

## President's Report

Dear Board Members:

I'm delighted to be including the Strategic Plan in the board packet. The planning team had good sessions with congregants after both services Sunday, May 6th and also received several comments by e-mail. The team learned from those sessions, and the plan is better as a result. The plan in the packet is in four parts: the narrative, the time-line, two possible five-year-budgets, and the five-year-growth projection. The raw data from congregants and youth is referred to in the appendices, but is not included in the board packet. That information is available on the church's web site if you'd like to look at it.

Our task at the May meeting is to review and approve the plan. The next step will be for the board and staff, or some subset, to assign responsibility for each objective. Some of the objectives are clearly the staff's responsibility; others are the board's, and there may be a few that fall in that middle bucket. Designating responsibility now will make implementation, tracking, evaluation and updating easier and more effective in the future.

We will also review and approve the budget that will be presented at the annual meeting. Both of these votes—approving the budget and the strategic plan—are about our vision and investment in the future. We'll also hear the early results of the Congregational Survey from the Governance Committee which is providing us a base for evaluation as we move into the next church year.

It will also be our great privilege and pleasure to approve a recommendation to the congregation that Kate Tucker be designated as minister emerita.

Blessings,

Kathy

**First Universalist Church of Minneapolis**  
**Board of Trustees Meeting**  
**May 17, 2012**  
**Agenda**

*In the Universalist spirit of love and hope, we give, receive, and grow.* First Universalist Church

- 6:30 Call to Order
  - Chalice lighting and centering meditation – Kathy Coskran
  
- 6:40 Consent Agenda
  - Approve April minutes
  - Approve new members
  
- 6:45 Review the Past
  - Conversation with the Senior Minister
  - Finance Committee report
  
- 7:05 Presentation of recommendation to congregation to designate Kate Tucker as Minister Emerita
  - Approve recommendation
  
- 7:10 Present the 2012-2013 budget
  - Approve the budget
  
- 7:45 Present the 2012-2017 Strategic Plan
  - Approve the Strategic Plan
  
- 8:00 Governance Committee
  - Evaluation and monitoring
  
- 8:15 Senior Minister evaluation
  
- 8:25 Meeting summary and evaluation
  
- 8:30 Closing and Adjournment

**Attachments:**

- 1. President's Report
- 2. April Board Minutes
- 3. Statistical Report
- 4. Senior Minister report
- 5. 2012-2013 Budget
- 6. Strategic plan

**Dates for our calendar:**

June 3, 2012 11:15 Annual Meeting  
June 21, 2012 6:30 – 8:30 Board Meeting

## **First Universalist Church of Minneapolis Board of Trustees Meeting**

**Thursday, March 15, 2012, 6:30 p.m.**

**Board Members present** (absent): David Bach, Dan Berg, Craig Bierbaum, Craig Bishop, Kathy Coskran, ~~Nancy Gaschott~~, David Leppik, Paul Robinson, Lark Weller

**Clergy present:** Justin Schroeder

**Others present :** Ginny McAninch

<b><u>Agenda Item</u></b>	<b><u>Presenter</u></b>	<b><u>Discussion</u></b>	<b><u>Action, if any</u></b>
Opening Words/ Meeting Preparation	David Leppik	The meeting was called to order at 6:30.	
Consent agenda	Kathy Coskran	Approve February minutes Approve new members  <b>Action: Motion to approve Consent Agenda.</b>	<b>Passed.</b>
Proposed sponsorship of Erin Dajka	Kathy Coskran	<b>Action: Motion to sponsor Erin Dajka as a UU Ministerial Candidate.</b>	<b>Passed.</b>
Conversation with the Senior Minister	Justin Schroeder	Justin announced the hiring of Lauren Wyeth as new Director of Religious Education. She has a great resume and he is confident that she will be a great asset to the church, developing and using the inherent gifts of the entire congregation. There will be a meet and greet in the library following Sunday's services. Justin reported on the pledge drive, which is well ahead of previous years at this point in the campaign. He indicated that we have received over \$40,000 in pledges from new members. The church has applied for a grant from the UU Funding Panel to create a six month position focusing on communication and the pastoral aspects of the anti-marriage amendment, creating resources and messages to be used within and outside First Universalist, by other welcoming congregations. Other UU congregations have committed to contributing to this effort and will help purchase equipment for the project. Craig Bierbaum applauded the initiative as a perfect demonstration of our 4 <sup>th</sup> visionary goal. It is strategic in promoting the mission and values of First Universalist Church, and visionary in its message to the community. Church member Meg Riley participated in the project planning and grant application. Kathy mentioned the congregation's conversation about an official resolution by the church in opposition to the anti-marriage amendment. There was consensus that this resolution be on the agenda for the Annual Meeting in June. Justin pointed out that, although 99% of church members probably agree with this position, there are some who may not, and we should be aware of this and respond respectfully. Several board members expressed frustration that the board packet has not been posted in a timely manner. Justin committed to its being posted on the Friday before board meetings. Paul Robinson asked whether there is any opportunity for local UU congregations to get together or work together on a common agenda, other than at annual conventions and Prairie Star District gatherings. Justin noted several excellent ideas that were discussed and will pursue.	
Finance Committee Report	Dan Berg	Dan reported that the Finance Committee meeting was cancelled and would be rescheduled to review the first draft of the 2012-13 budget.	
Strategic Plan Update	Kathy Coskran	Kathy reported in David Bach's absence that the committee has been digesting an overwhelming amount of information, and has taken an opportunity to step back and not get bogged down in the details. Several underlying themes have emerged: This is primarily a religious community with spiritual growth at the center; Sunday	

## **First Universalist Church of Minneapolis Board of Trustees Meeting**

		<p>morning services are wonderful and continue to be a priority for the congregation; We will grow in numbers and spirit; We have untapped capacity to fund our growth; There is a great interest in diversity--we want it and it won't be easy; We can't be everything to all people; We are radically recreating the DNA of our congregation; We will lift up the youth and become a truly intergenerational community; We value community; We have to attend to our infrastructure and grow our capacity, including right-size staffing; We need to commit to best practices in communication; We have a strong commitment to the broader community and need to find ways to serve; We want to perfect our digital ministry. At the last meeting, the committee created a new framework for organizing these priorities. They are now meeting on a weekly basis. The goal is to distribute a draft strategic plan for comment by the congregation in mid-April, with a (nearly) final draft by the May board meeting. Kathy noted that it has become obvious that this planning process started with the Senior Minister search three years ago. The "Mission Possible" process came next, and now the official strategic planning process. The committee is blending big ideas with practical details to achieve actionable goals. Paul observed that the themes of community and connection are apparent in the list of themes that Kathy presented. There was some discussion about how staffing requirements would be presented in the plan. David Leppik sought clarity on the physical space question. Kathy explained that the committee has studied other UU strategic plans and that this has been useful in designing a framework for ours. Kathy said there would be a timeline as part of the plan, with appendices providing greater depth and detail. Justin commented that the committee has been truly visionary, with its focus just beyond the horizon. Everyone agreed and appreciated that the committee is doing outstanding and very difficult work.</p>	
Governance Committee Report	Craig Bierbaum	<p>The committee took feedback from the last board meeting and subsequent online comments and produced a revised survey. They will test the survey in the social hall after Sunday's services. Craig explained how this would work. There is consensus in the committee that the survey is too long, but Sunday's test should provide guidance in how to cut. There was considerable discussion about the content and timing of the survey. There was also a desire to have the Board sign-off on the final version before it is released to the congregation. There was a general feeling that May is the right month to launch the survey, even though there is already a great deal happening that month. The survey outcomes will be most useful in fall and should be ready for the board/staff retreat. Craig also presented the issue that has been raised by members of the congregation that standing committees should be composed of church members exclusively. The committee agrees and will propose this as a revision to the <a href="#">Governing Policies Handbook</a>.</p>	
Document Revisions	Kathy Coskran	<p>Kathy referred to document revisions that are proposed and included in the <a href="#">Board Packet</a>.</p> <p>Visionary Goal 2: David Leppik had proposed a new version that was inspired and welcomed as a great improvement over the previously approved version. Kathy had modified David's suggestion to be more consistent in style and structure to the other three visionary goals. The board discussed both versions and concluded that the following should replace the current Visionary Goal 2:</p>	



## **First Universalist Church of Minneapolis Board of Trustees Meeting**

		<p><i>First Universalist Church is a home for ageless wisdom. People of all ages find opportunities to engage in an intellectual and spiritual search for deeper meaning and understanding in the UU tradition, both as individuals and in community. We know our roots, find our wings, and apply our knowledge and wisdom to all our endeavors.</i></p> <p><b>Action: Motion to adopt this language as Visionary Goal 2.</b></p> <p>There were four proposed changes to the Bylaws, all were presented and explained in the March <a href="#">Board Packet</a>. There was discussion about all four changes. A minor change was proposed to the amendment for Article II, Section 3, but there was greater focus and discussion regarding the clarity of changes being suggested to Article I, Section 2. Additional changes were suggested to these proposed amendments, which are included in their approved format in these minutes as <a href="#">Attachment A</a>.</p> <p><b>Action: Motion to recommend amendments as proposed for approval at the annual meeting.</b></p>	<p><b>Passed.</b></p> <p><b>Passed</b></p>
	Lark Weller	Lark reported that the "Leap of Faith" group is meeting soon with their counterparts from All Souls Unitarian in New York City. She handed out a list of discussion topics and invited more.	
Executive Session	Kathy Coskran	The Board entered into Executive Session at 8:20 to discuss Senior Minister Compensation. After a thorough discussion the Board approved a base compensation (including housing allowance) that Kathy would present to Justin for budgeting purposes.	
Meeting Summary and Evaluation		None.	
Adjourn		The meeting was adjourned at 9:19.	

