



2022-2026

*As of January 2022*

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## Introduction

The 2021-25 Strategic Planning Task Force would like to express our gratitude to everyone who shared their vision for our beloved First Unitarian Church. We endeavored to capture as many voices and gather as much information from our members as we could, recognizing that doing so during a pandemic had its limitations. We realize that it's impossible to include everyone's opinion on every issue. This strategic plan is meant to capture the themes we heard from many members and those ideas that had energy behind them, because all of us are needed to carry this vision, these plans, forward. In no way is the intent of this strategic plan a means to deny members their own pursuit of their own visions within First Unitarian. We, the task force members, submit this strategic plan with humility and gratitude for our beloved church community.

## How the Strategic Planning Task Force Was Created

The board created the Strategic Planning Task Force in May 2020 to assist the congregation in developing a five-year strategic plan for 2021-2025. Due to the COVID-19 pandemic demanding immediate decisions that had to be made to keep church members safe, the task force delayed the start of its deliberations, so the strategic planning horizon was extended to 2022-2026. The extended planning effort also involved a change in membership of the task force from 2020 to 2021.

The original task force consisted of four board representatives and four non-board members of the congregation. Two of the board representatives subsequently cycled off the board and the task force: Doug Loescher and Gina Kennedy. Heather Clark was board president when the task force began and stayed on the task force when her term ended in January 2021. Jake Barkdoll, Kelsey Atherton and Alisa Cooper de Uribe stepped off the task force at various points during the process. Rev. Angela Herrera worked with the task force in 2020 and stepped off starting with her sabbatical in January 2021. The lion's share of the planning work was accomplished in 2021 with the following members:

<b><u>Board Member</u></b>	<b><u>Non-Board Members</u></b>
Mikaela Renz-Whitmore	Gilbert Gutierrez (Chairperson)
	Heather Clark
	Michael McDonald
	Amy Sun

## Board's Charge to the Strategic Planning Task Force

The board charged the task force to work with the congregation, via forums and other events, to develop a five-year strategic plan and present it at the 2022 Annual Meeting. The plan was to include proposals for strategic directions, the key assets and opportunities to leverage, and potential actions to take.

The board also specified two constraints to the scope of this strategic plan.

1. This planning effort is taking place during one of the biggest challenges that our congregation (not to mention our world) might ever face: the COVID-19 pandemic. The board noted that the effort to do strategic planning would be competing with the more pressing need to respond to the public health

crisis. The strategic plan should acknowledge the crisis and include long-term implications within the planning horizon, but the strategic plan should also address a broader set of strategic directions.

2. This congregation built a new sanctuary in 2016 and just completed a successful capital campaign to renovate the social hall in 2019. In spring 2021, the congregation voted to purchase the Arc Building on the south side of the existing campus. While the board directed the task force to listen for input about church facilities, and in particular ideas related to how to use the Arc Building, this Strategic Planning Task Force was not tasked with campus master planning nor deciding what to do with the Arc Building, or even deciding how to decide. The board cautioned the task force not to be overly limited by financial concerns, but to note any financial implications in the final report. This strategic plan includes campus master planning as one of the important strategic planning directions going forward.

### The Bigger Picture: Putting the Plan into the Context of Our Mission and History

The strategic directions described in this plan all represent efforts to be more intentional about things we already do or try to do as a church. Taking action to move in these directions will strengthen the effectiveness and reach of our church.

First Unitarian has enjoyed a sustained period of growth over the last 20 years. Since the last strategic plan in 2015, we have added members and staff, renovated our social hall and purchased the Arc Building. These are successes to celebrate and assets to leverage. At the same time, our church is still growing. We have made significant progress in developing the structures and processes that can serve a large church; however, it is clear from conversations with various church groups that First Unitarian now faces challenges and opportunities commensurate with being a large congregation, as defined by the Unitarian Universalist Association of Congregations. These challenges include how to integrate new members, grow new leaders, start new groups, strengthen existing programs, provide ways for church members to “plug in” to existing groups and events, and continually improve how we communicate with each other. Due to this growth, and the ongoing fatigue caused by the pandemic, the five-year plan developed by the task force emphasizes being more intentional about what we already do rather than embarking on new strategic directions.

