

Unitarian Universalist Church of Arlington

Board of Trustees Meeting Minutes

September 19, 2017

Attendees: Board of Trustees (Warren Wright, Chair; Chad Ohlandt, Paula Bendl Smith, Janice Morris, Andrea Ryon, Al Himes, Emily Goodin, Art Stevens); Hannah Connolly (Secretary), Peter Vitaliano (Treasurer); Aaron McEmrys (Senior Minister), Tamara Srader (CAO), Christin Green (Intern Minister); Kate Trygstad and Jacomina de Regt, Virginians Organized for Interfaith Community Engagement: VOICE, Diane Ullius, Bill Fogarty (guest speakers).

Open, Call to Order, Chalice Lighting, and Check-in

Board Chair Warren Wright called the meeting to order at 7:30PM. As is standard practice, attendees checked in with recent life events and significant activities.

Emily Goodin read “As we gather together this morning” by Bets Wienecke.

Ministerial Lay Leadership

Diane Ullius joined the Board to share information about her upcoming participation in the [UU Commissioned Lay Ministry program](#), run through the UUA Central East Region. The Commissioned Lay Ministry (CLM) program is designed to help lay leaders take their ministry and service to a deeper level. The year and half long training will allow Diane to make a three year commitment to assisting our church in providing a robust and intentional ministry for our elders, including pastoral care, Goodwin House, and the Soul of Aging program.

VOICE Fall Activity Update

Kate Trygstad and Jacomina de Regt spoke to the Board regarding the upcoming VOICE activities in September and October. VOICE is organizing Get out the Vote canvassing in Prince William and Fairfax counties to increase voter participation in targeted districts with previously low voter turnout. Additionally, they encouraged Board support for the upcoming Virginia Election Forum on October 15. UUCA is committed to bringing over 180 participants for the event and VOICE is looking to bring as many attendees from UUCA as possible.

Introduction of Christin Green

Warren and Rev. Aaron introduced Christin Green, UUCA’s Intern Minister for the next two years. Christin is a second year student at Wesley Theological Seminary in Washington, DC. The Board welcomed Christin to UUCA as she gets settled.

Circles of Trust update (Paula Bendl Smith)

Board Member Paula Bendl Smith and Rev. Aaron shared the progress that has been made in expanding the Circles of Trust concept to the broader congregation. Developing the program

within UUCA began two years ago with a church-initiated year-long retreat series called “Leading from Within,” which focused on to the Parker Palmer philosophy of personal engagement. The goal is to teach us how to interact with one another by asking open, honest questions and practicing deep listening that allows us to develop stronger bonds through the sharing of our stories. This program has been expanded to include the upcoming “Soul of Aging” programs. In addition, a full weekend retreat will be scheduled next spring tied to the Circles of Trust program organized by our Chief Administrative Officer, Tamara Srader, who has had additional special facilitator training.

Consent Agenda

[Minutes of 15 August 2017 Board Meeting](#)

Art Stevens moved to accept the consent agenda. Chad Ohlandt seconded the motion.
PASSED.

Treasurer’s Report. (ATTACHMENT 1)

Peter Vitaliano referenced his written report and gave an overview of the projected fiscal picture for church fiscal year 2018. For this year’s budget, the church is within policy regarding use of Operating Reserves and the Endowment Fund, but the Board may need to revisit the Endowment Fund policy at the end of calendar year 2017 to ensure the church remains compliant with policy.

A small group met recently as an ad hoc Capital Campaign Exploratory Committee to discuss a potential Capital Campaign focused on paying off the church debt. The group tentatively thought Fall 2019 might be a good time to kick off the campaign. However, after discussing the issue, the group recommended putting off the Capital Campaign until Fall 2020 in order to recruit new members and generate interest in serving on the Capital Campaign committee. The priority in the meantime is to identify and train others who can lead the Capital Campaign.

8:08 Policy-based Governance process review – (ATTACHMENT 2 and ATTACHMENT 3)

Chad Ohlandt led the Board in a discussion of policy-based governance as a way to preview the discussion about the Strategic Plan. Chad explained that the Board establishes the policy Ends for the church and the Senior Minister establishes the Interpretations of those ends. As long as those Interpretations are deemed reasonable, the Board accepts those and monitors progress through monitoring reports and board meeting. The question in the past has been how to score and monitor progress on Interpretations to meet Ends. Rev. Aaron has identified a link between making progress on the Ends and the Strategic Plan, which is an Executive document with inputs from the Congregation.

