

**First Unitarian Universalist Church of San Diego**  
**STRATEGIC INITIATIVES 2007-2012**  
**Updated April 2008**

First Church's Ministry Teams have updated their progress on strategic initiatives being addressed during the July 1, 2007 through June 30, 2012 Five Year Plan period. The following form the church-wide strategic focus, representing initiatives that require significant investments of time, energy, and effort:

**1. Campus Renovation** (under the auspices of the Board of Trustees)

To complete design plans for rebuilding Bard Hall and renovation the patio, the service drive, and the parking lot. The design for Bard Hall includes "green" features and the addition of a partial second floor. The design for the patio includes a new narthex roof for the Meeting House. To support the Combined Annual and Capital Fund Drive Committee in conducting a capital fund drive and to investigate and procure financings for the difference between projected income and cost of the project.

**Total Proposed Budget:** \$4.8 million

**Timeline:** Begin construction in spring 2009.

**2. Establishing a South Bay Satellite Congregation** (under the auspices of the Worship & Program Ministry Team)

To seed a new UU congregation in the South Bay area of San Diego using First Church's resources to nurture its growth and sustainability.

**Total Proposed Budget:** \$100,000 per year for 3 years, includes costs of staffing, space rental, equipment, and other program costs

**Timeline:**

August 2007 – May 2008 Research and secure location

September 2007 – May 2008 Research and secure grants

July – September 2008 Hire and conduct marketing campaign

September 2008 Begin services at new location

**3. Youth Project Coordinator** (under the auspices of the Lifespan Religious Growth & Learning Ministry Team)

To fully integrate the newly-hired Youth Project Coordinator into the First Church team and begin the process of visioning and implementing a structured and integrated program for youth.

**Total Proposed Budget:** \$50,000 per year.

**Timeline:**

Development of a vision and recruitment of youth advisors by June 2008. Training of advisors and introduction of the first phase of the new program by September 2008.

#### **4. Growing the Financial Base** (under the auspices of the Generosity Ministry Team)

To expand current and identify new financial resources needed to support the church's vision and mission as they relate to growth, staffing, programs, and campus renovation. To enhance members' understanding of how financial support enables the church's mission and vision to be attained. Explore alternatives for funding and increase the options available for charitable giving to the church. Expand membership through outreach and expand number of pledging households through education, communication, and outreach.

**Total Proposed Budget:** To be determined with approved plan of action

**Timeline:** Develop specific goals and strategies to include:

- parking lot revenue
- grant and/or organizational donors
- growing membership and pledging units
- growing pledging levels
- develop alternative pledging options

#### **5. Social Justice Ministry Team Staff Person** (under the auspices of the Social Justice Ministry Team)

To add a staff position to support the Social Justice Ministry Team (SJMT), to provide leadership for the SJMT, and to report to the Associate Minister. Other responsibilities and job title will be defined based on a needs assessment carried out with the current SJMT leaders, the SJMT Leadership Council, and the First Church administration.

**Total Proposed Budget:** To be determined with approved plan of action

**Timeline:** Fiscal year 2008-2009

The following initiatives represent crucial efforts in support of the strategic growth and development of the church's mission. They represent either new or on-going projects that are specifically tied to the focus of an individual Ministry Team. Ministry Teams are encouraged to continue to develop project plans for the implementation and continuation of these important initiatives. Many of these initiatives will be accomplished through cooperation and collaboration between members of various Ministry Teams.

**By Ministry Team, these initiatives include:**

#### ***DENOMINATIONAL AFFAIRS***

To increase our awareness and congregation's participation in the larger UU world

1. To send full delegations to General Assembly (GA) and District Assembly (DA)
2. To develop procedures and the interest in the congregation to become involved in Study/Action Issues (SAI) annually voted on by GA delegates.

To increase utilization and support of Camp de Benneville Pines (CdBP)

1. Besides annual All Church Camp, hold additional First Church group retreats at CdBP and encourage participation in other UU activities there.
2. Support CdBP financially.

## ***CARING***

Practical Care will be coordinated by a team of 2-3 volunteer leaders with staff support.

1. Well defined, organized, and oriented team of 2-3 volunteers to coordinate and link requests for practical care with care volunteers
2. A supportive resource committee which includes the minister in whose portfolio practical care resides.

Expand the base of care volunteers, listeners, recipients, requests, and equipment utilizing a Care Network data base.