### Important Dates:

Next meeting: April 19, 2012

Opening Words and Treats for Next Meeting: Craig Bishop

# **First Universalist Church of Minneapolis Board of Trustees Meeting**

## **Attachment A**

Additional modifications to Bylaw changes proposed in the [Board Packet](#) (supersedes changes to these sections presented in the March Board Packet:

### **ARTICLE I. Members**

#### **Section 2. Qualification and Admission of Members**

Any person fourteen years of age or older who has made a written application for membership, has signified sympathy with the purposes of the Church, and has made an annual ~~recordable~~ pledge and contribution of record to the Church shall be eligible for membership provided that the applicant is approved by a majority of the Board of Trustees. Membership becomes effective upon that vote, after which the President of the Congregation shall issue a Membership Certificate.

All Members under previous bylaws are Members hereunder without further acceptance by the Board. To continue membership and to be eligible to vote, a Member shall make a pledge and a contribution of record to the Church treasury within the twelve (12) months prior to any meeting at which the voting privileges of the Church are exercised, or make such a contribution at the meeting.

Exceptions to the membership requirements, both for new and continuing Members, may be approved by the Senior Minister. Members are encouraged to show continued interest in the Church by taking part in its activities.

### **ARTICLE II**

#### **Section 3. Notice**

Written notice of each meeting of the Members, whether the Annual Meeting or a Special Meeting, shall be mailed or e-mailed to each Member and electronically posted on the website not less than ten (10) nor more than thirty (30) days before the meeting, addressed according to the most recent membership records. The notice shall include a) the time, place, and purpose of the meeting; b) the proposed agenda; c) the text of any resolution duly presented to the secretary; and d) the text of any proposed amendments to the Bylaws.

## April Attendance

	2012		
Adults	9:30 AM	11:15 AM	
1st Week	205	214	419
2nd Week	414	482	896
3rd Week	226	235	461
4th Week	304	340	644
5th Week	379	419	798
Monthly Total	1528	1690	3218.00
Avg for April	305.60	338.00	643.60

Church School			
1st Week	128	119	247
2nd Week	12	10	22
3rd Week	139	133	272
4th Week	166	114	280
5th Week	140	112	252
Monthly Total	585	488	1073
Avg for April	117.00	97.60	214.60

Combined Avg	422.60	435.60	858.20
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Notes:  
 Services:  
 Week 1:  
 Week 2: Easter Weekend  
 Week 3:  
 Week 4:  
 Week 5:  
 Church School:  
 Week 1:  
 Week 2: 0-3 yo care only  
**Week 3:** missing attendance data  
 9:30: missing 4th & 7th grade  
 11:15: missing 9th grade  
**Week 4:** missing attendance data  
 9:30: OK  
 11:15: missing 8th, 9th & Sr. High  
**Week 5:** missing attendance data  
 9:30: missing 8th grade  
 11:15: missing 8th, 9th & Sr. High

	2011		
	9:30 AM	11:15 AM	
	295	330	625
	249	269	518
	264	348	612
	447	330	777
	0	0	0
	1255	1277	2532.00
	313.75	319.25	633.00

	125	114	239
	127	104	231
	141	84	225
	16	10	26
	0	0	0
	409	312	721
	102.25	78.00	180.25

	416.00	397.25	813.25
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Notes:  
 Services:  
 Week 1:  
 Week 2: AUW Retreat Weekend  
 Week 3:  
 Week 4:  
 Week 5:  
 Church School:  
 Week 1:  
 Week 2:  
 Week 3:  
 Week 4: Easter Weekend  
 Week 5:

	2010		
	9:00 AM	11:00 AM	
	247	485	732
	143	335	478
	189	348	537
	198	423	621
	0	0	0
	777	1591	2368
	194.25	397.75	592

Easter	Sunday		0
	92	160	252
	78	250	328
	76	181	257
	0	0	0
	246	591	837
	82.00	197.00	279.00

	276.25	594.75	871.00
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Notes:  
 Services:  
 Week 1:  
 Week 2:  
 Week 3:  
 Week 4:  
 Week 5:  
 Church School:  
 Week 1:  
 Week 2:  
 Week 3:  
 Week 4:  
 Week 5:

	2009		
	9:00 AM	11:00 AM	
	120	288	408
	190	450	640
	104	303	407
	132	287	419
	0	0	0
	546	1328	1874
	136.50	332	468.50

	51	128	179
	0	0	0
	71	147	218
	74	196	270
	0	0	0
	196	471	667
	65.33	157.00	222.33

	201.83	489.00	690.83
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	2008		
	9:00 AM	11:00 AM	
	117	261	378
	0	450	450
	138	340	478
	249	536	785
	0	0	0
	504	1587	2091
	168.00	396.75	522.75

	78	125	203
	66	129	195
	74	111	185
	81	117	198
	0	0	0
	299	482	781
	74.75	120.50	195.25

	242.75	517.25	718.00
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	2007		
	9:00 AM	11:00 AM	
	102	238	340
	175	371	546
	167	260	427
	214	380	594
	207	441	648
	865	1690	2555
	173.00	338	638.75

	50	93	143
	42	85	127
	73	117	190
	61	113	174
	0	0	0
	65	408	634
	16.25	102.00	158.50

	189.25	440.00	797.25
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## Sr. Minister Report to the Board of Trustees, May, 2012

**Mission Statement:** In the Universal Spirit of love and hope, we give, receive, and grow. First Universalist Church.

### **Visionary Goals:**

**1) The people of First Universalist Church grow in their UU faith: we are equipped to live out our values and experience worship, spiritual practices, and rituals that challenge, comfort, celebrate, and heal.**

The Youth Sunday service, on May 6, was simply outstanding. Thanks to much hard work and planning from Ruth MacKenzie, Katie Heaton, the Youth Advisors, and various youth performers, musicians, speakers, and dancers, it was the best Youth Sunday I've ever seen! The youth were truly "ministered" to the congregation. I met visitors with tears in their eyes, who said they'd be back, and I met parents who were checking out the service to see if the youth program might be a good fit for their teenagers – they thought so! It was a powerful Sunday, and was made even more so by the intense collaboration of the Worship Staff (Ruth) with the Youth Staff (Katie).

In the past month, we have been paying particular attention to the "Good Goodbye" and recent sermons and "Cycles of Life" have been particularly pastoral, giving people space to grieve, feel gratitude, and truly open their hearts to this transition. During the May 20 sermon, Kate's last, we will have the children and youth be a part of the service, and Kate and I will do a story for all ages about good goodbyes and good hellos.

This summer, we will be launching a worship series called "In the Spirit of Love," as we look at UU history and men and women who "stood on the side of love."

Beginning in the fall, we will regularly include children and youth in the Sunday worship experience; we are exploring the possibility of tweaking the religious education schedule (extending the hour by 10 minutes), so parents have time to greet the ministers and visit with others before they get their children from religious education classes.

**At First Universalist Church, people of all ages find opportunities to engage in an intellectual and spiritual search for deeper meaning and understanding both as individuals and in community**

Lauren Wyeth began as our Director of Religious Education on March 5, 2012, and she's been on a role since then!

She has been busy connecting with families, children, and youth. Under her leadership, a weekly e-news letter is going out to parents and families, and she and Katie Heaton are proactively taking steps to help create a stronger and more vibrant youth program

(more options, smaller class sizes). Lauren has also been involved in the newly formed Program Team. The Program Team has been hard at work, planning a full range of summer activities for children, youth, and families, weaving together Faith in Action events, with social events, and more. In fact, the Program Team (the Director of Congregational Life, the Director of Children, Youth, and Family Ministries, the Director of Faith in Action, and the Worship Arts Director) is putting together a Program Guide, that will highlight many of the activities and events this summer, including our July 1 Lake Harriet Service. Deb Rodgers, Director of Faith in Action, is also a member of this team, and the Program Team is exploring how to weave Unity Center activities into summer and youth programming. (If you haven't had the chance to explore the new Unity Center website, check in out: <http://unityleadership.org/>.)

**First Universalist Church is an intergenerational community of mutual caring and support. We build this community by actively welcoming all and encouraging each other to discover, develop and share their gifts**

The Leap of Faith team is excited to begin to work with Welcome Teams, staff members, and others, to begin to implement some of the radical hospitality practices we observed at All Souls New York.

In this spirit, we continue to tweak our "Words of Welcome" in the service, as we welcome everyone into worship and encourage members and friends to take the next step and spend some time getting to know someone they don't know very well after the service.

The Religious Education Staff Team has also been engaged in these conversations, and during Teaching Trainings, and various orientations in the fall, there will be a renewed emphasis on welcoming new parents and children into the program – making sure there is room for everyone.