For this board year, Rev. Aaron will provide the board with a draft of the Ends report in September/October. In January and May, there will be an updated drafts of the Ends report with updated Interpretations, and the final report will be submitted in May. The Ends report

will tie in closely with the Strategic Plan. This will help the Senior Minister, the staff, the Board, and the larger UUCA community communicate on all of the activities at UUCA.

8:15 Strategic Plan Update

The Board, Rev. Aaron, and Tamara reviewed questions regarding the Strategic Plan Update regarding current and planned church programs. The Board touched on environmental priorities, focus on small group ministries, welcoming new members and encouraging a more diverse community, and how to capture engagement, among other topics. The group also discussed how to measure the impact of UUCA's many ministries.

The next step is for senior staff to review this draft and have more conversations about the data and what the data means. This also addresses the data that is useful for the community, for the Board, and for the staff. The Strategic Communications team is determining how to best communicate the information in the report. The Board also noted that the draft does not mention that it is mostly about the new, evolving activities and that needs to be communicated clearly. The Board also recommended listing the Ends and ministries in a matrix for clarity.

8:40 Emerging Opportunities (Rev. Aaron) – (ATTACHMENT 4)

The Board touched upon the report, and all items were addressed in the Emerging Opportunities report.

8:45 Discernment Discussion (Bill Fogarty) – (ATTACHMENT 5)

Bill Fogarty led the Board in a discussion about the discernment process for a second minister. The Board reviewed the "UUCA Outreach History" handout, which summarized the past twenty years of church governance and discernment activities. The following questions guided the discussion:

- **What are we discerning?**
- **What is the process for discernment?**
- **Would the second minister be called, hired, or in a hybrid model?**
- **What is the timeline for this process?**

The Board considered the questions above and the implications would be for the discernment process and church governance. The discussion focused on previous leadership models, ministerial portfolios and the identification process, congregational needs, and how to take advantage of the current transition. The Board agreed that the immediate need is to have an important structural conversation to clarify the roles of the congregation, executive, and board. Ideally, the person(s) would be in place in September 2018. Because of our size and active congregation, UUCA would not necessarily be tied to the UUA ministerial search cycle. The Board also identified the importance of diversity, including race, gender, and age of candidates.

