 2022-2023 we plan to foster connection, deepen our mission, and be resourceful stewards by:

- Fostering connection through programming: We have invested in programs that allow people to both deepen their spirituality and their connections in-person and on zoom with one another. These programs include:
 - o Worship: Offer meaningful and challenging spiritual worship for all ages for 52 weeks (costs covered by the annual budget). Expected completion—each month of the church year.
 - o Fill the Director of Faith Formation opening (covered by budget). Expected completion by October 2022. **(COMPLETED)**
 - o Faith Formation Classes: Offer meaningful and challenging classes for all ages (ongoing)
 - o Grow our Faith Formation attendance by children and youth from 57 (COVID time) to its prior numbers over 80 and beyond by Sept. 2023. **(COMPLETED)**
 - o UU Wellspring class: A 10-month long, small group program that fosters UU spiritual practices and reflections. In this inaugural year, we have 3 groups with a total of about 26 participants. (covered in budget). Expected Completion by July 2022.
 - o Small Groups: We will continue to support and promote our current and newer small groups (last year about 150 people participated). These groups often meet monthly and have reflective conversations inspired by the current worship theme. This year, we are self-producing the packets that guide small group reflection, which reduces our costs from previous

years (savings of about \$1000). Expected completion—each month of the church year through June.

- o The Soul of Aging: A 10-session, small group program geared towards those 55+. The inaugural group is currently running, and volunteers are willing to run it again. (Costs \$1300 in training and curriculum; paid through Rev. Anastassia's professional development monies as in the budget.) **(COMPLETED)**
 - o The Camino Pilgrimage: A 10-day spiritual pilgrimage with daily reflection; there are about 24 pilgrims including about 20 from UUCA. Costs to UUCA, about \$1000 from Rev. Anastassia' professional development money to cover travel and some meals. (Other expenses were covered by participant fees that passed through income as expenses in our budget.) Expected completion by end of September 2022 **(COMPLETED)**
 - o After Hour Programs will continue to offer a variety of programs offered weekly (Costs covered in the budget.) Expected completion—each month of the church year.
- Creating Safe(r) communities and space to allow for greater participation and engagement. With COVID-19 and our polarized society, there is a collective greater value placed on health mitigation strategies, security practices, anti-racist, anti-oppression, and trauma-informed communities.
 - o Continue to offer Zoom access to our community and its programs (costs covered in budget) Expected completion—each month of church year.
 - o Offer a program on understanding trauma and trauma-informed practices. Build training on these practices into our small group, worship, and other teams. (Costs covered by line-item in budget) Expected completion by April 2023.
 - Grow our membership
 - o Promote an “invite a friend” Sunday on the Sunday we celebrate the completion of our new building (Early Spring)
 - o Improve tracking of membership monthly (Avg. Attendance, # of visitors, total members, new members, people who have left and why? (Monthly)
 - o Continuing current and new recruitment strategies to bridge visitors into members. (Covered in budget.) (monthly)
 - o Continue offering our Roots and Wings course to help ensure our newer members are deeply engaged at UUCA (and become longer-term members.) (Costs covered in budget.) Two courses will be offered by June 2023.
 - Improve Pastoral Care Engagement
 - o Meet with Wellness Care Team monthly (ongoing)
 - o Create a new brochure **(COMPLETED)**
 - o Increase visibility of Care Team through, In the Know, FB posts, Sunday announcements, etc. (ongoing)
 - o Update and activate expanded volunteer list by January 2023.
 - o Support wellness classes being offered by our team members (ongoing).

Ends/Goal Statement # 2 – Social, Racial and Environmental Justice 2022-2023

UUCA's theological and spiritual culture calls us to put our principles into action by creating and supporting systems that address social, racial, and environmental injustices.