It is also worth noting the extent to which this strategic plan honors the mission covenant of First Unitarian. All strategic directions correspond with several elements of our mission covenant.

<b><i>Strategic Directions:</i></b>	<i>Anti-racism, anti-oppression, Multicultural -ism</i>	<i>Church for All Ages</i>	<i>Engagement &amp; Connection</i>	<i>Welcoming Campus</i>	<i>Social Justice</i>
<b><i>Mission Covenant:</i></b>					
<i>Promote the spiritual, intellectual, and personal growth of each member</i>	X	X	X		X

<b>Strategic Directions:</b>	<i>Anti-racism, anti-oppression, Multicultural -ism</i>	<i>Church for All Ages</i>	<i>Engagement &amp; Connection</i>	<i>Welcoming Campus</i>	<i>Social Justice</i>
<i>Minister to each other in an atmosphere of welcome, acceptance, and caring</i>	X	X	X	X	X
<i>Be a positive force for social, environmental, and economic action</i>	X	X		X	X
<i>Promote the wider understanding of our purposes and principles in the larger community</i>			X	X	
<i>Provide a dynamic religious education program for all ages</i>	X	X	X		

**How the Strategic Planning Task Force, and You, Created the Plan**

The task force began meeting regularly in June 2020, beginning with the board to discuss the church’s strengths, weaknesses, opportunities and threats. As it became clear that spring and summer the extent to which the global pandemic was affecting our church and members – including the necessity of unanticipated decision-making to keep the congregation healthy and the lack of energy among volunteers who needed to focus on their families and health – the task force transitioned its focus from a more traditional strategic planning process to one that acknowledged the liminal space we are in: All is flux; what were givens no longer are. How do you decide on what paths to take in the future when there is no clarity about what paths will be possible?

After that moment to breathe and understand our new reality, the task force renewed its work in 2021.

Rev. Angela Herrera helped the task force develop several questions for a series of “Discernment Circles” that the task force facilitated with many church groups in the summer of 2021. These questions were informed by a course by the Rev. Susan Beaumont called “How to Lead When You Don’t Know Where You’re Going,” which Angela took in August 2020.

1. **Story (Where have we been):** What is the story of our church?
2. **Soul (Who are we):** What is the soul of this church?

3. **Calling (Where are we going):** What is our congregation's unique and irresistible calling now? (What themes will our next chapter include?)

In May through July 2021, the task force met with dozens of people in groups within First Unitarian that represented a broad cross section of interests, perspectives and priorities. Each group was led through the questions above, and the task force captured input with an online white board tool called Miro. This input can be reviewed in the appendix at the end of this report or [online](#).

The following groups were included in these Discernment Circles:

- Former ministers who are members
- Care Team
- East Mountain Branch
- Earth Web
- LGBTQ+ Group
- People of Color Group
- Religious Education (RE) Council
- Social Justice Council
- Socorro Branch
- Worship Team
- Youth Group
- Foothills Neighborhood

The task force synthesized key themes based on hundreds of comments from these meetings. Some of these topics reflected elements of our church that are going well, to be celebrated and continued.

- Staff, ministers and leadership
- Growth and outreach
- Spirituality and worship

The other topics represented elements that need time, intention and effort to shift direction or leverage assets toward achieving shared goals.

- Anti-racism, anti-oppression, inclusion, and a multicultural church
- Multigenerational church
- Re-engagement and support for each other
- Campus and physical and communications infrastructure
- Social justice actions

Additionally, the task force focused its work by noting that there are many existing activities that do not appear in the Strategic Plan — Sunday worship services, Family Promise, Food Pantry, vespers services via Zoom, and the successful work of many church groups, for example. It is assumed that these vital activities will continue to take place, but new strategic directions are not needed for them to continue to be successful and effective, although their work might be enriched in response to some of the church's proposed strategic directions.

The task force vetted these directions with the ministers, staff and the board before embarking on a second phase of engagement with the congregation in December 2021.

The task force prepared posters and handouts, hosted breakout rooms after Sunday services via Zoom and a table in the courtyard after in-person services for three Sundays in December, as well as an

evening meeting on Dec. 9. These sessions allowed participants to learn about the strategic planning process, weigh in on the proposed strategic directions, provide input about priorities and offer potential actions to take. The task force also posted an online survey that allowed participants to weigh in about the importance of each strategic direction and offer any other thoughts. The task force was gratified that most of the input received during the second phase showed the strategic plan's directions were on the right track. Input is reflected in the Appendix.