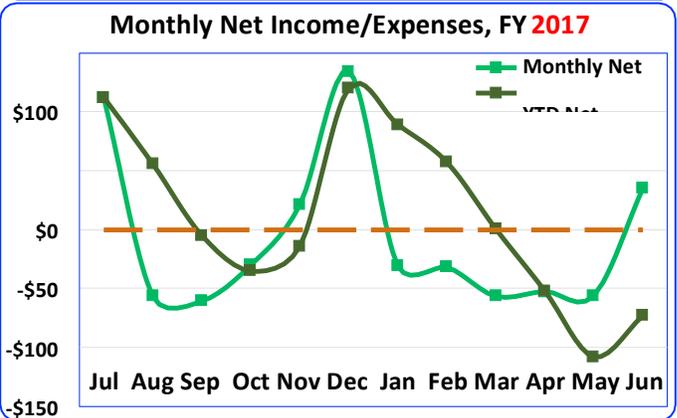
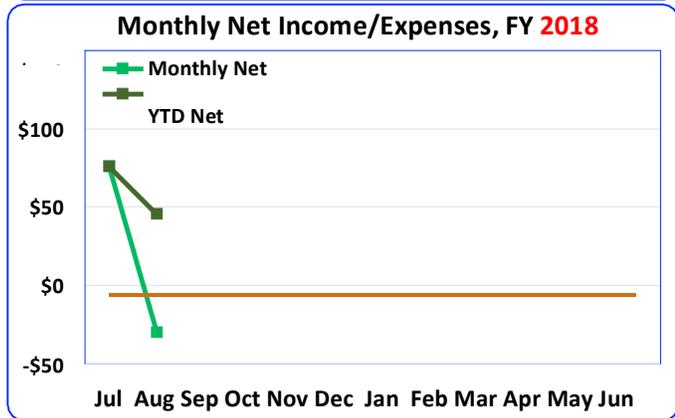
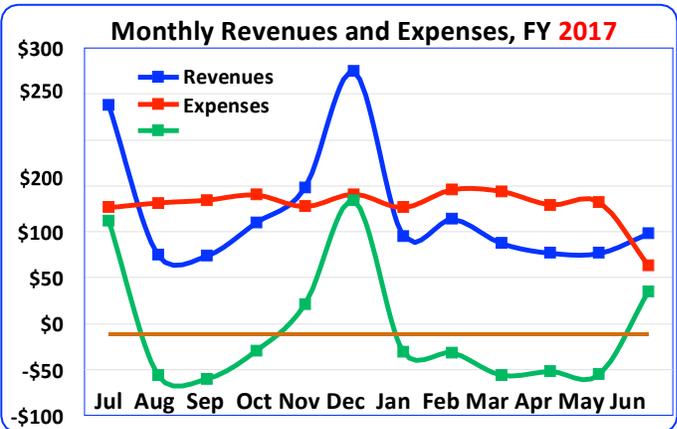
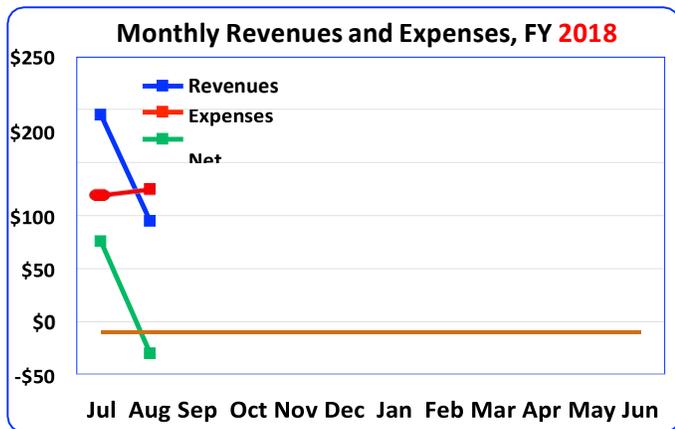
9:38 Adjourn.

Report of the Treasurer
UUCA Board of Trustees
September 19, 2017

Year-to-Date Operating Results

For the first two months of Fiscal Year 2018, year-to-date revenues were \$4 thousand dollars above the daily pro-rated budget level, and year-to-date expenditures were \$40 thousand dollars below budget. Year-to-date net revenues over expenses were \$45 thousand dollars, \$11 thousand dollars below year-to-date net revenues at the same time in Fiscal Year 2017.

UUCA Operating Revenues, Expenses and Net Revenues Fiscal Year 2018, with Comparisons Thousand Dollars									
	Fiscal Year 2018, Actual			Fiscal Year 2018, Budget			Fiscal Year 2017, Actual		
	Revenues	Expenses	Net	Revenues	Expenses	Net	Revenues	Expenses	Net
Jul	\$195	\$119	\$76	\$142	\$142	\$0	\$238	\$126	\$112
Aug	\$95	\$125	-\$30	\$142	\$142	\$0	\$75	\$131	-\$56
YTD	\$289	\$244	\$45	\$285	\$284	\$0	\$313	\$257	\$56



Operating Reserves and Endowment Fund

The **operating reserves** of the church at the end of August consisted of \$193 thousand dollars invested in 6 different Fidelity Mutual funds to cover UUCA's designated accounts plus a general fund, totaling \$147 thousand dollars, and a restricted replacement reserve, totaling \$46 thousand dollars. Executive Limitation 4.6.2 under Board policy requires the Executive to operate with at least two months (1/6 of the annual budget) of liquid operating reserves, unless otherwise approved by the Board. Two months of the church's operating expenditure budget of \$1,677 thousand for the current fiscal year is \$280 thousand. The policy further specifies that if the operating reserve at the end of the current fiscal year is projected to be less than 2 months of operating expenses, the following year's budget must be balanced. The budget for the current fiscal year, approved by the Congregation on June 4, is balanced.

