

Unitarian Universalist Fellowship of San Dieguito

Strategic Plan 2013-2018

INTRODUCTION

The Unitarian Universalist Fellowship of San Dieguito held its first official Sunday Service on February 15, 1959, with 37 adults and 40 children in attendance. It was located in the San Diego Military Academy in Solana Beach.

The Founding Members were a group of like-minded professionals, educators, and artists. Many of these young adults had met at the Unitarian Church of San Diego, in a group called LAMP: Literature, Art and Music Participators. The San Dieguito group, brought together by their North County neighborhood location, simply called themselves the Participators. The Participators became dedicated to creating a Unitarian Fellowship in North County to provide a near-home religious education experience for their children.

That religious home, serving members and their families, has grown and evolved to an increasingly generous community committed to supporting liberal religious worship experiences and service to our internal and external communities.

UUFSD has not adopted a Strategic Plan in more than a dozen years. This plan, which covers the years 2013 to 2018, has been developed to help us realize our collective dreams and move intentionally forward as a progressive force in members', visitors' and friends' personal lives; the lives of our local communities; and the world.

Strategic planning began in 2010 when we launched the "Dreamcatcher" process, one of our internal assessment steps. It was further inspired by a generous capital improvement matching-gift commitment from an anonymous member.

The Strategic Plan (Plan) is intended to guide the work of the Board of Directors, UUFSD committees and staff over the five-year period July 1, 2013 to June 30, 2018. The Board will have primary oversight responsibility and will ensure congregational leadership and staff are partnered to develop and implement specific strategies required to accomplish the objectives.

This plan must be viewed as a dynamic document brought to life by the actions and commitments of UUFSD members and staff. Those involved in its implementation must be flexible, while providing direction and discipline.

The Plan includes an annual evaluation component to assess progress. And a new strategic planning process is scheduled to begin in Year 3 so a new plan will be in place on July 1, 2018.

WHERE WE ARE NOW

Our current strategic planning was set in motion with the 2010 launch of our “Dreamcatcher” internal assessment process. Leading the effort was a team of volunteers, who reached out to members and engaged them in small group meetings to define their hopes and dreams. The resulting thoughts, ideas, surveys and demographic research helped shape this Strategic Plan (Plan).

In January, 2012, an operational assessment completed by UUA consultant Mary Gleason, highlighted UUFSD strengths like strong leadership; fair compensation; a beautiful campus; and annual fundraising sufficient to meet planned operating expenses. Challenges noted include limited cash reserves available for operating expenses; the need to expand leadership; and restrictions related to conditional use in perpetuity of the campus property, rather than ownership.

Also in 2012, the Board of Directors adopted a new Vision Statement to help guide us. It is intended to define who we are, and what we value.

Vision

Inspired by our UU principles, we are a vibrant, intentionally diverse congregation that models and promotes both locally and globally: love, spiritual growth, service, right relations and sustainable living.

In May 2012, a Strategic Planning Task Force was convened around the interest areas defined by the Dreamcatcher process. Task Force members translated the Dreamcatcher vision and additional interest-area input into a plan with goals and objectives designed to support increasing opportunities for engagement; spiritual growth; and sustainable infrastructure and practices.

The planning process was partially inspired by a generous matching-gift commitment from an anonymous donor. Recognizing the campus’ aging facilities and infrastructure improvement needs, this generous donor offered capital improvement matching funds: \$100,000 per year in 2011, 2012 and 2013.

Staff

In 2009, a three-year ministerial search concluded with the Reverend David A. Miller’s acceptance of ministerial service. Rev. Miller began his service in mid-2010. He has attracted many new members and leaders, and has helped raise our Fellowship’s visibility in the broader community.

Children were a primary focus of our Founding members and that focus continues today. In partnership with the Religious Education Committee and dozens of teaching volunteers, our Director of Religious Education (a lifelong UU) continues the tradition of a comprehensive youth program tailored to provide a diverse religious experience for toddlers through young adults.

Our current staff includes 3.75 full-time equivalents. Staff growth in 2012 includes a part-time sexton and Sunday audio technician, as well as increased hours for the Director of Religious Education.

Programs

For UUFSD adults, wide-ranging program offerings include study of UU principles, meditation, and Buddhism. Spiritual Growth Circles are small groups designed to give members regular time to explore religious issues in a more intimate setting.