In December and January, the task force met to synthesize and vet the ideas gathered throughout the process and to draft the strategic plan. On behalf of the task force, Michael McDonald gave a pulpit editorial on Jan. 9 via Zoom and during the in-person service. The task force will present this plan to the board in January 2022 and expects a congregational vote at the annual meeting on Jan. 30, 2022.

## The 2022-26 Strategic Plan Findings

### What's Going Well

All the input gathered indicated that, on the whole, we are a healthy church with many successes in our past and assets in our present that we can use in the future to achieve our goals. These strengths were summarized by church members as follows:

- Exceptional ministers and staff
- Beautiful, functional buildings and grounds
- Amazing technical capabilities, like Zoom
- Meaningful worship services with a mix of spiritual, educational, musical and social justice elements
- A spiritually rich, supportive congregation
- An ever-widening circle of connection
- Successful religious education programs
- Meaningful social justice work
- A legacy of learning to be welcoming to LGBTQA+ people

### Summary of Strategic Directions

The following strategic directions represent elements that signal we need more intentional work to strengthen our efforts and effectiveness in these areas. Each of the strategic directions is described in more detail in the next section of this strategic plan, including what to consider and potential actions to take.

<b>Anti-racism, anti-oppression and multiculturalism</b>	Embracing multiple cultures in our church and building our relational skills to be fully inclusive.
<b>Church for All Ages</b>	Weaving all ages into all we do to support each other at each stage of our lives.
<b>Engagement &amp; Connection</b>	Strengthening connections and deepening relationships to care for each other.
<b>Welcoming Campus</b>	Putting our campus and information technology to work to serve our values.
<b>Social Justice</b>	Joining forces with community partners and our youth to work for social, economic and environmental justice.

## Order of Strategic Directions

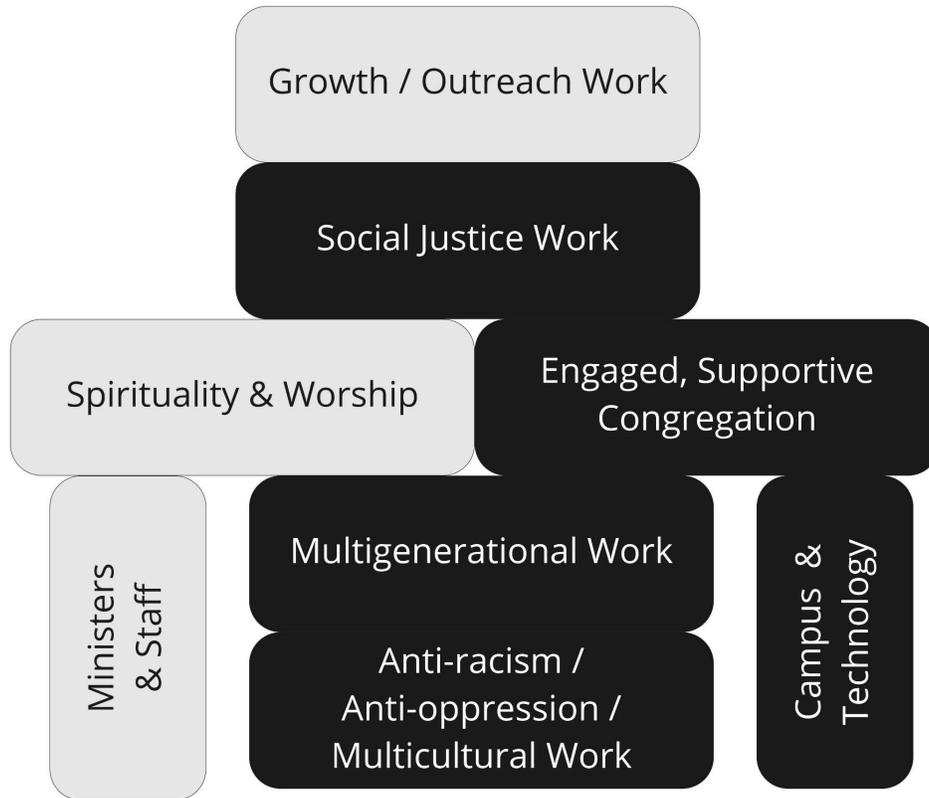
The task force observed that there is a strategic order for some of these directions. Some introspective, foundational work is needed before we engage in intentional outreach or branch out to work in an inclusive manner in the larger community.