The assets of the **Endowment Fund** at the end of August consisted of \$853 thousand in liquid assets invested in 13 different Vanguard mutual funds. The assets of the Endowment Fund at the end of May represented 51 percent of the Fiscal Year 2017-18 expense budget of \$1,677 thousand. Accordingly, the Fund was in compliance with Executive Limitation 4.8.4 as of the end of August.

Long-term Debt

The balance on the refinanced, single mortgage was \$3.19 million at the end of August. This compares with a \$4.2 million combined balance of the two prior long-term loans at the end of May 2016. The one million dollar drop over the past year was due to principal payments on both of these loans as well as to continued payments of principal on the previous construction loan from residual pledge payments to the prior Capital Campaign, a substantial payment, mostly from the Endowment Fund, in June 2016 to pay the principal on that loan down to \$1.5 million, as required by the bank as a condition of continuing the loan for the current fiscal year, and to the funds raised in last November's Giving Tuesday event.

The ad hoc task force of the Finance Committee that has been examining the feasibility of a new capital campaign with the objective of retiring the mortgage recently recommended that proceeding with such a campaign within the next year is not advisable at this time. A brief report from the group follows:

Report of the Ad Hoc Capital Campaign Exploratory Committee:

As an offshoot of finance committee meetings this spring, a small group consisting of Diane Ullius, Allen Keiswetter, Peter Vitaliano, Warren Wright and Bill Fogarty engaged in stewardship discussions through the summer. These discussions included an analysis about the possibility of holding a capital campaign in the near future.

Any such campaign would be centered around paying off our debt. The church refinanced its permanent loan and construction loan in April, with one loan in the amount of \$3,200,000. The loan would be due in April 2022. Based on payments of principal that are part of the monthly payments, it is estimated that the principal balance on the loan in 2022 would be approximately \$2,800,000.

The group decided to talk with three campaign advisers, consisting of (1) Mark Ewert, a UU fundraiser; (2) Steve Siegel of Klote and Associate, who worked on our recent campaign in 2010-2011; and (3) Jennifer Galloway and Maggie Hauck of the Wolcott Hill Group, and Arlington-based company. These were productive sessions that helped to educate the group.

ATTACHMENT 1

UUCA Board Minutes September 19, 2017

After meeting with these folks, and after consideration of a number of factors, the group has concluded that proceeding with a campaign within the next year is not advisable. Among other factors, the group recommends waiting until a new minister is settled. Also, the group believes that leadership focus should be placed on other matters at this time, with the hope of achieving some stability in the operating budget, and working on development of new leaders, especially ones who might play a major role in the new capital campaign.

However, the group suggests that a further analysis should take place next year, perhaps in the summer of 2018, in order to assess the matter of timing. With the loan maturing in 2022, the group believes that a campaign should be initiated no later than the fall of 2020 and preferably in the fall of 2019.

Peter Vitaliano, Treasurer, UUCA

How Ends Provide Clear Direction

Ends policies are not fond hopes but precision tools for governing. As such, they provide:

- Clear direction—"true north"
- Efficiency—the unification, integration, and alignment of everything an organization is and does
- The criteria for assessing both easy and difficult means choices
- Benchmarks for success or progress

Charging your CEO with the fulfillment of Ends and then holding him or her accountable gives your board an immensely powerful lever that will automatically lead to the most effective means choices. Also, when your Ends policies are fully developed, your board will have defined the ultimate yardstick for measuring your organization's success. To develop its Ends policies, your board will need to interpret your owners' desires for the future in regard to three questions:

1. What difference do we want to make?
2. For which people?
3. With what level of cost-efficiency?

Source: Caroline Oliver, *Getting Started with Policy Governance*, 2009.

**Table 5.1
 Ends Policy Checklist**

ENDS STATEMENTS DESCRIBE . . .	ENDS STATEMENTS DO NOT DESCRIBE . . .
The impact our owners want us to have in the world	Our organization
What we are for	What we do
The reason for our organization's existence	Keeping our organization going for its own sake
Effects	Effort, trying
Outcomes	Activities, methods, practices, procedures
Precisely what the board is holding itself and the CEO accountable for producing	What the board and the CEO will do along the way
Value added	Continuing doing what we are doing
The full scope of our ambition	Ambitions that exceed our foreseeable grasp
Destination	Direction (for example, "reduce," "raise," "increase," "improve")
Achievement	Tasks
ENDS STATEMENTS ARE . . .	ENDS STATEMENTS ARE NOT . . .
Brief	Empty words
Accurate delegation instructions	About looking good (for example, "to be the leading . . .")