From its beginning, UUFSD has maintained a strong music tradition. The Music Committee defines its mission as “. . . a vital ministry which deepens and enhances the spiritual life of the congregation and the larger community through the universal experience of music.” Our Music Director leads a highly skilled adult choir and launched a new youth choir in 2012. She also provides staff leadership for a variety of music worship and celebration experiences.

Beyond our campus, UUFSD has well established and growing collaborative initiatives fighting many forms of poverty in our local communities and beyond U.S. borders. The activities are guided by our highly successful Social Action Committee that has been a leader in helping the disadvantaged.

Under the leadership of the Stewardship Committee, we have a reliable and effective funding strategy, which is sufficient to cover our approximately \$312,000 annual operating budget.

Facilities stewardship is led by a 40-plus-year member who coordinates monthly ½-day work parties undertaking everything from landscape maintenance to electrical and plumbing repair. Volunteers are always rewarded with a hearty and delicious lunch prepared by some of the Fellowship’s most talented chefs.

Internal health is one role of UUFSD’s Pastoral Care program. The program is led by our professional ministry and supplemented by a strong capable group of lay members. A key component is the team of dedicated Pastoral Listeners who are available on Sundays and step into action when critical needs arise.

We are as serious about fun, joy and fellowship, as we are about our spiritual and service endeavors. UUFSD’s Joy Committee includes regular and ad-hoc members passionate about organizing holiday celebrations, camping weekends and the occasional just-for-fun potluck. Additionally, much of our operational fundraising is built around opportunities for shared fun.

WHO WE ARE

UUFSD is governed by a Board of Directors, elected by the membership. The Board is charged with doing “all things necessary to conduct the business of the Fellowship.” It is composed of seven members who serve for three years, and officers include a President, a Vice-President, and a Secretary and Treasurer. The latter two positions may, or may not, be Board members.

The Board coordinates closely with the Minister, staff and Committees. (See appendix 1 for a current list of committees and their missions.)

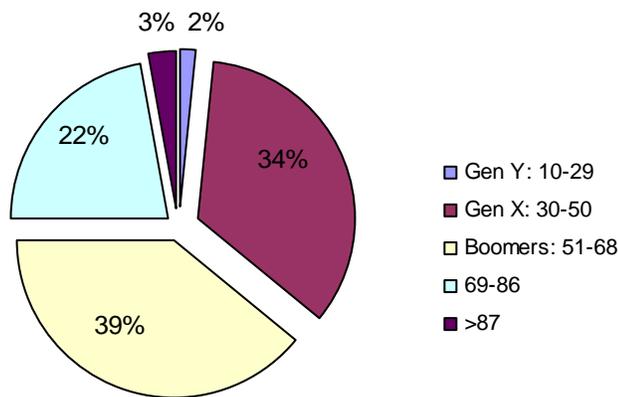
Membership

UUFSD’s current membership totals 235 individuals. We have 90 religious education enrollments. Our membership is relatively stable and getting younger. The past decade’s membership trends are illustrated below. *Source: Dreamcatchers Update, 2011*

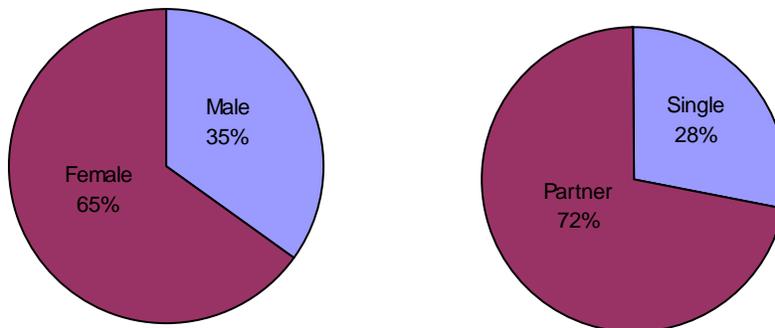
Overall Membership Trend 2000-2011

Average number of members:	231
Average number of pledge units:	175
Average new members per year:	27
Membership tenure 0 – 5 years:	50%

Membership Age Distribution: 2011



Membership Composition: 2011



UUFSD ACCOMPLISHMENTS: PAST 5 YEARS

The UUFSD Strategic Planning Task Force has identified many congregational achievements in recent history upon which elements of this Plan will rest.

While this is not the place for a full assessment of achievements, many are worth noting and are listed below. An additional detailed list of activities is included as Appendix 3 (page 19).