Our foundations need to be built so that we can be multicultural and multigenerational in all that we do together and with our community partners, particularly before we renew our efforts to do outreach and engagement beyond our church to be most effective.

- Anti-racism and anti-oppression work is needed so that our church can embrace multiple cultures. This requires personal and interpersonal work that we need to accomplish to be fully inclusive. It needs to be done so that we can collectively realize true inclusiveness and acceptance of all our current and future members. We must embody the change we want to see in the world.
- We need to do the work to become a church for all ages before we can fully engage our youth into our social justice work.
- We need to do the work to re-engage with each other and re-knit our social bonds to support each other before we do outreach to bring others into our congregation. While no members advocated growing just to grow, several members noted that becoming more multicultural may open our doors to new members of color. Similarly, engaging in social justice work with community partners will elevate our profile in the larger community, which could result in drawing in new members. When those new members arrive, we must be ready to be a welcoming congregation to them.
- The work to become a more inclusive and multicultural congregation will ultimately serve all that we do.

## Strategic Directions

A healthy, effective church picture includes the following strategic directions. These are noted in black below as opportunities to improve ourselves and what we already do in order to build on our assets to achieve our goals. The already-successful elements of our church are noted in gray. Ministers and staff and our campus and technology are noted as pillars that support our ability to have successful and meaningful spirituality and worship and an engaged, supportive congregation. Social justice work grows out of these foundations, and growth and outreach work is the fruit of all our efforts.



## Anti-racism, anti-oppression, and multiculturalism: Embracing multiple cultures in our church and building our relational skills to be fully inclusive

A call for actions after George Floyd's death resonated with our congregants during the discernment process, so one of our strategic directions focuses on efforts toward dismantling racism and oppression against people of color. Since its inception, First Unitarian has experienced growth in membership that does not reflect Albuquerque's population. We believe our congregation has the spiritual and physical capacity to grow into a more inclusive environment and open our doors to the broader community.

It took more than a decade, many hours of volunteer work, public demonstrations and countless sermons for First Unitarian to achieve its vision to become a truly welcoming congregation for our LGBTQA+ friends and families. It will take a similar or greater effort to fully address multicultural issues. While **we celebrate and embrace diversity**, we must **lean into discomfort and learning from other cultures** as we strengthen our relationships. An example is **incorporating other cultures into our services**.

Becoming a multicultural church inevitably requires an introspection from within before any actions can be taken. Every aspect of our current practice needs to be examined: bottom-up and top-down in order to inspire new ideas. **Conducting a focused year of actions toward adoption of the 8th principle is needed**. We cannot do this work alone. We will use lessons learned from other congregations that have adopted the 8th principle and **identify areas that our church must change** to be more inclusive.

What do we mean by this? Our church and our denomination places white culture at the center and provides little room or tolerance for how people of other cultures act, behave, make decisions and share power. For many members, this remains an unconscious bias of those in the dominant culture, who are unaware that other cultures provide alternative and equally valid ways of behaving. This, in turn, creates a hostile environment for too many people of color.

Examples of this show up when we:

- Oppose embodied, communal, or outward expressions of engagement and spiritual joy during church services, even to the extent of frowning on clapping after musical performances or chats during Zoom services. This intellectualized approach to church contrasts with clapping and frequent shouts of "Amen" and "Preach" commonly heard in historically black churches.
- Characterize white European classical music as superior and advocate that it remain the dominant element in the music chosen for worship services in the church.
- Give excessive power to the wealthy and their financial generosity by, for example, initiating big projects by first quietly polling significant donors for their interests and direction and then seeking approval from those with members who've given less in the past.
- Favor traditional white culture where children in church should be seen but not heard over cultures that emphasize sharing the joy of religion with their children, meeting them where they are and welcoming children of all ages in all aspects of life in the community.