Finally, we are beginning to put together leadership teams to help our Teachers and Volunteers know how to best serve special needs children.

**The people of First Universalist Church work to build a just, loving and sustainable world. We are a visible, influential voice, and we act to shape the larger community into a more just and equitable society.**

We continue to build energy and momentum around the Marriage Prohibition Amendment and our role in this statewide conversation. Back in March, we helped fund two internship with the Center for Public Ministry at United Theology and Minnesota

Unitarian Universalist Social Justice Alliance who are specifically working on the Marriage (Prohibition) Amendment. Lena Gardner is one of these Interns; she is a First Universalist Member. Laura Smidzik is another one of these interns; she will be our intern beginning in August. Working with MUUSJA and Minnesotans United for All Families, we are putting our faith into action.

Because of our deep relationship with Habitat for Humanity and our ongoing work on some townhomes in North Minneapolis, I've been asked to offer a short prayer for the dedication of these Townhomes on June 9. I am grateful for the work of our Habitat Team, and the dozens and dozens of members who have been a part of this team in some way.

I continue to be in conversation with Rev. Oliver White, Pastor of Grace Community United Church of Christ in St. Paul, who is supportive of GLBT people and supports marriage equality for all. Here's an article about their current situation: [http://www.twincities.com/localnews/ci\\_20579147/st-paul-church-hopes-1-donations-will-save](http://www.twincities.com/localnews/ci_20579147/st-paul-church-hopes-1-donations-will-save) and <http://www.dallasvoice.com/st-paul-church-faces-foreclosure-pastor-backed-marriage-equality-10108401.html>. (Here are additional links to earlier articles: [http://www.twincities.com/stpaul/ci\\_20114401/strapped-st-paul-church-pro-gay-pastor-helped](http://www.twincities.com/stpaul/ci_20114401/strapped-st-paul-church-pro-gay-pastor-helped) and <http://minnesota.publicradio.org/display/web/2012/03/05/daily-circuit-same-sex-equality/>). I'll be in touch with other colleagues around the Twin Cities to see how we might support Rev. White and his congregation.

We had a different kind of Earth Day this year, looking at the intersection of Environmental Justice, Immigration, and a healthy planet. We partnered with several organizations who were in the building with us that day, and both the Environmental Ministry Team and Immigration Ministry Team continue to explore ways that we can partner with other organizations outside our walls as we deepen our understanding of these issues, and examine how our faith is calling us to act and be in the world.

Finally, a group of First Universalists went to both Rev. Marlin Lavanhar's presentation at Unity and Rev. Mark Morrison Reed's presentation at White Bear. Both of these presentations were about race, class, Unitarian Universalism, and some of the things we might do to become a more welcoming and racially diverse congregation. There is significant energy bubbling in the congregation right now, and I believe we'll create some kind of working group in the fall to address these issues and how we move forward.

## **Updates and Additional Report:**

**Choir Area Update:** Thanks to the incredible efforts of congregants Weld Ransom (a choir member and architect) and Dan Bishop, we will be redesigning the choir area in the sanctuary so that it can accommodate the growing choir. Construction will begin on June 25<sup>th</sup>. At the meeting, I'll share a visual of what the new choir space will look like. (Thanks also to Ruth MacKenzie, Randy Buikema, and Kristen Mengelkoch for their work in helping to make this happen.)

**Pledge Drive and Miracle Sunday Update:** To date, we have received over \$1,050,000 in pledges. On the first Miracle Sunday, launched on April 29, generous members and friends contributed over \$31,000.

## **Staff Organization Charts:**

I've attached two PDFs that show what our current staffing structure is and what it will be beginning August 2012.

## Resolution regarding Minister Emerita designation for Rev. Kate Tucker

### **Whereas:**

Universally beloved by colleagues and congregation alike, exemplar of her Quaker heritage, Kathleen Cole Tucker has with steady grace ministered to us through years of change -- a balm in times of loss, a strength in times of trouble. Above all an inspired and gifted preacher, she has lifted our spirits through the shining of her own. Her spirit, character and example are, and will forever be, a fundamental part of the story of First Universalist Church.

### **Therefore, be it Resolved:**

That the Trustees of First Universalist Church of Minneapolis recommend to the Members of the Congregation that the designation of Minister Emerita be awarded to Kathleen Cole Tucker at the Annual Meeting of the Members on June 3, 2012.



## Notes from First Universalist Church Finance Committee Meeting

DATE: 9 May 2012

PRESENT: Dan Berg, ~~Craig Bishop~~, Susan Claeys, Bill Elwood, Nancy Gaschott, Shawn Hartfeldt, ~~Riley Owens~~.

### 1. Miracle Sunday

Susan reported that, between increased pledges and one time gifts for the 2012/13 church year, the first Miracle Sunday raised \$32,500.

The committee was delighted.

Another Miracle Sunday is planned for this upcoming Sunday.

A member of the committee offered feelings about an appeal related to avoiding a new full time tenant: A few years ago we were asked to increase pledges in order to avoid the need for a new major tenant. Concern is that reiterating this reason for the appeal could feel like 'bait and switch'.

### 2. Additional comments about next year's budget

Susan pointed out that the office was administratively understaffed, and this has been addressed - but these are additional expenses, so these need to be covered, too. i.e. it's not just to avoid an additional tenant. Need to be able to reliably have front desk staffed with an employee rather than volunteers.

Another question from a committee member: do we need the 16 hours per week for night time staff? Susan: Yes, in part to support the additional rentals we hope to attract. Also for back up when full time staff is out.

Question: does our liability insurance take our security staffing into consideration? Susan wasn't clear about this.

### 3. The March 31 financial reports and year-end projections are not yet completed. (The committee has been assured they'll be ready by May 16<sup>th</sup>)

Open items include:.

Analysis of current year pledges.

Sabbatical issue: Susan isn't sure how to account for sabbatical and is still researching this issue; she has heard that it might need to be accrued each year and therefore expensed. The committee understands the issue and supports the research but believe it doesn't have to be at 100% of Justin's salary. Susan urged the committee to consider that we shouldn't deviate from GAAP where it would have a bottom line difference.

4. Susan sought and received advice from the committee regarding the presentation and formatting of the budget and financial reports that will appear in the annual report.

#### 5. Unity Leadership (UL)

The committee discussed the fact that the status of UL had been one of 'spinning off,' so last year it was not included in the church budget. However, Unity Leadership has not spun off, and so, as a practical matter, is the church's responsibility, and must be an element of the church's budget.

The committee unanimously agreed to bring to the board at the May meeting the following recommendation, as Susan suggested that this was the board's responsibility to decide:

**"The church budget should include the total amount of the Unity Leadership budget, as Unity Leadership has not spun off according to the recommendation of the ad hoc committee, and it therefore is both a program of and a liability of the church."**

Adjourned at 6:10 (NOTES: Nancy Gaschott)



## First Universalist Church of Minneapolis Strategic Plan: 2012-2017

*We must do three things: get religion, grow leaders, and cross borders.*

~the Reverend Peter Morales, president of the Unitarian Universalist Association

## First Universalist Church of Minneapolis Strategic Plan: 2012-2017

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## First Universalist Church 2012-2017

Our mission . . .

In the Universalist spirit of love and hope, we give, receive, and grow. First Universalist Church.

. . . informed our Visionary Goals

1. We, the people of First Universalist Church, grow in our UU faith: we are equipped to live out our values and experience worship, spiritual practices, and rituals that challenge, comfort, celebrate, and heal.
2. First Universalist Church is a home for ageless wisdom. People of all ages find opportunities to engage in an intellectual and spiritual search for deeper meaning and understanding in the UU tradition, both as individuals and in community. We know our roots, find our wings, and apply our knowledge and wisdom to all our endeavors.
3. First Universalist Church is an intergenerational community of mutual caring and support. We build this community by actively welcoming all and encouraging each to discover, develop and share their gifts.
4. The people of First Universalist Church work to build a just, loving and sustainable world. We are a visible, influential voice, and we act to shape the larger community into a more just and equitable society.

. . . which inspired our overarching strategic vision:

- 1.1 Preserve and enrich diversity in worship practices
- 1.2 Accommodate growth in worship and religious education
- 1.3 Expand access to worship beyond our doors
- 2.1 Inspire and deepen faith formation for all ages
- 2.2 Engage children and youth as an integral part of First Universalist faith formation activities
- 2.3 Embrace work for the common good as a central faith formation experience and increase engagement with communities outside our walls
- 3.1 Deepen congregant engagement in the life and ministry of the church
- 3.2 Build on and expand the definition of small group experiences
- 3.3 Ensure pastoral care needs are met
- 3.4 Deepen our capacity for diversity
- 3.5 Strengthen our UU ties locally and nationally
- 3.6 Develop a robust, welcoming communication plan (print and digital) that makes it easy for people to learn about us, that welcomes newcomers, informs current members, and engages all in the activities and resources of the church
- 4.1 Be an effective, loving force for Faith in Action work
- 4.2 Create a renewed culture of Faith in Action
- 4.3 Strengthen and Expand the Umbrella Pilot Project
- 4.4 Enhance Faith in Action effectiveness through partnerships with mission-aligned organizations
- 4.5 Increase staff support of Faith in Action work
- 4.6 Grow our generosity as a community
- 5.1 Ensure our space is welcoming, beautiful, and meets the needs of the church
- 5.2 Ensure human resources meet the needs of the church

### 5.3 Ensure financial resources meet the needs of the church

## Introduction

In the fall of 2011 the Board of Trustees appointed a Strategic Planning Team and directed it to create a set of specific, actionable long-term strategic goals for First Universalist Church. The basic question was who are we called to be? How will the Universalist spirit of love and hope be transformative at First Universalist Church in the next five years? Why are we here, and what are we called to do?