- 2009 marked the calling of our current settled minister, Reverend David Miller. He has worked with members to initiate and expand ministry and operations, as well as positioning UUFSD to continue providing a spiritual home to those seeking a challenging liberal religion.
- Local, regional and cross-border initiatives led by a very active Social Action Committee include **fighting poverty through services benefiting domestic violence victims, orphans, the homeless and the hungry.**
- Worship Committee accomplishments include a **strong Worship Associate program**; encouragement and **training of lay speakers** for Sunday services; and the establishment of a **seminarian-in-the-pulpit** effort.
- Operational improvements include a part-time **sexton** and a part-time **audio technician.**
- An **endowment fund** has been established and is poised to grow.
- **Pastoral Care Team** has been expanded in numbers, availability, visibility and training.
- Improved communications include an **expanded website** and **quarterly magazine.**
- **Memorial Walkway** established as a beautiful place to honor members and their loved ones.
- An **all-volunteer team designed and constructed** a new roof for our amphitheater kiosk and a large umbrella storage container.
- UUFSD's **policies and procedures** have been compiled by the Board with review and revisions ongoing as appropriate.
- Visitors and members benefit from a **strengthened Membership Committee.**
- A centralized Stewardship Committee coordinates all congregational fundraising.
- A well-organized **Building and Grounds Committee** has excellent oversight of maintenance needs and highly productive monthly work parties.
- **Small group ministry is growing** and includes weekly or monthly gatherings providing spiritual and intellectual enrichment for members and friends.
- Fundraising event **benefitted Thai orphanage** caring for over 80 children, from newborns to young adults, who contracted HIV at an early age.

WHAT WE WANT TO ACHIEVE

Everything we do together in the next five years will contribute to achieving our goals. This section of the Plan states our goals. The next section includes Objectives and Strategies to achieve them.

Goal One

Our first goal focuses on continued strengthening of congregational practices to expand worship experiences and community engagement; grow lay leadership; and become more UU.

GOAL 1: Strengthen and enhance congregational practices that support reflection, connection and transformation among members/friends and in the larger community.

Related Objectives and Strategies/Activities begin on page 9

Goal Two

This goal aims to continue improving governance structures and staff development to ensure operational efficiency and effectiveness.

GOAL 2: Improve governance, member engagement and staff development.

Related Objectives and Strategies/Activities begin on page 10

Goal Three

This goal focuses on global stewardship and responsible resource management. Through small and large integrated and collaborative efforts, we will increase awareness, knowledge and the implementation of practices in alignment with our 7th principle: respect for the interconnected web of all existence.

UUFSD will seek to integrate sustainable practices in every facet of its operations. To accomplish this, we will establish a committee that will evaluate building maintenance, new building activities, and other infrastructure expenditures as they occur and integrate as much as is economically viable. Potential activities that we will investigate are outlined in the Strategies/Activities column of the table.

This goal will be realized in phases, dictated by available financing and sequenced by opportunity. For example, new construction is the least expensive opportunity to integrate sustainable materials and energy- and water-efficiency systems. Alternatively, available rebates or other funding might dictate other project timing.

UUFSD will also document and communicate our successes and failures, thereby becoming a living laboratory for sustainability.

GOAL 3: Create a campus that uses and showcases state-of-the-art sustainable practices and infrastructure.

Related Objectives and Strategies/Activities begin on page 11

Goal Four

This goal builds on our Unitarian Universalist aspiration to make our world a better place for all living things. We understand that actions we take can reverberate well beyond the confines of our immediate community. So, to meet our responsibilities, we engage in projects that assist those in immediate need; empower those who require new skills and resources to take control of their lives; and preserve the ecological balance of our planet.

GOAL 4: Cultivate UUFSD'S spiritual practice of engaging both the congregation and the wider community as a leader and institutional engine of social change.

Related Objectives and Strategies/Activities begin on page 12

HOW WE WILL GET THERE

The Plan should be considered a starting point for more specific action plans to be developed by the Board, staff, and others. While many of these actions will be the responsibility of individual committees and groups, everything we do together in the next five years will contribute to achieving our goals.

If that last sentence sounds familiar, it's because it opened the previous section. This expression of intention is an important reminder that all congregational efforts can be evaluated with the Plan as a benchmark. If activities do not contribute to achievement of objectives, it is likely they will utilize human, financial and/or natural resources and may impact progress.