1. Increase the number of active care volunteers and better coordinate their actions
2. Utilize a portion of the Church Data base or have access to the data to monitor Congregants requesting assistance, care volunteers, equipment available to Congregants

Increased Congregational Outreach, education, communication for all Care Programs

1. Congregational understanding of what practical care services are and are not appropriate.
2. Communication and education to entire Congregation on items of interest regarding Practical Care

The Caring Ministry Team will provide trained Lay Pastoral Care Associates (LPCA) who will be available to members and friends of the congregation on a short-term basis to provide a caring listening presence during times of loss or illness in their family. This is to support, but not supplant, the pastoral care work of the ministers.

1. Recruit and train an ongoing cadre of church member volunteers in the skills of listening in a caring and supportive manner.
2. A volunteer LPCA will offer a listening presence following each church service on Sundays. They will also ask those who come to them if they would like to speak with a minister.

## ***COMMUNITY LIFE***

Create and further develop connections within the church community.

1. Coordinate activities to conserve energies and to create better communication externally and internally.

Create more opportunities for members and friends to develop positive connections and personal meaning while living out UU Principles and Purposes.

1. Have 1-2 additional all church activities available.

### ***LIFESPAN RELIGIOUS GROWTH & LEARNING***

To have adequate volunteer staffing (class leaders) of all of our Children's Religious Education classes and programs.

1. Recruit and train 4-6 volunteer leaders for each children's classroom.
2. Have a database of congregants with special skills to augment classroom leaders.

To strengthen and enrich mid-week programming.

1. Develop a reliable process of providing meals each Wednesday evening.
2. Develop and then implement plans for expanded programming for all ages on Wednesday evenings.

To develop an Adult Education Core Curriculum.

1. Establish a set of core curricula that will form an organized program of courses for adult education within our congregation.
2. Establishment of an Adult Education Recognition for individuals who complete a set course of study.

### ***WORSHIP & PROGRAM (W&PMT)***

To provide strong support of our group leaders.

1. All group leaders will find and designate an apprentice, ensuring that there is at least one other person to provide support and leadership for the group.
2. All W&PMT lay leaders, apprentices, and ushers will be invited attend a 2½ hour training session—including dinner—focusing on diversity issues in conjunction with being welcoming to church friends and members.

More coordination and forethought for the many varied aspects of our worship program.

1. Create a schedule where congregants can anticipate worship-related programming throughout the week (for example, consistent Friday evening worship amongst various spiritual path affinity groups: Cosmos, ECSC, etc.)
2. Decoration and layout of the chancel will be an integral and supportive component of worship. When the South Bay campus opens in the fall, decorations for Sunday services will be coordinated between our two campuses.

## ***SOCIAL JUSTICE (SJMT)***

The vision of Journey Toward Wholeness (JTW) is to transform our congregation into an anti-racist, anti-oppressive, multicultural congregation.

1. Integrate the work of JTW throughout the whole life of the church.
2. Expand the scope of JTW to include other oppressions besides racism.

The SJMT will adopt a unifying social justice issue for the congregation as a whole to pursue.

1. The SJMT supports the EarthSpirit Team's Green Sanctuary Program as a church-wide social justice endeavor.
2. The SJMT urges church members and friends, including those who are part of other Ministry Teams, staff, and visitors to support the Green Sanctuary Program.

The SJMT developed procedures designed to involve new and current church members in becoming acting in our Action and Affiliate groups and ultimately, if they desire, to become leaders of those groups and the overall Ministry Team.

1. Increase participation in SJMT by new members of the church.
2. Increase participation in SJMT by current members of the church.

The SJMT will improve and expand communication and cooperative programming within its own structure, with other Ministry Teams, the Cluster churches, and with those in the San Diego community with whom we share concerns and calls to action for social justice issues that support our UU values.

1. Improve/expand our email communication as prescribed for Ministry Teams. Explore/initiate cooperative programming among Action/Affiliate groups; with other Ministry Teams.
2. Improve/expand involvement of congregation as a whole with other groups/organizations in the San Diego community with whom we work for affordable housing, health care, living wage and benefits, and peace.

Expand the ability to address the demands of an increasing number of issues of concern to the overall SJMT and its revised framework and those of current and future Action groups and Affiliates.

1. Continue to evaluate and adapt SJMT's revised framework and the responsibilities of the Team Leaders and Leadership Council.

Participation in UUA Congregational Study Action Issue (CSAI) 2006-2010, initiated at First UU Church of San Diego by SJMT's Peacemaking Planning Committee.

1. Activities set up for church members that provide an opportunity for study, discussion and ultimately participation in drafting and finalizing UUA Peacemaking Statement of Conscience (SOC) on peacemaking.
2. Measure where individual church members stand on issues of peacemaking as of August 2007 and at the end of the study in 2009. Are there changes in their views?

NOTE: This is a summary of the Initiatives submitted through 3-31-2008. If you wish to review the complete text of the initiative, you may do so at the First UU office during business hours.