

First Unitarian-Universalist Church of San Diego Strategic Plan, 2013-2018

Introduction

In 2012 the Board of Trustees of First Unitarian Universalist Church of San Diego began to work on a strategic plan for 2013-18, one that would focus our efforts on specific goals and strategies related to our Mission Statement and our Outcomes Statements. We had a retreat in August with a consultant, Vic Cocowitch, who facilitated the discussion and helped us think about our direction as a church. In December we had a similar retreat, facilitated by Rev. David Miller, to help us focus more specifically on goals and strategies. In January a Board subcommittee drafted a document outlining these goals and strategies, sharing it with the staff as well as the other members of the Board. The document was presented to the congregation at the Annual Meeting in June 2013; the Board will monitor progress toward these goals annually.

Financial Implications of the Plan

Accomplishing the four goals of the plan may require significant resources. The Board and the Staff commit to working out a financial plan to support the goals listed, in concert with the Finance Committee. This plan will identify the sources of income, which may include new strategies for revenue streams for the church as well as refining the processes for our present sources of income. The financial plan may also require prioritizing the strategies, if sufficient resources are not available to implement them over five years. It is important to keep in mind that the financial plan may be affected by changing conditions, both internal and external to the church; it will involve only justifiable costs that do not undermine long-term sustainability.

Our Mission Statement

The mission of the First Unitarian Universalist Church of San Diego is to create community, to nurture spiritual growth, and to act on our values to help heal the world.

Outcomes Statements

We create community:

- We welcome and support our members, friends, and visitors on their spiritual paths.
- We embrace diversity, see differences as opportunities for growth, and value all people for the ways they enrich our community.
- We support and encourage families of all configurations, and we nurture our children and youth.
- We understand our Unitarian Universalist identity, and we embody Unitarian Universalist principles.
- We are compassionate, and we care for and support one another in times of joy and sorrow.

We nurture spiritual growth:

- We worship together in ways that comfort and challenge us, and we work and learn together to develop our hearts and minds.
- We give generously of our time, resources, and talents.
- We share in ministry and develop our leadership abilities in order to enrich our lives and the lives of others.
- We create an environment in which people feel safe to grow and change.

We act on our values to help heal the world:

- We identify and challenge oppression and injustice for all beings.
- We model environmental sustainability.
- We partner with other faith communities and organizations in support of shared values.
- We proclaim the transformative power of our faith.

Goals and Strategies for 2013-18

Goal 1. Provide bold and engaging worship and programs to meet the spiritual needs of a diverse, intergenerational and multicultural community.

1.1 Strategy: Create and implement a plan for determining what those needs are.

- RE Parent Advisory Group: A parent advisory group is already formed. They have met twice and will meet next in April to devise process for evaluation of this year's program.
- Generosity: Implement entire one-year cycle of year round giving campaign; GMT will evaluate the plan's effectiveness by March 2014.
- Continue the three-service format through the 2013-14 church year.
- Evaluate the effectiveness of the three-service format using surveys, one-on-one interviews and small group feedback. Included in this evaluation are potential attendees who do not now attend worship.
 1. Identify who will help us design the evaluation process – by June 2013.
 2. Implement the evaluation process by staff and key lay leaders - finish by September 30, 2013.
 3. Analyze the results and use this information to enhance worship services by June 2014.
- Continue story-series-based Children's Worship through the 2013-2014 church year. A process for developing next year's program has begun.

1.2 Strategy: Expand our multi-cultural presence, including Spanish language and Hispanic/Latino cultural presence in worship.

- Hire a bicultural and bilingual minister to serve South Bay; preferably a person of color. This minister may serve at both campuses. We know this is a high priority, and at the end of 2018 we hope to have achieved it. In the meantime we will:
- Have an intern with Spanish proficiency who will spend 50% time at South Bay Campus for the foreseeable future. This will mean that South Bay will have a full-time equivalent bi-lingual staff.
- Investigate possibilities including grants, and UUA support to finance the tactic of hiring a full-time bicultural minister.
- Ensure that by the end of the 2014 church year, 30% of worship associates will be people of color/other-ability/youth/young adult.
- Identify worship resources including hymns, music, and readings from Latin American and African American sources.
- Twice during the 2014 church year convene a highly diverse event to brainstorm around worship themes for the next half year.

1.3 Strategy: Re-imagine RE to be more relevant for today's families.

- Continue and enhance the choice-based Children's religious education program begun in the 2013 church year. Conversations have begun with possible authors for next year's program for 2nd to 6th grade students. Look at summer programming and programming for next fall for younger children.
- Create a Children's RE Parents Advisory Group that meets regularly. This has already happened.
- Create a Youth RE Parents Advisory Group that meets regularly. This group has been formed but has yet to meet.
- Expand the Wisdom Circle program by 15%
- Identify those persons who wish to be in a neighborhood group and create new neighborhood groups for them.
- Create a Spanish language Wisdom Circle by January 2014.
- Develop a twice-a-month children's RE program at South Bay based on stories used in worship.

1.4 Strategy: Expand and diversify the music program, with an emphasis on quality as well as variety.

- Strengthen the vocal component of contemporary music program by identifying and incorporating vocal talent from the congregation.
- Have one Sunday a month at South Bay where music is all in Spanish or is of Latin American origin.
- Continue the once-a-month Jazz service
- Create services which blend all of our musical groups

1.5 Strategy: Collaborate with youth, young adults and people of color to help design and experiment with worship and programs to meet their spiritual needs.