In 2022-2023 we plan to foster connection, deepen our mission, and be resourceful stewards by:

- Actively supporting 8th Principle Implementation Committee recommendations to create a congregation that lives into a culture of diversity, equity and inclusion; an environment where BIPOC feel emotionally and spiritually safe to be their authentic selves so they can call UUCA home.
 - Meet with the board in October to determine where the committee is. **(COMPLETED)**
 - Have ongoing conversations and collaborate with 8 Principle Implementation Committee liaison (ongoing)
 - Meet with BIPOC stakeholders and do 1:1s listening sessions with each one by February 2023.
 - Do at least one group listening session with stakeholders by June 2023
 - Continue promoting 8th Principle classes by BBC (Oct-June) and asking the leaders to consider inviting people outside of UUCA to come to classes.
 - Work with the membership committee to put together a mailer to BIPOC communities inviting them to UUCA on Sunday when we debut building.
 - Plan for at least one 8th Principle Sunday service **(COMPLETED)**
 - Plan to have a spring 8th Principle DEI (diversity/equity/inclusion) event with a featured speaker (May 2023).
 - Openly support and promote BIPOC small groups to congregation and especially new BIPOC attendees (ongoing)
 - Promote BIPOC attendance at the UUA General Assembly. (by May 2023)
- Deepening our mission to create the Beloved Community through engaged partnerships that positively impact lives in the Annapolis area.
 - Support volunteerism with UULM-MD, ACT, the Lighthouse, and other partners when called upon (pass through in budget). Expected date of completion is monthly through our ministry reporting
 - Supporting a refugee family's resettlement and housing needs (paid for by contributions). Expected date of completion is ongoing.
 - Supporting the reopening of our UUCA prison ministry program. (Cost for books and materials covered in budget). Expected date of completion will be dependent on prison system policies.
 - Minister(s) will engage with the Caucus of African American Leaders (no related costs) Expected to attend at least 3 meetings by July 2023.
 - Support volunteerism at Woodside Gardens (costs covered in budget or through donations) (monthly)

- o Participate in the Annapolis Pride and Annapolis Juneteenth parades and events. (Cost: \$600 budgeted for in 2023). Expected completion by June 2023.
- o Serve as a chaplain to the Wellness House community (no related costs) (weekly)
- o Serve on the AAC Interfaith Advisory Committee to County Executive (no related costs) (monthly).

Ends/Goal Statement # 4 - Larger UU Movement 2022-2023

UUCA creates meaningful opportunities that encourage participation and leadership in the larger UU community to promote the growth of Unitarian Universalism.

In 2022-2023 we plan to foster connection, deepen our mission, and be resourceful stewards by:

- Responding to our theological call and mission by addressing environmental injustices and climate needs, as shaped by our UUA Green Sanctuary re-certification plan which has received UUA approval. (Current costs covered by budget). Expected completion date no earlier than Fall 2024, with small components completed every six months.
- Continue service as board chair of UU Ministry for Earth (Any related costs covered by budget.) Expected date of completion is monthly.
- Continue service on UUA President's Council (Monthly; cost covered in budget)
- Continue paying our full share of the UUA Annual Fund Program (monthly)
- Improve Delegate Attendance at UUA General Assembly
 - o We will begin promoting GA in January 2023 - April 2023 to improve attendance, whether in-person or online, from 20 to 30 attendees in 2023. We seek another full slate of delegates. (Covering the costs for scholarships will be determined as needed.) Completion by May 2023.
 - o Promote BIPOC attendance at the UUA General Assembly by May 2023.
 - o Serve as a chaplain to DRUUMM (Diverse Revolutionary UU Multicultural Ministries) No related costs. (monthly)
 - o Serve as mentor to BIPOC on Congregational Lay Minister Program (monthly)

EXECUTIVE FUNCTION GOALS

Ends/Goal Statement # 3 - Church Operations, Infrastructure, Financial Stability, and Support Systems 2022-2023

UUCA supports its enduring mission and longevity of our community by providing effective and efficient resource and operational management.