1. Ends Policies

Global Ends Statement:

The Unitarian Universalist Church of Annapolis exists to create the beloved community by inspiring and empowering all souls to live bold and compassionate lives.

Faith Development Ends Statement:

UUCA creates meaningful opportunities for deepening spirituality for all persons within a safe and challenging environment.

Social Justice Ends Statement:

UUCA's theological and spiritual culture calls us to put our principles into action by creating and supporting systems that address environmental and social injustices.

Larger UU Movement Ends Statement:

UUCA creates meaningful opportunities that encourage participation and leadership in the larger UU community to promote the growth of Unitarian Universalism.

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(/news.html) (/service-learning.html) (/stewardship.html) (/governance.html) (/fellowship.html)



[Home \(/\)](#) [Newcomers \(/newcomers.html\)](#) [Worship \(/worship.html\)](#) [Service & Learning \(/service-learning.html\)](#)

[Fellowship \(/fellowship.html\)](#) [Governance \(/governance.html\)](#) [Stewardship \(/stewardship.html\)](#) [News \(/news.html\)](#)

Unity

[About \(/about.html\)](#) **Church Mission and Ends**

Mission

The mission of Unity Church-Unitarian is to engage people in a free and inclusive religious community that encourages lives of integrity, service and joy.

Ends Statements 2014-2018

Within

1. The people of Unity Church-Unitarian value a deeply meaningful, transforming liberal religious experience. As individuals, we
 - a. Open ourselves to compassionate pastoral care in times of joy, sorrow, and transition
 - b. Develop spiritual practices that nurture reverence and encourage diverse worship services rich in beauty, serenity, community and joy
 - c. Embrace our identity as Unitarian Universalists and live out the principles of our shared faith in our daily lives
 - d. Cultivate a spirit of curiosity and welcome, growing from a desire for authentic relationship

Among

2. Unity Church-Unitarian is a community of welcome, reverence, and deep connection. As a community, we
 - a. Sustain and encourage one another in love
 - b. Reach out to one another across differences and stand together in the face of injustice
 - c. Value our shared ministry and practice it with integrity
 - d. Foster a culture of open, inclusive leadership and meaningful engagement
 - e. Are generous with our time, talents, resources and creativity
 - f. Are careful stewards of our resources and facilities

Beyond

3. Unity Church-Unitarian carries out the work of love in community, making a positive impact in our neighborhood and in our world. Grounded in the transforming power of our faith, we
 - a. Open our doors and our hearts to those who seek comfort, courage, and meaning
 - b. Build authentic relationships with people across differences, in the spirit of humility and reverence
 - c. Live out our commitment to racial reconciliation and to demanding roles
 - d. Serve as a trusted and visible leader, partner, and advocate for the creation of a just society and a sustainable environment
 - e. Participate actively in the larger Unitarian Universalist community

1.4 Executive Interpretation of the Ends -

1. People feel they belong and are cared for.

People who encounter our ministries will notice and be touched by the culture of empathy, hospitality and welcome that increasingly characterizes UUCA. People will find many opportunities to connect with others in meaningful ways, to foster relationships and to offer and ask for help and support. UUCA is a congregation where people feel seen, heard, known and valued.

Indicators:

- Existence of programs and organizational support that ease and promote these kinds of connections. (examples include pastoral care network, small group ministries, etc)
- Regular messages from the pulpit and elsewhere that help make these goals explicit and inspiring.

Metrics: The congregation will be surveyed no less than every three years, with a focus on our progress toward our Ends. In addition to comparing with data from previous surveys, we will also compare ourselves with the national FACT survey, allowing us to measure UUCA with 10,000+ other congregations nationally. In order to better serve our multi-generational community, we will continue to develop versions of these questions to help us collect data from all age groups in our congregation.