The Goals, Objectives and Strategies/Activities identified in this Plan are the result of congregational, staff, committee, interest-area and leadership input. In most cases the actions are connected with the activities of particular committees or groups and can serve as a work program outline for the next five years.

The Plan details, which begin on page nine, include yearly completion targets and notes for activities independent of time or recognized as ongoing.

It is important to note that some of the suggested actions have budget implications that will need to be fully anticipated. During the strategic planning process, financial feasibility was considered only from a very high level. It will be up to each committee and interest area to further investigate financial requirements and resource availability or to develop such resources in close cooperation with Finance and Stewardship Committees as appropriate.

Research, Repurpose, Reuse

Many Strategies/Activities described in the Plan have been successfully implemented by other UU congregations, other non-UU churches, nonprofits, social enterprises or community groups. Since resource sustainability is an overarching theme, a primary efficiency strategy will be researching and implementing best practices, rather than reinventing.

Just as these best practices will be leveraged to elevate UUFSD achievements, our successes and challenges will serve as a resource for others.

For example, the Strategic Planning Task Force used with specific permission the UU Church of Rockville Maryland's strategic plan as our template. The design and some of the verbiage you see here is adapted specifically or generally from UUCR's 2011 strategy. Their plan proved an important springboard for our planning process and document completion. It probably saved 100 hours of strategic planning task force members' time and a few thousand dollars in consultant fees.

Goal 1: Strengthen and enhance congregational practices that support reflection, connection, and transformation among members/friends and the larger community.						
Objective	Strategies/Activities	Year 1	Year 2	Year 3	Year 4	Year 5
1.1 Increase spiritual grounding and spiritual growth for UUFSD congregational life by broadening opportunities for participation.	1.1.1 Foster spiritual growth and deepen relationships through expanded opportunities for individual, small group and community worship experiences. (Worship, Joy, Membership) 1.1.2 Expand Adult Religious Education programs and update annually. (Staff, RE, Worship) 1.1.3 Increase interfaith collaboration. (Worship, Staff and SAC)					
1.2 Create policy and practices within our organizational framework that establish planning and implementation guidelines to optimize participation.	1.2.1 Reevaluate need and feasibility of second Sunday morning service. (Worship, Membership, Stewardship, Staff, RE) 1.2.2 Reevaluate need and feasibility of special services. (Worship, Staff) 1.2.3 Increase worship opportunities beyond Sunday morning, e.g., alternative days, times, locations. (Worship, Staff)					
1.3 Increase awareness and expectations of the meaning of membership, raising our connections with each other as vital to our spiritual growth.	1.3.1 Develop UUFSD membership overview. Communicate through various online resources, activities and regular member information mediums. (Membership, Stewardship and Staff) 1.3.2 Implement one service per year on deepening faith and commitment to UU principles and community. (Worship)					
1.4 Eliminate barriers to intergenerational and inclusive participation in congregational life.	1.4.1 Add multi-cultural and interactive elements to worship services. (Worship, Staff) 1.4.2 Develop an outreach plan to Hispanics and LGBTQ communities Plan should focus on partnerships with established organizations. (Worship, Staff) 1.4.3 Evaluate needs, develop and implement plan for elders. (Worship, Staff, Building/Grounds) 1.4.4 Evaluate needs and develop a plan for In-reach and/or volunteer coordinator. (All Committees, Staff) 1.4.5 Fully utilize existing, and/or create as necessary, communication vehicles for increasing awareness and celebrating accomplishments. (Communications, Worship, SAC and Staff,)					

GOAL 2: Improve Governance, Member Engagement and Staff Development						
Objective	Strategies/Activities	Year 1	Year 2	Year 3	Year 4	Year 5
2.1 Increase the breadth and depth of leadership.	2.1.1 Plan for leadership succession with organizational training and education. (Board, All Committees and Staff)					
	2.1.2 Increase participation with attractive service opportunities that are clearly defined, time bound, and support UUFSD vision. (All Committees and Staff)					
	2.1.3 Adopt covenant of Right Relations. (Congregation, Staff)					
2.2 Develop/Update and Implement a Membership Sustainability Plan	2.2.1 Assess member satisfaction and congregational engagement through annual survey. (Worship, Social Action, Stewardship.)					
	2.2.2 Review, and update as applicable, member retention program including one-on-one, small group, and times-of-need (pastoral care) outreach. (Membership, Pastoral Associates, Staff, Joy)					
	2.2.3 Review, and update as applicable, welcoming process for visitors, from their first contact through congregational integration. (Membership, Staff)					
2.3 Improve Financial Stability	2.3.1 Explore opportunities for increased efficiency and effectiveness and implement a plan incorporating resulting process improvements. (Stewardship and Membership)					
	2.3.2 Review, update and promote Planned Giving and Endowment Program opportunities. (Stewardship, Membership)					
2.4 Support Staff	2.4.1 Provide to Board an annual update of staffing needs and requirements. (Staff)					
	2.4.2 Establish/update and maintain current job descriptions. (Staff)					
	2.4.3 Encourage and fund training to expand proficiency in: volunteer management, supervisory skills, and project/program management (Board, Staff)					