The seeds of this work were planted in 2008 with the search process for a new senior minister. The congregation was polled and an impressive packet of material gathered. Key findings included our yearning for a senior minister who was motivating, compelling and inspiring, who could provide vision and spiritual leadership, who had a strong presence in the pulpit and in the community, who built relationships with congregants and who demonstrated warmth and humor in our daily encounters. Sunday morning worship and a deepening spirituality emerged as overarching desires—and we called the Reverend Justin Schroeder. We have been blessed with his visionary leadership, strong presence in the pulpit, new energy in all areas of church life, and a growing membership.

In the fall of 2010 we began the Mission Possible process to re-imagine the church's mission and, based on that work, to create Visionary Goals. The process involved congregants at many levels, took our temperature after a year of new leadership, and created a new mission statement that is a clear touchstone for all that we do: In the Universalist spirit of love and hope, we give, receive, and grow. First Universalist Church. The Visionary Goals approved by the Board of Trustees grew out of the mission statement and formed the basis for our work on First Universalist 2012-2017, this strategic plan.

In January of 2012 more than 175 of us participated in working sessions to answer these core questions for the next five years: Who are we called to be? What are we called to do? How will we become the church we want to be?

Several overarching themes emerged from the Working Group sessions and the Strategic Planning Team discussions:

- We are a religious community with spiritual growth, personal transformation, mutual support, and connection to each other at the center of all that we do.
- We value the strength, beauty, and depth of Sunday worship services, while also desiring a wider range of worship opportunities.
- We want to be a more diverse community and know there is much deep work we must do to make this happen.
- We know we can't be all things to all people, but are confident that we can open our doors wider.
- We want to engage all ages in spiritual practice, faith in action, and supportive community.
- We want youth to be fully integrated into the life and ministry of the church.
- Our mission extends to the community and to the world. We want to be visible and influential in our work for peace and justice and to be in respectful and effective partnership with others in the community as we serve needs greater than our own.

## First Universalist Church 2012-2017

- We believe that with our Universalist message of love and hope, we will continue to grow.
- We must attend to our infrastructure to become the church we are called to be. We will increase staffing and lay leadership, invest in best practices in technology and communication. We want to develop a strong digital ministry.
- We have untapped capacity to fund our calling; we believe in a culture of abundance not scarcity, and know that together we can be a force for good.

We have listened deeply to the congregation, the staff, and lay leaders and incorporated what we heard into a strategic plan for the next five years. It is our hope that the plan captures the essence of our dreams and maps a path to make those dreams a reality.

### First Universalist Strategic Planning Team

David Bach, (Chair), Jill Braithwaite, Chris Bremer, Phil Burke, Kathy Coskran, Sharon Ramirez, Jennifer Schuster Jaeger, the Reverend Justin Schroeder



## Summary of Findings and Recommendations

The detailed Strategic Plan begins on page 8. What follows is a summary of the key findings and goals, as well as selected highlights.

### 1. Worship

Worship is core to what we do together—it is the joyful heart at the center of who we are. We want to continue our growth as a transformational religious community, and we support expanding the offerings to accommodate growth in Sunday morning attendance. We also seek to increase the diversity of worship experiences. In order to preserve, enrich, and expand the worship arts programming—visual and musical—we recommend increasing opportunities for congregants to participate in and contribute to the creation of transformative worship services. In addition, we recommend the following additions, as growth necessitates: an additional worship service; in summer, a second service including religious education; expanded opportunities for children and youth in worship services; an additional and alternative worship experience. We recommend that we expand our ministry beyond our walls with live-streaming of Sunday morning services and other online resources for spiritual development.

### 2. Faith Formation

First Universalist Church is a vibrant, growing congregation, with spiritual development at its center. Congregants yearn for a deeper connection to our Unitarian Universalist faith and seek increased opportunities for faith formation for all ages. We recommend increasing opportunities for the creative, inspired engagement of children and youth in all aspects of First Universalist life and offering varied, collaborative adult religious education as well. We recommend making a commitment to serving needs greater than our own, as we increase our engagement with communities outside our walls; doing this is a central faith formation experience. We also recommend increased support for the development of Unitarian Universalist rituals and practices.

### 3. Supportive Community

First Universalist congregants celebrate our connections with each other, knowing that the experience of friendship and community enriches us all. We want to preserve and expand our abilities to care for each other in times of need and recognize that children and youth as well as adults are in need of support. In order to be more fully a welcoming faith community, grounded in care and support, we recommend that we build on and diversify our small-group ministries, making it possible for every member and friend to participate in some kind of smaller community within First Universalist. To that end, we recommend the development of a robust communications plan (print and digital) that effectively welcomes newcomers, informs current members and friends, and provides the means for all to engage in the activities of the church. We recommend a volunteer and lay leadership development program be implemented. We also recommend dedicating increased staff resources to supporting membership development, volunteer coordination, and lay leadership training so the ministry gifts of congregants can be unleashed inside First Universalist and beyond.

#### 4. Faith in Action

First Universalist congregants are deeply committed to putting our faith in action. As a church committed to racial, social, cultural, economic and environmental justice, and to working for peace, we aspire to be an effective force for positive change in the community and in the world. We recommend that we continue the Umbrella Pilot Project of three Faith in Action focus areas with the possibility of adding additional focus areas in the coming years; that we learn from UU values and principles related to social justice; that we develop strategic partnerships with local nonprofits and churches; and that we engage congregants in intergenerational work in support of these goals. We also recommend that we give away 100% of the Sunday morning offering to UU organizations, community partners, and other mission-aligned organizations.

#### 5. Resources and Infrastructure

As a vibrant, growing church, we need our facility to support our mission, and we need the financial resources to accomplish our goals. We recommend establishing a task force to evaluate space usage and needs. We must ensure that our human resources, both staff and congregant, are sufficient to meet the needs of the church, and that these resources are used effectively. To meet our financial needs, we recommend the development of an on-going, five-year budget plan that is annually evaluated and that we explore untapped financial resources. We also recommend the development of the technical infrastructure to support our communication needs.

## The Strategic Plan

### 1. Worship

With 'faith' as a verb, an action, it means faith is not something we either have or don't. Instead, it is a step, a leap we take over and over again, a trust and loyalty that grows over time. ~the Reverend Justin Schroeder

We have a vibrant, powerful worship experience every Sunday. We want to preserve and enrich the diversity of spiritual and theological sources and celebrate the spectrum of belief and spiritual practice within our congregation. First Universalist congregants value the freedom of the pulpit and the pew, cherish the thinking of a range of poets, thinkers, and prophets, and support expanding the worship services we offer. There is also strong interest in finding meaningful and appropriate ways for children, youth, and lay leaders to share their gifts in worship services. Our current spaces have a capacity of approximately 400 adults and 175 children and youth at one time. As our congregation continues to grow, we may need to add additional services to accommodate growth and also to offer greater diversity of worship experiences and meaningful lay participation. We also seek to significantly expand our digital ministry.

Goal 1.1 Preserve and enrich our diversity in worship practices.
--

1.1.1 Expand range and diversity of the arts (music, dance, drama, poetry, etc. ) in worship.
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1.1.2 Expand worship arts opportunities for congregants of all ages.
--

1.1.3 Expand staff and lay resources to strengthen and support the worship life of the church.
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Goal 1.2 Accommodate growth in worship and religious education.
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1.2.1 Add third worship service and religious education if needed.
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1.2.2 Add second service, as well as greater religious education opportunities during the summer.
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1.2.3 Add a different style of worship service to appeal to a broader constituency.
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Goal 1.3 Expand access to worship beyond our doors.
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1.3.1 Develop information technology infrastructure strategy to support digital ministry best practices.
--

1.3.2 Install quality camera(s) and audio recording equipment in the sanctuary.
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1.3.3 Live-stream Sunday morning services.
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1.3.4 Build online resources and services for members, friends, and seekers including online spiritual resources—e.g., daily meditation, resources for times of transition.
---

## 2. Faith Formation

Everything we do as a congregation is religious education. Whether it occurs in the sanctuary, the board room, or the classroom, all that the congregation and the minister does and does not do educates us about what it means to be religious as individuals and as a community. ~the Reverend Jen Crow

Faith formation for children, youth, and adults is central to our large and growing congregation. Small groups of all kinds are building blocks for faith formation. In addition, we find that congregants want increased opportunities for multigenerational faith formation, including opportunities for fellowship and deeper integration of children and youth in all aspects of church life. There is particular interest in deepening our connection to Unitarian Universalist history and identity.

