

OPERATIONALIZING STRATEGIC PRIORITIES

INCREASE MEMBERSHIP

- **Adopt a cross team approach** on this priority. The Membership Team and the Communications Team needs to assume a lead position on this priority and it is imperative that they develop a specific plan to engage the entire Congregation in a process designed to increase our membership. It is recommended that all Teams on the Coordinating Council share this goal and report monthly on how they are assisting the Membership Team in its efforts. This is a high priority (as recognized by the research results) and it requires an intensive and sustained focus in order to achieve meaningful results.
- **Develop a UUCOV “Brand Identity”** so that the Venice community gains a sense of who we are and what we stand for. Along these lines, develop a “one minute elevator speech” for members and friends to share with the community.
- **Create Religious Education classes** and on-campus programming that appeal not only to UUCOV members, but to the broader Venice Community.
- **Consider conducting some programs in the evenings** during the week to increase exposure to non-retirees.
- **Develop a more focused and targeted Social Media presence** using the services of a Social Media Marketing Professional who understands how to effectively reach our target market. Explore securing a “Chalice Lighters Grant” from UUA for this purpose in 2023.
- **Establish membership targets** for the next year, for three years from now and for five years from now. These membership targets should be shared with UUCOV members and friends to raise awareness and create buy-in. Such targets should be informed by census data as indicated in Appendix D.
- **Develop programs and events to attract traditionally marginalized communities** in Venice (LGBTQ+, Black and Brown people, etc.).
- **The BOT and the Finance Committee must commit funds** for e-marketing, advertising, program and event development, that have clear goals for increasing membership.

- **Implement a target marketing approach** geared towards newly retired residents to the Venice area needs to be developed. Maintain a youth Religious Education Program. While the Venice area census data (for a ten kilometer radius around the church) indicates a reduced percent of youthful residents in the next ten years, the actual number of youthful residents grows marginally.

FINANCIAL SUSTAINABILITY

- **The Board of Trustees and the Finance Team will collaborate to determine future financial threats.** Quarterly meetings between the Board and the Finance Team are recommended for this purpose. The implementation of a stress test for the financial condition of UUCOV should be completed as soon as possible and reviewed on a regular basis.
- **Create more transparency on UUCOV finances** and communicate quarterly with the membership using simple narratives and visuals. There also needs to be regular communication with the Congregation on current and anticipated financial needs.
- **Create a true culture of Stewardship.** Such a Stewardship program would include a twelve month a year program of revenue production through cottage visits, new member orientation, Legacy Friends endowments, etc. The annual pledge campaign will continue to play an important role.
- **Develop alternative streams of revenue** such as UUA Grants, auctions, UUCOV “store,” “wish list donations,” rentals, etc.

MAXIMIZE CAMPUS UTILIZATION AND VALUE

- **Establish a Campus Utilization Team** (appointed by the President of the Congregation) whose role it would be to create a **master plan** for the utilization and development of the UUCOV campus using the results of the Focus Group and Survey results as guideposts.
- **Resolve outstanding issues with IVMS** regarding land use issues. Given the nature of these issues including the involvement of outside counsel, this is a Board of Trustees responsibility. It is imperative that

these matters get resolved as soon as possible as it is key two the future development of the campus.

- ***Expand revenue producing opportunities*** for the use of our campus through rentals, events, auctions, etc.
- ***Explore the potential for a Fellowship Hall*** This would be conducted by the new Campus Utilization Team and will require involvement by the Finance Team. This topic received considerable attention in the Congregation focus groups and the survey.
- ***Improve Campus aesthetics*** ranks high in priorities on the survey. Such aesthetic improvements should be done in a coordinated manner consistent with a campus master plan.

PROVIDE SPIRITUAL NOURISHMENT FOR THE CONGREGATION

- ***Develop programs that appeal to both the existing UUCOV community and to the broader VENICE community*** as well (programs on spirituality, programs on historical events, courses on comparative theology, etc.)
- ***Expand UUCOV involvement with other local religious communities*** (other UU Congregations, United Church of Christ, VICA, MCC, etc.) and explore programs of mutual interest that could be developed to serve all communities.
- ***Assure that the new called minister is aware of the spiritual needs of our unique Congregation*** and that he/she/they is prepared to meet those needs.

CREATE FOCUS FOR SOCIAL JUSTICE

- ***Explore joint Social Action initiatives*** with neighboring Unitarian Universalist Congregations as well as with nearby other like minded communities and organizations.
- ***Conduct more dialog with the Congregation*** about what Social Action activities are available to them.
- ***Create more focus*** on Social Justice efforts and build passion for them utilizing the talents of the Communications Team in concert with the Social Justice Team. Select a limited number of focus areas and expend all efforts just on those areas.

APPENDICES

APPENDIX A – FOCUS GROUP QUESTIONS

APPENDIX B – FOCUS GROUP SUMMARIES

APPENDIX C – RAW SURVEY DATA

APPENDIX D – CENSUS DATA