- See above: diversity of worship associates and twice yearly worship planning council
- Continue and enhance children's and youth choir
- Consider expanding more musical groups for youth that are not vocal (bells, drums, etc.)

Goal 2. Develop collaborative partnerships with marginalized communities that transform the San Diego region to be more just, equitable and compassionate.

2.1 Strategy: Identify areas where we think the San Diego region is lacking in justice, equity and compassion and identify communities that are marginalized by this lack.

- Work with community partners to identify injustices in the community: San Diego Organizing Project, UPTOWN Faith Service Center, Interfaith Committee for Worker Justice, San Diego Immigrant's Rights Consortium, The (San Diego LGBT Community) Center.
- Focusing our work on: Immigrant justice, homelessness and economic justice, and LGBT equality.
- A dinner meeting for military members, families, veterans and department of defense employees was held in April 2013. This is the first step in evaluating the church's next steps in addressing the needs of the military community.

2.2 Strategy: Partner with immigrant communities to help bring about more just, equitable and compassionate treatment of immigrants.

- Continue and enhance work through the SOLACE program, which provides pastoral care to detainees at Otay Mesa Immigration prison.
- Witness with faith partners on immigration justice when needed.

2.3 Strategy: Identify other specific marginalized communities where there are opportunities to partner with them in support of our values.

- Continue and enhance our work with San Diego Organizing Project, an organization that includes faith communities and community groups based in economically disadvantaged neighborhoods.
- Continue and enhance our work with Uptown Faith Community Service Center, an organization that empowers homeless persons in our neighborhood (First UU Church helped found this organization).
- Host interfaith homeless shelter again in (2014).
- Through the Interfaith Committee for Worker Justice, continue to join faith partners in witnessing for justice for exploited workers in San Diego.

2.4 Strategy: Learn how other UU congregations and faith communities are creating effective community partnerships.

- Share our effective strategies for creating community partnerships with other UU congregations who can learn from our successes through workshops at District Assembly and General Assembly and other venues as opportunities present themselves.
- Continue our work with and support of the California Legislative Ministry
- Participate in social justice coordination with the newly formed cluster organization SUUN – San Diego UU Network.
- Continue to learn about effective strategies through UUA training, Standing on the Side of Love campaigns and General Assembly and District Assembly training.
- In March 2013, key staff members attended a training workshop offered by Faith Development 20/20, an organization that helps congregations plan to be effective in the new demographics of the religious landscape. Staff will continue to incorporate knowledge and techniques learned at the workshop into their work with the ministry teams.

2.5 Strategy: Become known for our commitment to social justice. Use acting on our values in the public square as a way to create awareness of Unitarian Universalism in the community, so that people who share our values find us and join us.

- With a view toward creating a half-time outreach position, study the next steps.
- Continue and enhance Chris Christianson's efforts to develop our social media outreach.

2.6 Strategy: Apply what we have learned under Goal 3 about being an effective ally to those partnerships.

Goal 3. Commit to raising our individual and collective awareness in order to identify and remove cultural, physical, and attitudinal barriers to full participation in our congregation.

3.1 Strategy: Develop a process to educate ourselves about race, culture, class, disability, white privilege and other relevant differences among us that might create barriers.

- Hire a local consultant to train the staff in culture competency. This is a first step in further training and consultation for other church leaders. This will allow an accountability structure to be developed. (We believe that this is an excellent use of JTW funds.)
- Consult with Doug Lathrop to find a trainer for the staff and ministry team leaders on disability awareness.
- Learn what it means to be an effective ally.

3.2 Strategy: Develop a process to identify what the particular culture of each campus is, with the goal of seeing how that culture could create barriers for some. (For example, some people welcome hugs when greeted, while others do not.)

3.3 Strategy: Engage youth, young adults, and persons of color in our church community to help lead congregational efforts in multicultural/intercultural learning.

- Charge Alice King and Käthe Larick with identifying next steps to implement this strategy.
- Recommend to the Board a plan to rebuild, reimagine and restructure Journey Toward Wholeness. We believe this initiative should come from and be owned by Board and while the current JTW must be consulted, the Board needs to create this and own it.

3.4 Strategy: Identify and work to eliminate physical barriers to participation in our services and programs.

- See above under 3.1

3.5 Strategy: Prepare the congregation for greater cultural diversity in our professional ministry and staff.

- Consult with UUA's Ministers of Color and UUA Staff for recommendations.

3.6 Strategy: Expand the multicultural competency of our professional staff and lay leadership.

- See above under 3.1.

3.7 Strategy: Take advantage of partnerships developed under Goal 2 to support Goal 3.

Goal 4. Intentionally engage all generations in leadership development.

4.1 Strategy: Take advantage of partnerships developed under Goal 2 to support Goal 4.

4.2 Strategy: Develop a plan for leadership development that includes all generations.

- With a view toward creating a half-time Volunteer Coordinator position, study the next steps.
- Kristen Kuriga has developed a general leadership-training program for lay leaders in social justice; begin to apply this program to other leaders.
- Develop a Scouting program that is non-discriminatory to provide proven opportunities for leadership training for children and youth.
- Continue and enhance the reflection/action/post-reflection model beyond social justice work.

Goals and strategies approved by the Board of Trustees 2/19/2013
Presented to the FUU Congregation 6/9/2013