2.1 Inspire and deepen faith formation for all ages.
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2.1.1 Implement a spiritual deepening program for adults.
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2.1.2 Offer a wider variety of adult education opportunities, including pilgrimages, UU history, and identity formation activities, so members are inspired, grounded, and held by our living tradition.
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2.1.3 Offer spiritually engaging activities, such as retreats.
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2.2 Engage children and youth as an integral part of First Universalist faith formation activities.
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2.2.1 Expand worshipping together as a full intergenerational community with children and youth attending entire church services more frequently.
---

2.2.2 Provide opportunities for children, youth and adults to participate together in faith formation activities.
---

2.2.3 Develop a documented set of Unitarian Universalist rituals and practices for families to use at home.
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2.2.4 Beginning with Coming of Age classes, create programming that develops a Unitarian Universalist identity for youth and a clear pathway to membership.
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2.2.5 For youth who go elsewhere for college or employment, facilitate connections to nearby Unitarian Universalist congregations.
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2.3 Embrace work for the common good as a central faith formation experience and increase engagement with communities outside our walls
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2.3.1 Provide opportunities for group reflection (youth and adult) on the spiritual meaning of faith in action work.
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2.3.2 Work with Unity Center to develop curricula linking faith in action work with faith formation for all ages.
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2.3.3 Increase church's effectiveness as a center for youth development and faith in action.
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### 3. Supportive Community

We are a community of faith drawn together not by doctrine, but by our desire to be a people of open minds, open hearts, and open hands. We seek to live lives of integrity, in grateful relationship with one another and with that sustaining, transforming power many call God and we often call Love. ~the Reverend Kate Tucker

Being connected is one of the most important aspects of life in religious community. As the congregation grows, we continue to seek ways that people can belong to smaller communities within the congregation and feel connected to one another; we want to provide an infrastructure that nurtures a culture of connection. Our structures and processes must foster access to these communities. We want to ensure that the pastoral care needs of the congregation are met. We seek to be a tapestry of seekers, with diversity in our congregation that is more reflective of the diverse world around us. We also seek to expand our digital ministry to increase access to our ministries and resources. We actively welcome all who share our values, and encourage each to discover, develop, and share their gifts. We want to communicate effectively with and among members and friends. As part of the Unitarian Universalist Association, we share the values, hopes, dreams, and influence of UUs around the world. Together we are stronger.

3.1 Deepen congregant engagement in the life and ministry of the church.
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3.1.1 Implement a volunteer and lay leadership development program with an annual cycle and documented processes.
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3.1.2 Increase staff resources devoted to membership development, volunteer coordination, and leadership training and development.
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3.1.3 Clarify pathways to participation in smaller communities of congregants.
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3.2 Build on and expand the definition of small group experiences.
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3.2.1 Continue to develop and support small groups based on interests, life stages, spiritual practices, and common affinities both inside and outside the formal activities of the church.
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3.2.2 Aim for 100% connection in a smaller community.
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3.3 Ensure pastoral care needs are met.
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3.3.1 Regularly evaluate pastoral care capacity and determine need for a full or part-time pastoral care minister.
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3.3.2 Ensure that youth have access to ministers for pastoral care needs.
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3.4 Deepen the capacity for diversity.
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3.4.1 Create a task force to research and define our goals concerning diversity at First Universalist Church and develop a path to meet those goals.
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3.5 Strengthen our UU ties locally and nationally.
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3.5.1 Create a multi-year plan to pay our fair share of UUA and District dues.  
3.5.2 As we build our digital capacity, explore partnering with other metro UU congregations to develop resources and create content.  
3.5.3 Provide leadership for collaboration with other UU congregations.

3.6 Develop a robust communications plan (print and digital) that makes it easy for people to learn about us, that welcomes newcomers, informs current members, and engages all in the activities and resources of the church.

3.6.1 Create user-friendly paths to resources and participation.  
3.6.2 Develop beautiful, accessible program guides for the life of the church that clearly communicate what we're about in a coherent narrative that links our values, mission, and goals and describe the depth and variety of church programs.  
3.6.3 Create a robust online resource center of spiritual development resources.  
3.6.4 Create information system to support membership development, tracking of members and friends, and their interests, skills, and leadership training.

## 4. Faith in Action

I believe that we are called to stand on the side of love. Love strains to know the other, not shut the other out. Love opens its eyes to a larger vision, struggling not for victory, but for justice. May these sheltering walls be strong, to keep hate out and hold love in.  
~The Reverend William Sinkford

Our faith in action work is grounded in spiritual depth and humility, and in our Unitarian Universalist principles. We are committed to working for peace, civil and human rights, stewardship of the earth, and democratic principles in our community and in the wider world. First Universalist congregants are energized, hopeful, and committed to a wide variety of faith in action focus areas. We want the church to be a more visible, influential leader in the community. We understand that in order to achieve influence and visibility we must concentrate our efforts in key areas while acknowledging a variety of interests and activities. We care deeply about human rights issues and will continue to be proactive around specific issues. In these areas we are informed by organizations such as the Unitarian Universalist Service Committee and the Minnesota Unitarian Universalist Social Justice Alliance. We also want to better understand our own life experiences and how to build authentic relationships with people whose race, culture, sexual orientation, gender identity, or economic background are different than our own.

4.1 Be an effective, loving force for faith in action work.

4.1.1 Develop a variety of ways for staff and congregants, including youth, to enhance our visibility and influence (media and online presence, partnerships, activism).
4.1.2 Develop a variety of ways for staff and congregants, including youth, to build new skills and assume leadership roles.
4.1.3 Align Unity Center more closely with the church.
4.1.4 Be attentive to issues in current affairs that demand the organized, faith-based action of Unitarian Universalists of conscience.

4.2 Create a renewed culture of Faith in Action.
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4.2.1 Provide easy access points for newcomers and members.
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4.2.2 Strive for greater accountability.
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4.2.3 Encourage new ideas and inspire enthusiasm among congregants.
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4.3 Strengthen and expand Umbrella Pilot Project.
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4.3.1 Add more focus areas as appropriate.
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4.3.2 Establish program of yearly service trips for youth and adults, tied to an Umbrella focus area, in which participants have learning and serving experiences around the Twin Cities and elsewhere.
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4.4 Enhance Faith in Action effectiveness through partnerships with mission-aligned organizations.
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4.4.1 Create synergy by coordinating and amplifying social justice initiatives and campaigns with partner organizations
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4.4.2 Enhance connection with Unity Center by Including partnerships with one or more Unity Center partners.
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4.5 Increase staff support of Faith in Action work.
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4.5.1 Increase staff support dedicated to Faith in Action work.
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4.5.2 Provide more avenues for congregants to engage in Faith in Action issues and activities.
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4.5.3 Establish a task force of the Board of Trustees to work with the First Universalist Foundation board to align the goals of the Church and the Foundation to increase the social justice effectiveness of both.
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4.6 Grow our generosity as a community.
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4.6.1 Give away 100% of the Sunday offering to UU organizations, community partners and other mission-aligned organizations.
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4.6.2 Enhance our spiritual practice of giving, through initiatives such as the Greater Good Project.
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## 5. Resources and Capacity

We need for our facility to support our mission and goals, and we also need the financial, human, and technological resources to implement them. There is a dynamic tension between a culture of abundance—we have enough and can do what we are called to do—and responsible stewardship—we have been entrusted with a great legacy and must honor that trust and plan well and responsibly. We believe in proactively addressing future financial needs and goals and seek to reap our financial resources in a variety of ways.

5.1 Ensure our space is welcoming and beautiful, and meets the needs of the church.
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5.1.1 Establish a task force to evaluate space usage and needs and to make recommendations.
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5.1.2 In the interim, plan smaller aesthetic improvements at 3400 Dupont Avenue such as creating spaces that meet the needs of our program life.
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5.1.3 Explore ways to continue to share space with other faith communities.
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5.1.4 Explore overflow space for youth and/or community programming.
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5.1.5 Examine ways to move beyond our space to provide programming in other locations and through digital media.
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5.2 Ensure human resources meet the needs of the church.
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5.2.1 Expand lay participation, development, and training.
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5.2.2 Provide competitive compensation to attract and retain staff.
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5.3 Ensure financial resources meet the needs of the church.
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5.3.1 Develop a five-year budget that is annually evaluated.
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5.3.2 Research and develop unexplored financial opportunities (such as grants, additional fundraisers, a capital campaign, online fundraisers, rentals, and sales).
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This document articulates specific, accountable goals that are important to First Universalist Church members and friends, that create a powerful, possible vision for 2012-2017, and that are within the capacity of the church. It is a living, flexible document that will be evaluated annually by the Board of Trustees and the Senior Minister, with input that will incorporate the varied perspectives of the church's many stakeholders. Data will be collected utilizing multiple methodologies that may include online surveys, personal interviews, focus groups, written surveys, review of church documents, and other approaches as deemed appropriate by the Board of Trustees and Senior Minister.

## First Universalist Church, Spring 2017

(This is one possible vision of how things might look as this plan unfolds.)