- Managing our Construction Loan and Future Balloon Payment
 - o We will continue to make monthly payments on our construction loan, as paid for through our operating budget. We expect this to be sustainable but will continue to monitor it. We do face a balloon payment in 4 years, and within 3 years we will need to develop a plan to either re-finance or,

more likely, to pay off this debt. We will continue this conversation with the Finance Committee at monthly meetings. Within the next 24 months we will clarify how to pay off this debt, either by selling our Lawrence Street property and/or by running a capital campaign with some funds going towards this purpose.

- Exploring a Capital Campaign
 - We do not have plans for a Capital Campaign in 2022-2023. Before launching a capital campaign, we would need to answer the following questions: 1) What would be the goals of the capital campaign (would they be the same as planned for the next stage of BEEC)? How has the pandemic affected our space usage? How would the capital campaign support our mission? What is the congregation's capacity to sustain a capital campaign (as viewed through the lenses of the budget, volunteerism, staffing, and congregational focus.) If this involves construction, what is the congregation's tolerance level for more construction inconveniences? We can begin asking these questions next church year.

- Aligning UUCA's Financial Management by Adjusting Fiscal Year
 - The plan is to change UUCA's fiscal year to begin on July 1. The goal is to get this approved by the congregation at the Dec 2022 congregational meeting. We plan to produce an 18-month budget, and then annual a 12-month budget thereafter. **(Vote Approved Dec 3)**

- Supporting Financial Stewardship (pledging)
 - We plan to foster our communal and individual commitment to pledging by shifting in the early Spring (March) to an annual pledge drive model. Rev. Anastassia has recruited a core team of volunteers to help determine and design our campaign strategy. We would like to hire UU stewardship consultant Mark Ewert to help guide us in this process and ensure that our first annual drive is successfully implemented. The core team would also then recruit volunteers, craft a messaging, and communicate with the congregation. (Mark would also advise on these aspects). Costs will be about \$1000 to support the pledge drive, and \$3000 for Mark. We will build \$1000 into our proposed budget and ask that the Board reallocate \$3000 from a restricted fund towards a contract with Mark. We will liaison with the finance committee to ensure we have consensus on the process, but the Stewardship Team will be empowered to implement these changes. (ongoing with launch of March campaign)

- Safe Operations (Accessibility), Health and Safety, Security,
 - Like the Reopening Committee's function to create safe worship best-practices, we will develop a new Security Team to review and implement security best-practices at UUCA. This group is lay-led so there shouldn't be any immediate costs, but the committee may recommend

security upgrades that may incur costs. A state grant could be sought to help cover costs. Expected date to create a Security Team will be by December 2022 with recommendations by January 2023. The executives and the Board can then review the recommendations and any related costs to determine feasibility of funding implementation. Also, please see the Faith Development Ends.

- o With board approval, we will install UV light systems in our sanctuary to eliminate all hazardous particles in the air, providing hospital or airplane-level air quality. This will allow for us to have sections of the sanctuary be mask-optional and allow us to close windows. Cost estimate of \$18,800K expected to be covered by *grant, donations and restricted funds*; there will be maintenance needed annually). Expected Completion by the end of November 2022. **(COMPLETED)**
- Starting Strategic Planning Process
 - o We will bring the board a proposal on how we can proceed with a strategic planning process at the January 2023 meeting (this is the benchmark deadline and deliverable). Costs are uncertain. Then in 18-months or March 2024, we expect to have a completed plan for the board. The next immediate step will be to form a committee of UUCA members who will serve on the SP team by January, as mentioned.
- Land management plan (Fah house, Lawrence property, parking, etc.)
 - o Fahs House demolition will be addressed through the development of the Strategic Plan as well as how the space left will be used.
 - o The Lawrence Avenue property dispute is currently being litigated. We hope this will be done by the end of the year (December 2022). The cost for this is \$10,000 and we are using restricted funds (Marlene Browne Fund) to pay the attorney fees. However, the ministers would like the congregation to consider selling the land in 2023 (no date) so we can return the \$10,000 back to the restricted fund.
 - o Any other property issues will be in the Strategic Plan.

END OF REPORT