Year responses to the following survey questions will be especially helpful in measuring progress toward this End:

Q: I feel welcomed, encouraged, and able to be part of the church community

Q: I have developed close relationships with others at church

Q: I feel I can bring my full self to church

Q: At church, there is someone I can turn to if I need help

2. People of all ages experience a spiritually vital faith community, and have opportunities for personal and spiritual growth.

People who encounter our ministries will notice and be touched by the depth, reflection and open curiosity they find here. Wonder and awe will be present in our community, leavened with playfulness and lightness of being. People will experience UUCA as a genuinely pluralistic community that helps them feel energized, hopeful and renewed.

Indicators:

- Existence of programs and organizational support that ease and promote this kind of vitality. (examples include effective worship, arts and music programs and small group ministries)
- Regular messages from the pulpit and elsewhere that help make these goals explicit and inspiring.

Metrics: The congregation will be surveyed no less than every three years, with a focus on our progress toward our Ends. In addition to comparing with data from previous surveys, we will also compare ourselves with the

national FACT survey. In order to better serve our multi-generational community, we will continue to develop versions of these questions to help us collect data from all age groups in our congregation.

Year responses to the following survey questions will be especially helpful in measuring progress toward this End:

Q: I have found ways to grow spiritually and personally at church

Q: The church has helped me be more aware and self reflective about my belief system and cultural lens

Q: The church has changed my life in some way

Q: The church challenges me to be my best self

3. The Church is a force for service, social justice, and environmental justice.

People who encounter our ministries will notice, be touched and feel called to action by the ways UUCA as an institution, and those who consider themselves part of our community, increasingly lives its values in the world. Our approach is characterized by both pragmatism and possibility and we are seen as important moral leaders in our community and within Unitarian Universalism. Our ministries help people live their own values in the world, as individuals, families and as members of their communities.

- Existence of programs and organizational support that ease and promote this kind of service and action. (examples include leadership training, organizing and opportunities for social action, UUCA participation in community partnerships and coalitions and programs to help us increase our intercultural competency)
- Regular messages from the pulpit and elsewhere that help make these goals explicit and inspiring.

Metrics: The congregation will be surveyed no less than every three years, with a focus on our progress toward our Ends. In addition to comparing with data from previous surveys, we will also compare ourselves with the national FACT survey.

In order to better serve our multi-generational community, we will continue to develop versions of these questions to help us collect data from all age groups in our congregation.

Q: Through church I am serving the larger community

In addition to the survey question above, we will also measure congregational engagement with this End through the use of our "Engagement Tracking App," which will allow us to track and compare the actual degree to which our congregation is actively moving this End.

Executive Report on the Ends, Jan 17, 2017

Introduction

This document is intended to offer explanation overview and analysis of the material gathered in the attached source document, which includes all available information on Ends progress as organized within the framework of our strategic plan.

The Strategic Plan Progress Tracker (please let me know if you think of a catchier name!) is very much a work in progress. As we move forward we will modify it structurally as is needed, keep progress updated in as close to real time as possible, and add much more quantitative data where applicable.

The writing of this report illustrates some of the challenges and opportunities we face as we continue to integrate our strategic plan and focus on Mission and Ends into all areas of congregational life.

As you will see, the Plan, while focused on Ends, is also very wide and sweeping. For example we have 62 goals for this year alone, many of which require the creation of new programs, systems and leadership teams. Given our staffing and budgetary reality, meeting all these goals is challenging.

So instead of attempting to reach every goal we are prioritizing some goals over others and phasing the rest over time. This year a great deal of work is going in to creating the processes and structures to support implementation of the Plan and training staff and leaders to understand and use it.

One especially important challenge we face is soliciting input from our many groups and programs. So far only 13 of our ministry teams (out of 80 or so) have responded to our requests for input and information - which we have made as simple and convenient as possible. Thus we are still flying in the dark a bit, knowing important work is being done, needing to integrate it into our SP updates, and being unable to do so for lack of specific information.

So far very few leaders/groups are using the Volunteer Tracker app, which means that we have as much trouble as ever in measuring attendance and engagement, which is a key progress metric. We do have the recent Congregational Survey available to us, and will add applicable quantitative data to this report as soon as possible, but due to staffing constraints we are not been able to do so at this time.