First Unitarian is overwhelmingly white, upper class, and highly educated. In order **to make space for members of different backgrounds**, we must work toward **de-centering whiteness, honoring lived experience as much as education** and **addressing inequities in access to church activities and decision-making for families with lower incomes**.

Possible actions:

- Conduct a focused year of action and adopt the 8th principle.
  - See: <https://www.8thprincipleuu.org>.
- Focus on existing church elements that need to change.
  - Example: Coffee hour mixer with a conversation topic about what would make the church more welcoming.
- De-center whiteness to make space for many cultures.
  - Example: Each committee uses the Widening the Circle report to evaluate and improve process and procedures.
- Celebrate and embrace diversity.
  - Example: First Unitarian potluck featuring each family's cultural dish.
- Lean into discomfort and learning other cultures as we build our relationships.
  - Example: Book clubs focused on anti-racism, skill building around multiculturalism or learning about a new culture.
- Look for opportunities to fold other languages into our services.
  - Example: Adopt the Las Voces del Camino UU song book in our services.

While our church is not the source of our nation's discontent, we are actors in it. We are hurting our own members through our unexamined, persistent acts of racism and other oppression in ourselves and our institution. Although we do not intend these harms, it is past time that we own our impact and work to do better. These patterns have left our church a cultural island of uniformity in a sea of diversity in our larger New Mexico communities. It is time to be the change we wish to see. It is time to build that diverse multicultural Beloved Community by our actions that dismantle racism and other oppressions in ourselves and our institution here and now.

This work will not be easy. It will have us re-thinking cherished ideas, such as a diversity of music, the right ways for doing worship, our processes for making decisions and even the right ways for interacting with one another.

But through these actions, we will learn to embrace multiple cultures. We will learn about our own gaps in knowledge and understanding. We will gain skills for vulnerability, humility, and repair after inevitable mistakes and understandings. We will gain allies and friends across a wider group of people. We will develop deeper and sustainable ways to change our society to serve everyone better.

## Church for All Ages: Weaving all ages into all we do to support each other at each stage of our lives

Our church has been fueled by the enthusiasm and curiosity of our young participants, and we want to adapt ideas and activities that draw participation across all age groups. This means intentionally **embracing a multigenerational approach to church**. Right now, our church culture is overly focused on the needs for older members and, as such, has a hard time addressing the needs across all generations. We have made important changes, especially by better supporting our Religious Education program, by improving how we welcome children into our Sunday services and by encouraging youth representation on committees and inviting them into other activities.

We should continue with what works well and make more space for youth and our younger adults in every aspect of our church functions. The puppet theater, a Story for All Ages, the Coming of Age ceremony, daycare, baby and child dedication ceremonies and Religious Education are much treasured. Young adult groups provide opportunities to bond socially with each other and to the church, typically before people start families. Extended families and RE help support families with young children and adults as they age and move through various life stages. These existing resources and programs benefit all members and **build resilient people and relationships through long-term, everlasting connections**.

The pandemic has significantly disrupted some of this work. We plan to use the disruption to re-work how we do Religious Education in the church, as well as how we can make all church life inviting and welcoming to people of all ages. We need to creatively build on these ideas to ensure children and their parents feel welcome in our Sanctuary, Social Hall and RE Building. We can **prioritize family ministry** so parents can feel connected while they worship at First Unitarian.

We can take actions on new ideas from our youth to keep the RE energized and fun. Religious education must evolve to keep pace with the ever-changing youth culture where so much learning takes place online and information is fast and furious. **Rethinking religious education** is needed to maximize our social time with youth while instilling our core values.

We need to remain intentional about leadership succession within the church in terms of generational transitions, and we need to create and institutionalize opportunities to build skills and capacity from an early age and throughout the evolution of volunteers and leaders in order to help all groups be more effective in their work.

Possible actions:

- Embrace multigenerational approach to church.
  - Example: Encourage congregants who are not parents of RE children to serve in RE.
- Prioritize family ministry.
  - Example: Host multigenerational retreats.
- Rethink Religious Education (RE).
  - Example: Prioritize fun, social time with stealth religious education.
- Build resilient people and relationships through long-term connections.
  - Example: Regularly seed new multigenerational extended families.
- Develop a more immersive learning environment for both children and our older congregants.
  - Example: Organize multigenerational social justice actions.