GOAL 3: Create a campus that uses and showcases state-of the art sustainable practices and infrastructure.						
Objective	Strategies/Activities	Year 1	Year 2	Year 3	Year 4	Year 5
<p>3.1 Establish a long term Committee on Sustainability including representation from Buildings and Grounds, Stewardship, and Social Action Committees, Worship and the Board of Directors.</p> <div data-bbox="212 602 571 724" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> New Sustainability Committee will take the lead on Goal 3 implementation. </div>	<p>3.1.1 Develop and implement a campus sustainability plan for repair and improvements.</p>					
	<p>3.1.2 Evaluate timing, cost (including payback rates, and ROI) and implementation issues related to developing sustainable infrastructure.</p>					
	<p>3.1.3 Use recognized protocols to analyze current water and energy use and establish performance goals.</p>					
	<p>3.1.4 Identify financing opportunities and feasibility of low- and no-cost capital strategies such as shared savings; Power Purchase Agreements; aggregation of purchasers; and other innovative ideas.</p>					
	<p>3.1.5 Investigate and apply for rebates and demonstration grants for sustainable building and educational initiatives from local, state and federal govt. and local utilities, including the California Energy Commission, U.S. Department of Energy, National Science Foundation, etc.</p>					
	<p>3.1.6 Develop criteria for contracting out activities.</p>					
<p>3.2 Optimize the Efficiency with which we generate and use water, energy and materials.</p>	<p>3.2.1 Develop tools and implement strategies to promote and encourage carpooling and alternative transportation to services and events, thereby reducing carbon, pollution, congestion and fossil fuel use. (Establish Task Force)</p>					
	<p>3.2.2 Consider installation of solar panels; use of daylighting; biowalls; and green roofs,</p>					
	<p>3.2.3 Develop and implement plan for improved waste handling (possibly on-site capacity for organic waste).</p>					

Applies to ALL capital improvements and major repairs. Includes needs assessment, prioritization and planning.

Objective	Strategies/Activities	Year 1	Year 2	Year 3	Year 4	Year 5
3.3 Make the UUFSD campus a living laboratory in the education, practice, and promotion of sustainable design and living.	3.3.1 Establish a process for integration and education of sustainable design practices and principles on-site to increase Fellowship knowledge and participation in SD activities.					
	3.3.2 Develop collaborative opportunities for encouraging sustainable practices at members' homes.					
	3.3.3 Encourage UFS and community members to purchase locally grown organic produce (and or CSA delivery).					
	3.3.4 Expand current organic garden to facilitate plots beyond the Fellowship to grow organic vegetables.					
	3.3.5 Develop promotional strategies and educational materials to engage broader community.					

Goal 4: Cultivate UUFSD'S spiritual practice of engaging both the congregation and the wider community as a leader and institutional engine of social change.

Objective	Strategies/Activities	Year 1	Year 2	Year 3	Year 4	Year 5
4.1 Energize congregational participation and enthusiasm for social action issues .	4.1.1 Develop and implement policies and practices within our organizational framework that optimize entrepreneurial and Fellowship-wide activities. (Social Action, Membership, Staff)					
	4.1.2 Nurture Social Action leadership through training, education and mentorship. (Social Action, Staff, Board)					
	4.1.3 Develop a Social Action Engagement Drive as a component of the annual Member Engagement, Pledge. (Social Action, Membership, RE)					
	4.1.4 Hold annual Social Action Committee retreat to review, reflect prior year's goals and plan the coming year. (Social Action)					
	4.1.5 Develop annual list of social action interest items to be included in fellowship survey. (Social Action)					