Our several worship services are authentic, transformative, inspiring, and deeply relevant. We are a welcoming community, with more racial and economic diversity than ever before in our congregants, staff, and ministerial team. Our choir has grown significantly; we have two additional choirs, as well as a youth choir. Our other music and arts groups are even more varied and diverse than they were in 2012 and, along with the choirs, frequently perform in the community. Members and friends of the church experience deep joy and meaning as they give, receive, and grow in their spiritual and creative lives.

In the fall of 2013 we added a third Sunday worship service to address the overcrowding in Religious Education classes. In the summer of 2014 we had two worship services as well as religious education for children and youth. In the fall of 2015 we added an alternative service with a multi-generational component that attracted a new demographic to the church.

Here in 2017, nearly 600 people care for each other in our small group program, which has expanded both in number and varieties of focus. We have small groups for elders, parents of teens, new parents, single parents, small business owners, people of color, GBLT parents, multi-racial families, young professionals, and more. We have groups based on particular interests, life stages, and spiritual practices. Because of our deep commitment to small groups and the relationships created through them, we are showing up in the world in different ways. We are more present to each other, are better able to listen, and are grounded in deep compassion. In community and individually we are growing in our UU identity and in our spiritual practice.

In 2013 our staff expanded to serve our growing membership, the variety of services, our aspirations, and our commitment to ministries deeply shared by all. We now have a Membership/Development staff position to ensure that members make real connections with each other, that members are able to share their gifts and find their place in the First Universalist community. We also have a part-time Minister of Congregational Care to work with the Congregational Care Team in ensuring that the pastoral care needs of the church are met.

Over the last five years Unity Center has been woven deeply into the life of the religious education program. As a result Unity Center's relationship to First Universalist was deepened and clarified, and it was pulled into tighter alignment with the church's programming. As Unity Center's national reputation grew, it became recognized by both the Board of Trustees and the First Universalist Foundation as the 21<sup>st</sup> century equivalent of Unity Settlement House—an affiliate organization with strong involvement of First Universalist youth and adults and with significant outreach in the community.

The Wellspring Program has also become an integral part of First Universalist. It has created a new generation of deeply grounded, UU leaders who, after participating in the spiritual development program, Wellspring, have gone on to lead pilgrimages, serve on the Board of Trustees, and offer significant lay leadership in a many aspects of church life.

Between 2012 and 2017 the church established partnerships with several community organizations. We continue to focus our faith in action work as organized under the umbrellas of Homelessness, the Environment, and Immigration. The partnership with Habitat for Humanity continued to flourish. In addition partnerships with organizations working in our umbrella areas, with community programs in core urban communities, with agencies working with Unity Center, and other congregations were explored and solidified. The processes for participating in social justice activities are clear and inviting for members and friends.

Service and pilgrimage trips for both youth and adults began in 2014 and by 2017 were a regular feature of First Universalist life. Faith and action are seamlessly woven together in every dimension of church life; activities such as the Day of Service are an annual reminder of the many ways we express our faith.

In the fall of 2014 the board empowered a task force to evaluate our space use and needs and to make recommendations ranging from a significant renovation or addition at 3400 Dupont to the feasibility of acquiring a second site. The idea of church beyond the building is no longer unique. Not only is our sanctuary equipped with video screens which allow us to project hymn lyrics, readings and videos, but these elements are woven seamlessly into the worship experience. We have a vibrant online community: we live-stream services, have high quality digital video recordings of each service posted on YouTube, provide online spiritual practice resources, and resources for families. Our growth has focused on our future—young families—and in 2017 we have nine hundred to a thousand adults in worship and over five hundred children and youth in religious education each week.

In all of this there is an emerging understanding that if one truly engages in the First Universalist community, one will be shaped and changed. First Universalist is known as a place to deepen one's spiritual life, whether through our small groups, the Wellspring program, spiritual practice activities, or other classes. Members of the church are supported and cared for during life changes and transitions. Congregational care and deep hospitality is woven into every area of church life. This welcoming is supported by staff and congregants, and is driven by the Spirit of Life moving in and among this community, calling us to our best selves. People come to First Universalist to be changed: to learn to give in gratitude, to receive with an open heart, and to grow into love's people, as we serve one another and the wider community.



First Universalist Church 2012-2017 Time Line

	Fall 2012	W SP SU F 2013	W SP SU F 2014	W SP SU F 2015	W SP SU F 2016	W SP SU F 2017
<b>1.1 Preserve &amp; enrich diversity in worship</b>						
1.1.1 Range/diversity of music/arts		Begin→				
1.1.2 Expand opportunities for all	Begin→					
1.1.3 Staff and Lay resources		Begin→				
<b>1.2. Accommodate Growth</b>						
1.2.1 Third Service		Begin→				
1.2.2 2 <sup>nd</sup> Summer service + RE		Begin→				
1.2.3 Alternative service			Begin→			
<b>1.3 Expand beyond our doors</b>						
1.3.1 IT infrastructure	Begin→					
1.3.2 Camera/recording equip		Begin→				
1.3.3 Livestream Sunday morning			Begin→			
1.3.4 On-line resources		Begin→				
<b>2.1 Multi-gen faith formation</b>						
2.1.1 Spiritual deepening	Begin→					
2.1.2 Adult RE focused on UU identity		Begin→				
2.1.3 Spiritual deepening (ie, retreats et al)			Begin→			
<b>2.2 Children/youth an integral part of First Univ life</b>						
2.2.1 Expand intergenerational worship		Begin→				
2.2.2 Intergenerational Faith Formation		Begin→				
2.2.3 UU practices at home	Begin→					
2.2.4 Youth pathway-membership	Begin→					
2.2.5 College youth connections		Begin→				

First Universalist Church 2012-2017 Time Line

	Fall 2012	W SP SU F 2013	W SP SU F 2014	W SP SU F 2015	W SP SU F 2016	W SP SU F 2017
<b>2.3 Faith in Action as Faith Formation</b>						
2.3.1 Reflection on spiritual meaning of FIA	Begin→					
2.3.2 Unity Center informed curricula		Begin→				
2.3.3 Church effective as center for youth leadership/social justice				Begin→		
<b>3.1 Congregant Engagement</b>						
3.1.1 Leadership development		Begin→				
3.1.2 Increase staff resources			Begin→			
3.1.3 Pathway to participation	Begin→					
<b>3.2 Diversify Small Group</b>						
3.2.1 Sm group w/variety of focus areas	Begin→					
3.2.2 Aim for 100% connection		Begin→				
<b>3.3 Pastoral Care</b>						
3.3.1 Eval PC capacity	Begin→	←End?				
3.3.2 Youth access	Begin→					
<b>3.4 Deepen capacity for diversity</b>						
3.4.1 Define/grow diversity	Begin→					
<b>3.5 Strengthen UU ties</b>						
3.5.1 Create plan to pay fair share	Begin→					
3.5.2 Digital partnerships		Begin→				
3.5.3 Lead collaboration w/metro UU congregations			Begin→			
<b>3.6 Communication/Marketing</b>						
3.6.1 User friendly paths	Begin→					

First Universalist Church 2012-2017 Time Line

3.6.2 Develop Program Guides	Begin→					
3.6.3 Online links to spiritual resources		Begin→				
3.6.4 Member database	Begin→					
	Fall 2012	W SP SU F 2013	W SP SU F 2014	W SP SU F 2015	W SP SU F 2016	W SP SU F 2017
<b>4.1 Effective Faith in Action</b>						
4.1.1 Enhance visibility			Begin→			
4.1.2 Staff/lay training		Begin→				
4.1.3 Align Unity Center w/church	Begin →					
4.1.4 Attentive to current affairs	Begin →					
<b>4.2 Renewed culture of FIA</b>						
4.2.1 Easy access points		Begin→				
4.2.2 Greater accountability		Begin→				
4.2.3 Encourage ideas/enthusiasm		Begin→				
<b>4.3 Umbrella Pilot Project</b>						
4.3.1 Add more focus areas		Begin→				
4.3.2 Service trips			Begin→			
<b>4.4 Partnerships</b>						
4.4.1 Est. strategic partnerships		Begin→				
4.4.2 Partnerships w/UC partners			Begin→			
<b>4.5 Increase staff support</b>						
4.5.1 Increase staff support			Begin→			
4.5.2 Increase congregant engagement	Begin→					
4.5.3 Board task force with Foundation	Begin→					
<b>4.6 Inspire generosity</b>						

First Universalist Church 2012-2017 Time Line

4.6.1 Give away 100% of offering						Begin➔	
4.6.2 Greater Good Project	Begin➔						
	Fall 2012	W SP SU F 2013	W SP SU F 2014	W SP SU F 2015	W SP SU F 2016	W SP SU F 2017	
<b>5.1 Space usage/needs</b>							
5.1.1 Task force to evaluate needs			Begin➔	← End			
5.1.2 Aesthetic improvements		Begin➔					
5.1.3 Shared space		Begin➔					
5.1.4 Overflow space for youth		Begin➔					
5.1.5 Beyond space--digitally	Begin➔						
<b>5.2 Human resources</b>							
5.2.1 Congregant development	Begin➔						
5.2.2 Competitive Staff Compensation	Begin➔						
<b>5.3 Financial Resources</b>							
5.3.1 Five-year budget plan	Begin➔						
5.3.2 Unexplored \$ opportunities		Begin➔					