For these reasons as well as the "pilot" status of this report, it may feel a little vague to you, unsupported by the kinds of data we all want to see.

We do have enough data, however, to show clear and significant progress toward all three Ends, and I am extremely proud of our staff, leaders and congregation for making us an ever more connected, vital and relevant faith community.

End One Summary

People feel they belong and are cared for

As you may recall, when I arrived in Arlington, I decided to focus heavily on End One. UUCA was in a place of transition and, to some extent, conflict. I did not believe we would be able to make much progress on the other ends until we created a stronger sense of connection, trust and belonging. We introduced the phrase "circles not rows" and went to work, especially in the area of small group ministry.

We continue to make very good progress on this End. In addition to our successful Soul Matters program and other covenant groups, we are continuing to add and develop programs that help advance this end.

The Leading from Within program has been highly successful, both for the participants personally, and in the ways it positions us to offer more and deeper programming using the Circles of Trust model.

We have 28 “graduates” of the yearlong pilot program, all of whom are now capable of leading groups using the CoT process. Some of the participants are now set to receive additional specialized training which they will use to launch new programs, such as Geography of Grace and The Soul of Aging. We are also using CoT as the base structure for our anti-racism program Living the Pledge. It is a key part of our New UU classes and is standard operating procedure for our Worship Team.

We are now creating a coordinating team to help us identify and implement CoT opportunities more broadly, both within and without our walls.

In other small group settings, our Spanish language Soul Matters group continues to thrive, and may help explain why so many more Spanish speakers are choosing UUCA as their spiritual home. We are also offering more “mid-year” groups for newcomers, as well as some intended specifically for people who are new to UUCA. Our goal is to get new folks into a group of some kind as quickly and easily as possible.

In 2017 we will also be working with ushers, greeters and other “front of house” leaders and volunteers to further develop their skills and strategies for helping people feel welcome and finding their place in our community.

Our Congregational survey shows that members and friends of UUCA feel a strong sense of belonging and connection. In future years we will be able to measure progress over time, but we are not able to do that yet.

End Two Summary

People of all ages experience a spiritually vital faith community and have opportunities for personal and spiritual growth

About a year ago, once I felt like UUCA was making good progress on End One, I started increasingly focusing on End Two. At the time of the Congregational Survey, UUCA clearly feels that ours is a spiritually vital and inspiring congregation.

Our primary areas of End Two focus this year has been in the areas of worship/music, Religious Education and multigenerational engagement.

Taking advantage of this unexpected year of transition in our music staff, we are bringing in a series of guest choral conductors (probably 7 in total). These conductors are some of the very best in the country, and they offer the choir and congregation a range of fun and beautiful gifts we would not otherwise have.

This helps the choir remember how loved and valued they are, develops their skills in a variety of ways and offers the congregation high quality, diverse choral music through the year. So instead of having a low vitality musical year, we are offering a high vitality alternative.

We are also making great progress in diversifying our music offerings and growing our “pool” of musician-partners. The addition of Maya Rogers as Artist in Residence has been wonderful, as has the growing partnership with Woven Green and artists from the Sanctuaries DC.

This has enabled us to expand our offerings not only on Sunday mornings, but in the creation of alternative services like Transmissions, Standing Outside the Season, the Post-Election Healing service, the Standing Rock Solidarity service and others. These are not only offering a wider range of invitation for our members, but are proving to be powerful draws for people who are not yet part of UUCA. I estimate that well over 50% of all attendees to these alternative services are NOT members or friends of UUCA.

Our online ministry continues to thrive, and weekly online attendance through archived and live viewing on our website, youtube and Facebook is not the equivalent of a very full third service. In 2017 we plan to focus on organizing and engaging our online congregation more intentionally.

In Childrens Religious Education, we have stabilized attendance (which is now steadily climbing), increased the numbers (and morale) of volunteers and teachers and greatly increased the percentage of teachers who do not have children in the program. We have also made great strides in revamping curriculum and offering/strengthening new programs which move us toward a multiple-intelligences-based model: the Makers Space program and CASE are hugely successful so far - and indeed the Makers Program is gaining national attention.