## Engagement & Connection: Strengthening connections and deepening relationships to care for each other

Our ministry might start with our ministerial staff, but it doesn't end there. Ministering, or caring for each other, and deepening our relationships among our members was in the hearts of many people in our congregation. The distance between us due to the pandemic brought out a strong desire to become closer and to care more for each other. It also magnified an ongoing challenge for our large church; it is sometimes difficult to reach everyone with all that's going on and for people looking for a particular connection to find what they're looking for.

An important step suggested by several long-time church members was to **revisit our Mission Covenant** as a congregation. The process of looking at our mission covenant provides the opportunity to collect the evolved or new sense of the church -- what we now want to covenant together to do -- and gives us a chance to commit to that updated agreement. This is one way to strengthen and reaffirm our commitment to each other.

Deepening relationships takes time and effort, and some church members believe we need to be very **intentional and compassionate** about how and when we do this. Our congregation was described by many as their family, an indication of how deep some want those ties to go. And with any family, troubles and problems arise. That's natural and healthy. So, let's **build our skills around recovering from mistakes and repairing our relationships** within our congregation, particularly as we take on difficult conversations around race, class, gender and all the other ways that our complex identities and unconscious biases play out in all our church systems and personal interactions.

As with many suggestions, our virtual environment plays a role in deepening relationships, too. Let's take a fresh look and use our experience over the past two years to **revisit how we Zoom, our collaboration with the branches, how we run meetings or affinity groups** to reach our goal of deeper connections. The pandemic has given us some fresh insight on how to better bridge the distances between us and try more intentionally to meet everyone's needs.

And how will we know whether all this is working? Let's **launch a permanent committee to keep a pulse on the congregations through surveys and listening sessions**. The committee can report back regularly to see how we're doing.

Possible actions:

- Revisit our Mission Covenant for our church.
- Organize workshops to develop skills to lean in on how we minister and nurture each other, such as workshops in how to better communicate, such as Non-violent Communication, conflict resolution, and cultural humility.
- Revisit our how-to's in Zoom, the branches, meetings and groups to deepen relationships.
  - Example: Explore ways of making decisions in committees that reflect our UU values.
  - Example: Organize committee chairs to rethink how their committees operate to ensure they function for all church members.
- Launch an ongoing group to keep a constant pulse on the congregation through surveys, listening sessions, etc.

## Welcoming Campus: Putting our campus and information technology to work to serve our values

The global pandemic proved that the strength of our spiritual community transcends our ability to congregate in person, even as our inability to gather in-person underlined the power, comfort, and meaning we find in doing so. Many members missed the beauty and the oasis of our church campus while we were closed due to public safety concerns.

Our large church property; beautiful outdoor spaces, including the beloved courtyard and cottonwood around which our many church buildings are anchored, the wildlife refuge newly fenced for privacy and security, and the memorial garden; new sanctuary; renovated social hall; separate RE building; and recently purchased Arc Building are all significant assets that we can leverage to serve many purposes. As we make plans for what comes next, **our church campus offers significant opportunities to support our congregation and our larger mission as a church.**

In addition to supporting our need to gather and serve each other, our church facilities also provide an opportunity to be leveraged to serve our mission. By inviting people onto our campus for events that center social, environmental and economic action, we can use our church facilities as a resource to promote our purposes and principles in the larger community.

Our congregation's vote to purchase the Arc Building in spring 2021 signaled a priority for adequate space to gather to support the work of many church groups, as well as the opportunity to host other organizations that do meaningful social justice work. Many church members were excited to see the Arc Building put to work to support our commitment to social justice in this way.

An important step that seemed to have significant support across many church groups was to **update the church's campus master plan**, not only to integrate the Arc Building more fully into our campus but also to find the most efficient and effective allocation of space for many, sometimes competing, purposes. The campus master plan should address how to prioritize and program spaces and connect church buildings and outdoor spaces. The master planning effort is also a good opportunity to address campus safety and security and the effects of homeless neighbors and others using our campus overnight. This concern was identified by several survey respondents.

Making these decisions is an important opportunity to propel our church to the next level of effectiveness and recognition as a leader in social justice efforts.