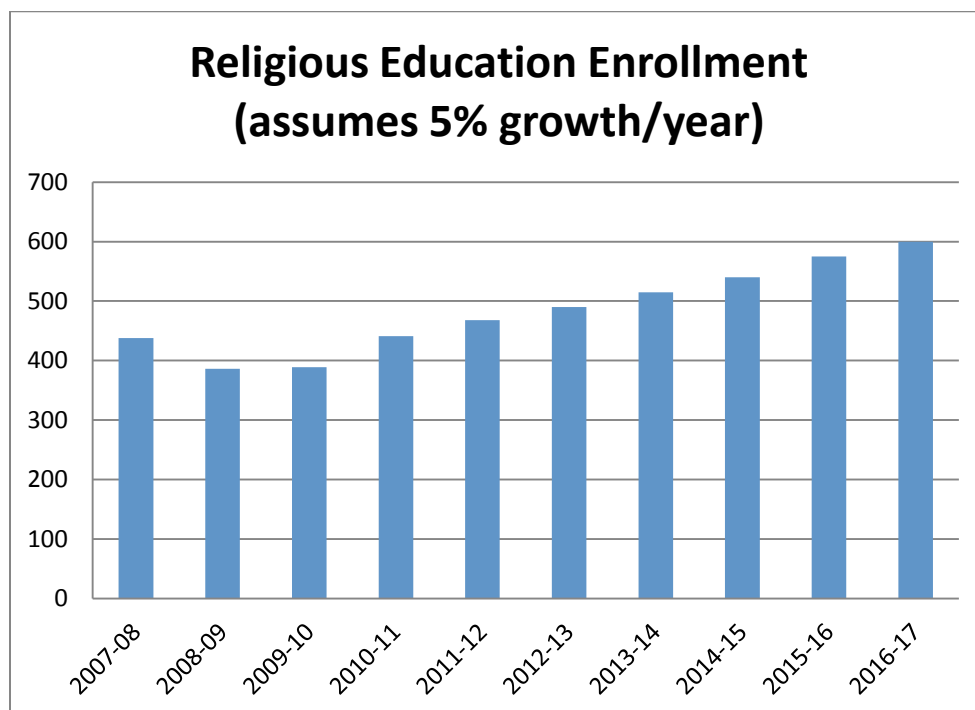
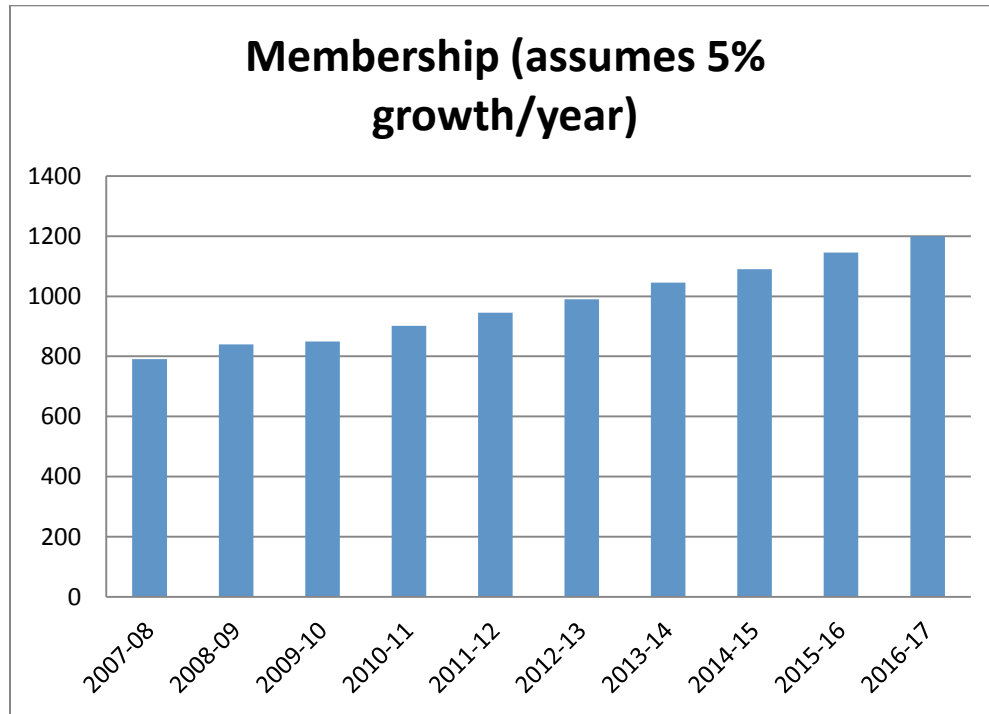
**First Universalist Church**  
**Five Year Budget**  
**FY12-13 - FY16-17**  
**(Assumes Capital Campaign and No Major Tenant)**

	FY 12-13		FY 13-14		FY 14-15		FY 15-16		FY 16-17	
<b>REVENUE</b>										
Pledges	1,148,000		1,239,840		1,339,027		1,446,149		1,561,841	8% growth each year.
Contributions Unrestricted	40,000		42,000		44,100		46,305		48,620	5% growth each year.
Funding for Ministerial Intern	9,000		9,000		9,000		9,000		10,000	Cummins Fund. Compensation for intern fully funded, no bottom line impact.
Offering Plate	30,000		25,000		20,000		15,000		10,000	Portion (%) of total offering we keep decreases by 5% each year.
Offering Plate for Community	70,000		75,000		80,000		85,000		90,000	Portion (%) of total offering we give away increases by 5% each year.
Fundraisers	42,000		43,000		44,000		45,000		46,000	\$1,000 more per year.
Hospitality	1,500		2,000		2,500		3,000		3,500	Increase \$500 per year.
RE Fees	45,900		48,195		50,605		53,135		55,792	Increase 5% per year due to growth.
Rental Income	28,600		40,000		45,000		45,000		45,000	Assumes no major tenant.
Antenna Lease	11,400		11,400		11,400		11,400		11,400	Assumes renewal.
Foundation	1,000		1,000		1,000		1,000		1,000	Assumes constant.
Legacy Distribution	4,000		4,000		4,000		4,000		4,000	Assumes no major contributions.
Dividends and Interest	10,000		5,000		5,000		6,000		7,000	Less available funds.
Youth Trip Fundraisers	10,000		11,000		12,000		13,000		14,000	Fully offset by expenses.
YCE Fundraisers	11,000		11,550		12,128		12,734		13,371	Fully offset by expenses.
Other	0		0		0		0		0	None.
<b>Total Revenues</b>	<b>1,462,400</b>		<b>1,567,985</b>		<b>1,679,759</b>		<b>1,795,723</b>		<b>1,921,524</b>	
<b>EXPENSE</b>		<b>FTE</b>		<b>FTE</b>		<b>FTE</b>		<b>FTE</b>		<b>FTE</b>
Salaries and Benefits	995,800	16.65	1,070,992	17.20	1,184,709	19.20	1,247,626	19.95	1,317,328	20.70 <b>See FTE footnote.</b> Market adjustments in FY12-13, 13-14, 14-15. Modest merit/COLA per year--constant each year.
Program Expenses	106,200		107,363		112,731		118,367		124,286	5% increase per year.
Finance & Admin Expenses	107,600		122,967		118,615		124,546		130,774	5% increase per year plus audit in FY13-14.
Properties Expenses	173,800		157,178		140,887		147,931		155,328	<b>See mortgage footnote.</b> Assumes mortgage is paid off in Jan 2014. 5% increase per year.
Offering Plate for Community	66,000		75,000		80,000		85,000		90,000	Portion of total offering we give away increases by 5% each year.
UUA, PSD, GA	13,000		19,000		24,000		29,000		34,000	
<b>Total Expenses</b>	<b>1,462,400</b>		<b>1,552,499</b>		<b>1,660,942</b>		<b>1,752,470</b>		<b>1,851,715</b>	
<b>NET INCOME (LOSS)</b>	<b>0</b>		<b>15,486</b>		<b>18,817</b>		<b>43,253</b>		<b>69,809</b>	
<b>FTE increases over previous year:</b>										
<b>FY 13-14: Faith in Action .25; Communications .20; Worship .10</b>										
<b>FY 14-15: Faith in Action .25; Communications .25; Membership 1.00; Congregational Care .50</b>										
<b>FY 15-16: Communications .25; Worship .50</b>										
<b>FY16-17: Ministers .50; Communications .25</b>										
<b>Mortgage: Assumes mortgage balloon of \$620,000 is paid in full in Jan 2014 through Capital Campaign. No mortgage interest starting last half FY13-14.</b>										