Objective	Strategies/Activities	Year 1	Year 2	Year 3	Year 4	Year 5
<p>4.2 Make UUFSD known community partner in alleviating the symptoms of poverty in all of its forms.</p>	<p>4.2.1 Increase collaboration with other organizations. (Social Action, Staff)</p> <p>4.2.2 Increase public awareness of activities through effective marketing/communications. (Social Action, Communications)</p> <p>4.2.3 Increase internal awareness of activities effective marketing/communications. (Social Action, Communications)</p> <p>4.2.4 Propose a repurposing brand, e.g., “Repurposing with Purpose” or “Standing on the Side of Love”(Social Action, Sustainability)</p>					
<p>4.3 Become a community leader and recognized practitioner in community and economic development, focusing on Tijuana.</p>	<p>4.3.1 Support Tijuana communities with weekly truckload deliveries of reused materials. (Social Action)</p> <p>4.3.2 Energize and cultivate the congregation and wider community to volunteer and financially support construction of 3+ homes/year. (Social Action, Membership, RE)</p> <p>4.3.3 Cultivate internal and external support for an education and economic development program in 7 Tijuana communities in partnership with Corazon and Los Via International. (Social Action, Membership, RE)</p> <p>4.3.4 Support new projects that emerge through the process of matching resource with need. (Social Action)</p>					
<p>4.4 Become a recognized community leader in sustainability through the repurposing and reuse of goods to help needy.</p>	<p>4.4.1 Expand current program of collecting discarded household items and building materials that are delivered weekly to Tijuana communities. (Social Action, Sustainability, Membership)</p> <p>4.4.2 Promote and expand external and internal network of contractors, groceries, community and neighbor friends, to increase weekly discarded food collection and redistribution effort benefitting local and Tijuana communities. (Social Action)</p> <p>4.4.3 Track and evaluate annual tonnage and/or value, as applicable, of materials diverted from local landfill with successive goals to increase this number yearly and promote the sustainable nature of this program. (Social Action, Sustainability)</p> <p>4.4.4 Create an annual or semiannual community event in which we energize the community to “spring clean” and donate their used materials for the repurposing program. (Social Action, Sustainability, RE, Staff)</p>					

MEASURING THE RESULTS

Defining achievable and measurable outcomes will help us stay focused and celebrate our accomplishments. Although this important part of the planning process will be further defined by committees and implementation teams, the following serves as a preliminary list of measurable results.

- Increase members' average Sunday Service attendance.
Specific goal to be determined.
- Increase the number of members participating in social action activities.
Specific goal to be determined.
- Increase supportive activities for parents and families.
Specific goal to be determined.
- Properly recycle all qualifying waste materials.
Specific goal to be determined.
- Increase the number of adult participants in Spiritual Life activities and small group offerings.
Specific goal to be determined.
- Reduce the number of vehicles-per-adult attending Sunday services.
Specific goal to be determined.
- Increase landfill diversion tonnage (social action project).
Specific goal to be determined.
- Increase the annual number of homes built in Tijuana.
Specific goal to be determined.
- Increase Generosity Sunday giving.
Specific goal to be determined.
- Increase members' average annual pledge.
Specific goal to be determined.
- Increase UUFSD endowment.
Specific goal to be determined.
- Increase members' planned giving and estate gifts.
Specific goal to be determined.

Many additional and incremental goals will be defined, achieved and celebrated.

STRATEGIC PLANNING PROCESS AND TIMELINE

2010 - 2011

In the fall of 2010, UUFSD launched a strategic planning process by appointing the “Dreamcatchers” team. The process included

- internal analysis;
- research about our community and neighbors;
- work with congregational leaders;
- small group meetings for everyone interested in contributing;
- a visioning workshop;
- validation of the team’s learning with the leadership group;
- presentation of findings to the Board in March 2011.

January 2012

Congregational Assessment

An operational assessment completed by UUA consultant highlighted UUFSD strengths and challenges.

May 2012

Strategic Planning Task Force (SPTF) convened.

July – October 2012

Development of Goals, Objectives and Activities in progress.

Dreamcatchers outcomes, along with **committees’ and interest-area input provided the foundation for drafting goals and objectives.**

November - December 2012

Strategies/Activities refined, Plan document in progress.

December 2012

Preliminary plan draft presented to Board of Directors.

January 2013

Plan presentation at Congregational Meeting.

February 2013

Submitted for Board approval.

February or March 2013

Congregational vote.