As we plan to harness this opportunity, some church members cautioned that we need to **be very intentional about creating democratic decision-making processes** and to **remain especially mindful of issues of privilege and the potential for inequitable outcomes**. Other church members underlined the importance of **improving accessibility** to church buildings, outdoor areas for worship and activities, and indoor gathering spaces. Just as our campus must serve everyone equitably from a socioeconomic and physical perspective, we must also be intentional around planning to **make all of our facilities child-friendly, family-friendly and as safe as possible for people as they experience the challenges of aging**. Finally, we also need to remember that our Albuquerque campus is but one of our physical presences. As we make decisions about resources and programming, we also need to consider the assets and opportunities of our other branch campuses: the East Mountains and Socorro.

Our satellite campuses enjoy the Zoom services and want the virtual platform to continue. They also suggest hosting services such that our Albuquerque congregants can visit and experience the intimate and familial environment that for the few that dedicate their time to maintain and sustain our church branches.

Possible actions:

- Collaborate across church groups in updating the campus master plan, including the many groups that have programmatic needs and helpful input.
- Prioritize the social justice work that can be leveraged by our church facilities.
- Revisit worship service days and times to ensure they serve the needs of all members.
- Develop in-person vesper services.
- Consider hosting Mountain Desert District conference and co-hosting events with other organizations in our communities.
- Make scheduling and reserving rooms easy and include set-up and break down time.
- Build upon technology and social media for outreach and growth.
- Renew our focus to address campus safety and security, while intentionally following our values concerning homeless people using our facility and grounds.
  - Identify affordable technology to better secure our offices.
  - Identify and bring in UUA resources to help address this concern.

## Social Justice: Joining forces with community partners and our youth to work for social, economic, and environmental justice

Social Justice defines this church and service has been the soul of the church. First Unitarian's social justice efforts include the food pantry, citizenship classes, tutoring for our neighborhood's children, English as a Second Language program, addiction recovery ministry, and Family Promise.

We already partner with other church and social service groups. We use church facilities to serve low-income and marginalized communities and to host public concerts and gatherings. This strategic direction is to put fuller attention to the causes, to partner more fully with others and to use our resources more intentionally.

As noted above, this strategic direction is intentionally listed last in this plan, as energy and effort first needs to go toward our internal work to become more aware of the ways that we harbor implicit bias personally and center whiteness institutionally and build skills around cultural humility and repair after inevitable mistakes and misunderstandings. Similarly, we need to do the work to integrate all ages into all we do as a church before expecting our youth to embrace partnering with us and stepping up to be leaders in our social justice efforts. We must engage in these prerequisites before reaching out to our community partners so that we do not perpetuate the harms and power imbalance of the past. Finally, in order to be the most effective and strategic in our social justice work, we need our anti-racism and anti-oppression work to help us develop a deeper understanding and sophistication about the interconnected, systemic, and structural aspects of race, economics and the environment.

### Possible actions:

- Rally and build on efforts among church groups for a churchwide social justice cause.
- Join forces with other faith communities for a social justice cause in the larger community.
- Create training and mentoring programs to develop youth leaders to replace aging cohorts.
- Actively offer our church facilities to like-minded social organizations for meeting rooms, office space and events.
- Hold forums and participate in actions that recognize the interconnected issues of race, economy and the environment.
- Host social justice events that support our values and elevate our presence and effectiveness in the community.
- Address the root causes of homelessness in the community through our social justice work as we address its impacts on our campus.

## APPENDIX

- Discernment Circles
  - Facilitation script
  - Input by Church Group
- Phase 2 Engagement
  - Powerpoint
  - Handout
  - Input from Breakout Rooms via Zoom
  - Input at the Table after In-person service
  - Input from the Survey
- Input by Key Themes

## Discernment Circles

- Facilitation script
- Input by Church Group

## Phase 2 Engagement

- Powerpoint
- Handout
- Input from Breakout Rooms via Zoom
- Input at the Table after In-person service
- Input from the Survey

## Input by Key Themes

- Anti-racism / Anti-oppression / Multiculturalism
- Multigenerational Congregation
- Staff / Ministerial Leadership
- Re-engagement / Supporting Each Other
- Campus / Physical & Communications Infrastructure
- Social Justice / Actions
- Spirituality / Worship
- Outreach & Growth