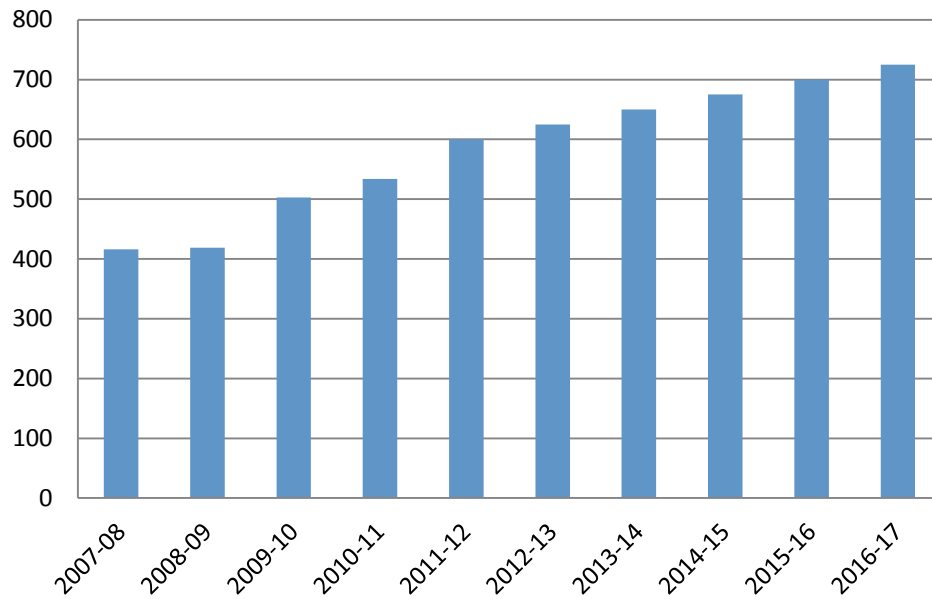
**First Universalist Church**  
**Five Year Budget**  
**FY12-13 - FY16-17**  
**(Assumes No Capital Campaign and a Major Tenant)**

	FY 12-13		FY 13-14		FY 14-15		FY 15-16		FY 16-17		
REVENUE											
Pledges	1,148,000		1,239,840		1,339,027		1,446,149		1,561,841		8% growth each year.
Contributions Unrestricted	40,000		42,000		44,100		46,305		48,620		5% growth each year.
Funding for Ministerial Intern	9,000		9,000		9,000		9,000		10,000		Cummins Fund. Compensation for intern fully funded, no bottom line impact.
Offering Plate	30,000		25,000		20,000		15,000		10,000		Portion (%) of total offering we keep decreases by 5% each year.
Offering Plate for Community	70,000		75,000		80,000		85,000		90,000		Portion (%) of total offering we give away increases by 5% each year.
Fundraisers	42,000		43,000		44,000		45,000		46,000		\$1,000 more per year.
Hospitality	1,500		2,000		2,500		3,000		3,500		Increase \$500 per year.
RE Fees	45,900		48,195		50,605		53,135		55,792		Increase 5% per year due to growth in enrollment.
Rental Income	28,600		40,000		40,000		75,000		75,000		Assumes major tenant beginning in FY14-15: Net annual rent revenue from tenant \$20K, \$50K, \$50K. Other rent revenue \$20-\$25K FY14-15 through FY16-17. Net \$30K per year more rent revenue with a tenant than without.
Antenna Lease	11,400		11,400		11,400		11,400		11,400		Assumes renewal.
Foundation	1,000		1,000		1,000		1,000		1,000		Assumes constant.
Legacy Distribution	4,000		4,000		4,000		4,000		4,000		Assumes no major contributions.
Dividends and Interest	10,000		5,000		5,000		6,000		7,000		Less available funds.
Youth Trip Fundraisers	10,000		11,000		12,000		13,000		14,000		Fully offset by expenses.
YCE Fundraisers	11,000		11,550		12,128		12,734		13,371		Fully offset by expenses.
Other	0		0		0		0		0		None.
Total Revenues	1,462,400		1,567,985		1,674,759		1,825,723		1,951,524		
EXPENSE		FTE		FTE		FTE		FTE		FTE	
Salaries and Benefits	995,800	16.65	1,048,253	17.00	1,133,331	18.25	1,207,535	19.50	1,300,248	20.50	See FTE footnote. Market adjustments in FY12-13, 13-14, 14-15. Modest merit/COLA per year, slightly less in FY13-14, then constant.
Program Expenses	106,200		107,363		112,731		118,367		124,286		5% increase per year.
Finance & Admin Expenses	107,600		122,967		118,615		124,546		130,774		5% increase per year plus audit in FY13-14.
Properties Expenses	173,800		182,478		191,602		201,182		211,241		See Mortgage footnote. Assumes mortgage interest remains constant. 5% increase per year.
Offering Plate for Community	66,000		75,000		80,000		85,000		90,000		Portion of total offering we give away increases by 5% each year.
UUA, PSD, GA	13,000		19,000		24,000		29,000		34,000		Multi-year plan to contribute at Fair Share.
Total Expenses	1,462,400		1,555,061		1,660,279		1,765,630		1,890,548		
NET INCOME (LOSS)	0		12,924		14,480		60,093		60,976		
FTE increases over previous year:											
FY 13-14: Faith in Action .25											
FY 14-15: Faith in Action .25; Membership .50; Congregational Care .50											
FY 15-16: Worship .10; Membership .50; Communications .70											
FY16-17: Ministers .50; Worship .50											
Mortgage: Assumes mortgage balloon of \$620,000 is refinanced in Jan 2014 plus \$200,000 for a portion of capital needs.											

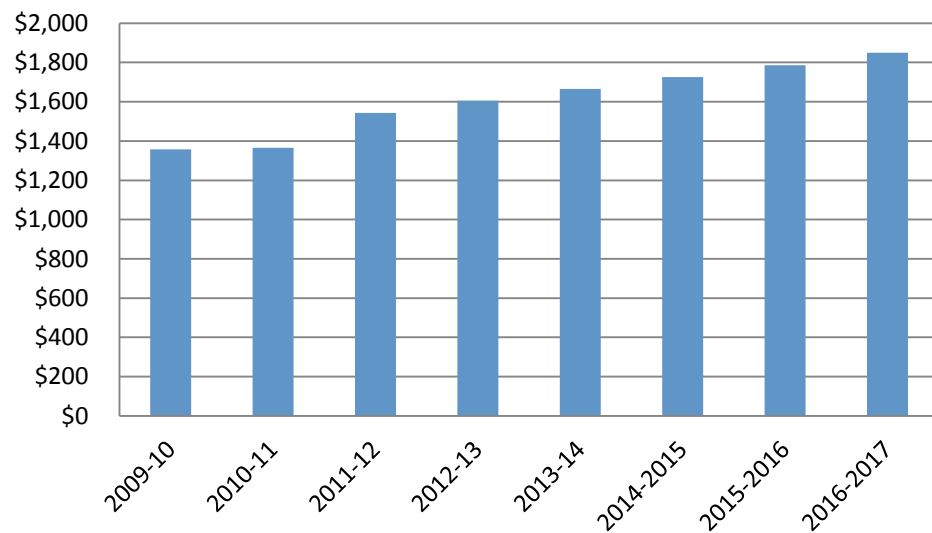
## Historical Data and Future Projections Prepared for the 2012-2017 Strategic Plan



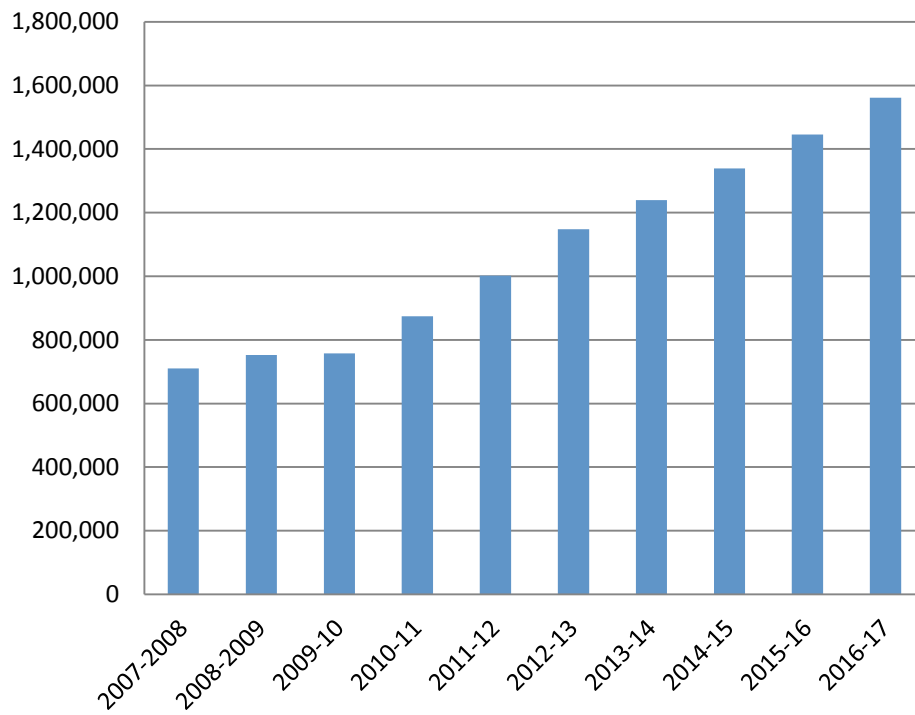
### Worship Attendance (assumes 4% growth per year)



### Average Pledge (assumes 3.5% increase/year)



### **Pledge Base (assumes 8% overall growth per year)**



### **Number of Pledging Units (assumes 4% growth per year)**