March 2013

Implementation planning (Board) begins.

July 2013 – June 2018

Implement Plan. Measure results. Communicate and celebrate.

Conduct annual evaluation, Adjust. Repeat.

Spring 2016

Convene Strategic Planning Task Force to develop next plan.

STRATEGIC PLANNING REPRESENTATIVES

Phase 1: Dreamcatchers Leadership Team

Names to be added

Phase 2: Strategic Planning Task Force

Wenda Alvarez (Facilitator)
John Atcheson, Board Member
Phil Comer
Brynn Craffey
Alison Crotty, Director of Religious Education
Susan Hahm, Worship Committee Chair
Walt Kanzler, Board Member
David Miller, Minister
Ken Schultz, Building and Grounds Chairperson
John Sherman, Board Member
Clint Stoddard
Kathryn Sturch
Kevin West, Social Action Committee Facilitator

APPENDIXES

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APPENDIX 1

Unitarian Universalist Principles and Sources of Faith

Unitarian Universalism is a religion that celebrates diversity of belief and is guided by seven principles. Our congregations are places where we gather to nurture our spirits and put our faith into action through social justice work in our communities and the world.

There are seven principles which Unitarian Universalist congregations affirm and promote:

1. The inherent worth and dignity of every person;
2. Justice, equity and compassion in human relations;
3. Acceptance of one another and encouragement of spiritual growth in our congregations;
4. A free and responsible search for truth and meaning;
5. The right of conscience and the use of the democratic process within our congregations and in society at large;
6. The goal of world community with peace, liberty, and justice for all;
7. Respect for the interdependent web of all existence of which we are a part.

Unitarian Universalism draws from many sources:

- Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and an openness to the forces which create and uphold life;
- Words and deeds of prophetic women and men which challenge us to confront powers and structures of evil with justice, compassion, and the transforming power of love;
- Wisdom from the world's religions which inspires us in our ethical and spiritual life;
- Jewish and Christian teachings which call us to respond to God's love by loving our neighbors as ourselves;
- Humanist teachings which counsel us to heed the guidance of reason and the results of science, and warn us against idolatries of the mind and spirit;
- Spiritual teachings of earth-centered traditions which celebrate the sacred circle of life and instruct us to live in harmony with the rhythms of nature.

Newcomers are always welcome. There is no formal conversion process, so becoming a Unitarian Universalist is simply a matter of self-identification. Membership is voluntary and does not require renouncing other religious affiliations or practices.

APPENDIX 2
UUFSD Congregational Leadership and Staff

2013 Board of Directors

John Atcheson, President

Sarah Wright, Vice President

Caroline DeMar

Don Jones

Beverly Majors

Maria Penny

Steven Rosen

2013 Officers (not voting members of the Board of Directors)

Jill Ballard, Treasurer

Ruth Gregory, Secretary

Staff

Minister: Rev. David A. Miller

Director of Religious Education: Alison Aguilar Lopez Gutierrez McLeod Crotty

Administrator: Elizabeth Lindsay

Music Director: Andrea Newell (interim)

APPENDIX 3 UUFSD Current Initiatives and Activities

Within our internal and external communities, UUFSD members share worship, joy and service experiences. Current initiatives include the following.

Worship

- Contemporary Services: Joy Service, Earth Day, etc.
- Seminarians in the Pulpit: Supports the wider UU movement
- Lay Led Services: Primarily during summer
- Worship Associates Program: 12 to 14 members
- Alternative Services and Rituals: Music Meditation, Seder, Solstice, Soulful Sundown

Social Action

- **Backpack Project:** Provides school supplies for children at Carol's House, the Community Resource Center's domestic violence shelter, and Colonia Carretas, in Tijuana.
- **Breakfast Club:** UUFSD is a partner in this program providing over 300 children with daily breakfast in Colonia Carretas.
- **Promatora Nutrition Program:** Support of this initiative is a first step to setting up a micro-lending program in the colonias.
- **Holiday Support and Celebration - Colonia Carretas:** A giving tree provides holiday gifts for children were part of UUFSD contributions to the festivities.
- **Community Resource Center Food Drive:** UUFSD members contribute weekly and hugely during the holiday food basket drive.
- **Domestic Violence Victims** are aided with proceeds from our annual *Vagina Monologues* fundraiser.
- **Interfaith Shelter** is a North County faith community partnership where members provide food and housing support services.
- **Anti-racism, multicultural adult education workshop** "Building the World We Dream About" offered members time to deeply explore bias.
- Partnership with Corazon and the Deconstruction & ReUse Network makes weekly **deliveries of household items and construction materials to Mexico.**
- **Homeless Tijuana families** benefit from Casas de Luz Fundraisers and UUFSD members taking on the role of weekend homebuilders.

Activities and Committees

Small Group Ministries (Caring for the spiritual needs of individual members.)

Buddhist Meditation Groups	Spiritual Growth Circles
Buddhist Sangha	Sunday Discussion Group
Men's Group	Wednesday Discussion Group
Mindfulness Meditation Group	Women's Group

Community Life (Caring for the social needs of our members.)

Book Club	Library Management and Book Sale Table
Communications Committee	Parking Lot Management
Joy Committee	Senior Exercise
Kitchen Management and Coffee Service	Smart Recovery
	Young Adults

Membership (Caring for our current and future members.)

- Committee On Ministry
- Welcoming Committee
- Membership Committee
- Ushers

Social Action (Caring for our community and world.)

- Social Action Committee

Religious Education (Caring for the religious education of our members.)

- Children and Youth Religious Education

Spiritual Life Of The Fellowship (Caring for the spiritual aspects of the fellowship.)

Music Committee	Worship Committee
Pastoral Care Committee	

Operations (Caring for the administrative aspects of the fellowship.)

Finance Committee	Stewardship Committee
Personnel Committee	Nominating Committee

Infrastructure (Caring for the physical aspects of the fellowship.)

Buildings and Grounds Committee	Memorial Walkway
Design Review Committee	Garden Group
	Work Parties

APPENDIX 4 UUFSD History

Our beautiful 7-acre campus is a donation from founders Mary and Andy Kay. The facilities we currently use evolved from member donations of time, treasure and talent.

Nestled in a quiet neighborhood overlooking the Pacific Ocean, our campus is a far cry from earlier accommodations. In its first few years, UUFSD's 37 adult members relocated services from the Military Academy to a rat-infested tent on the Del Mar Fairgrounds and finally to our current home,

UUFSD grew spiritually as it grew physically. After operating without a minister for 25 years, the Fellowship's search for a minister culminated with the welcoming of the Reverend Anne Felton Hines in 1984, just in time to celebrate UUFSD's 25th Anniversary.

Infrastructure growing pains leading to the 1990s were largely resolved with the planning, capital campaign and construction of Founders' Hall, the Palmer Library, new restrooms and conversion of Searchers' Hall (the inclement weather worship space) to an office. The new buildings were dedicated in 1998 and site improvements included over 170 feet of bridges and new handicapped-accessible restrooms, allowing disabled and many older members to be active in the Fellowship again.

Architect Rob Quigley led a design workshop where Fellowship members helped create a vision for building designs as unique as our amphitheater and fitting the natural setting. A sizable legacy from long-time member Paul Palmer; generous loan from the Unitarian Universalist Association; and congregation contributions to a successful capital campaign provided the financial support.

The path from plan to reality was not an easy one. Unexpected soft costs included extensive permitting fees and unanticipated engineering. As funds dwindled, a mostly new generation volunteered a tremendous amount of time and talent. Most important was Karen Bullette, who served as UUFSD project manager managing contractor, architect, engineering, permitting and volunteers. Just as the Fellowship's Founders had done decades earlier, 137 volunteers donated time that dramatically reduced construction costs. Their projects included building the entry stairs, bridges, painting and weekly construction clean up.

UUFSD has evolved under the capable leadership of dedicated members shaping programs and operations true to our covenant and UU principles. Although membership numbers remain relatively stable in the past decade, internal and external activities are expanding, maturing and leading toward even greater community impact opportunities.

APPENDIX 5
UUFSD Leadership: Past Presidents

Presidents: 2000 - 2013

John Atcheson	2013
Lisa Shaffer	2012
Sara Appleton-Knapp	2011
Kim Kinzie	2010
Anne Larocca	2009
Sharilyn Parr	2007 & 2008
Molly Low	2005 & 2006
Betsy Gilpin	June 2004 – January 2005
Sharon Griggs	June 2003 – May 2004
Chuck Hahm	June 2001 – May 2003
Nancy Ross	June 2000 – May 2001
Phil Morrow	June 1998 – May 1999
Carol Jaksa	June 1999 – May 2000