I cannot stress enough how much progress has been made in this area!!!

Our WellSpring Wednesday launched last spring and continues to thrive, offering diverse, high quality programming for our adult members and friends. Our next session is coming in the spring and looks promising. We are now working with retired ministers in the congregation to join the program as semi-regular “faculty.”

Launching a program like this is a huge accomplishment and takes a tremendous amount of work. Feedback from participants and teachers has been overwhelmingly positive.

Another area of special End Two focus this year has been on strengthening multigenerational engagement. We begin by trying to ask ourselves at the beginning of any new initiative, “where are the children in this?”

This has resulted in a great deal of fun, powerful and inspiring collaboration, including: Stones of Hope, the Peace Pole, Bread Baking for our ceremony, the Day of the Dead, strengthening our Chalice Family program, adding a teen to the worship team, safety pin sunday, the sidewalk project, the upcoming banner project and our new family chorus. We have a long way to go here, but we have made very significant progress this year.

End Three Summary

The church is a force for service, social justice, and environmental justice

This has been the first year since I have been here that we have begun to shift our attention towards End Three in a big way. Building on the phrase “church without walls,” our focus this year has mostly been in the areas of partnership building and beginning to move to a different paradigm for partnership in general.

We are entering into new partnerships with a much greater level of intentionality than we have in the past. All new partnerships MUST meet three criteria: explicit Mission compatibility, mutuality of support, and relationally.

It is no longer enough for us to loosely share some values with a partner, we need our Missions to align in ways that help both partners move forward. Partnerships must be mutual - not one way, like in the form of writing a check. Both partners must actively look for ways to collaborate and support the others progress. And finally, partnerships must be truly relational, not just institutional. We are building networks of relationship, not just allyship.

This is a very big shift for the congregation, and for some of our existing community partners. While in no particular hurry, we will be meeting with all our existing partners to know about our new approach and evaluate the fit of all our partnerships. In the end we will have far fewer partners, but the ones we have will be deeper and much more powerful.

New partnerships that exemplify this approach include La Cocina, The Sanctuaries DC, Hopi Permaculture and the Center for Gross National Happiness in Bhutan. We are also positioning ourselves to radically deepen and expand our capacity for partnership by becoming the "hub" of Circles of Trust work in this part of the country and within Unitarian Universalist more broadly.

We continue to especially focus on building interfaith relationships, especially with our Muslim sisters and brothers.

Our diversity/anti-racism work continues to make good progress under the leadership of our Living the Pledge team - and we also have needed to delay or let go of important plans due to our budgetary situation. This is deeply disappointing, and we will restore that funding as soon as possible.

Given the state of our nation, End Three will be an area of tremendous focus for a long time to come, and I am very grateful we have taken the time to position and prepare ourselves so carefully.

Emerging Opportunities Report September, 2017

Religious Education

- **Teacher Training:** is complete. Attendance was good and feedback very positive.
- **Teacher Recruitment:** we would still like 4-5 more teachers, but we are in far better shape this fall than we have been since I have been here for this point in the fall.
- **Wellspring Wednesday:** will launch in October with a full complement of offerings.
- **Community Game Night:** getting ready to launch a monthly multigenerational game night. Leadership team is largely recruited.
- **Opening Sunday:** this year we had teachers, parents and children all together for RE Kickoff. Seems to have been quite successful. Rev. Aaron spent the morning with the children, going classroom to classroom, blessing each class. Would like to do this more often.

Pastoral Care

- **Grief:** we are having a wave of suffering, diagnosis and death right now, with some far too young people being affected. We are small supporting as we can.
- **Care Team:** Had our first team meeting. Now aiming for Thanksgiving Sunday "Commissioning" of CT. Beginning to inform/market to congregation now, followed by application phase.

Faith in Action

- **Share the Plate:** we are expanding and diversifying the team looking in to how to transition into the partnership model. I am hopeful we will have a final list of STP Partners finalized by the end of October. Important to make sure we have as much buy-in as possible.
- **International Human Rights** events: we are kicking off our partnership activities with our Tibetan friends with a weekend series of multigenerational events/activities in November, as we build toward a large multi-faith event in the summer of 2018.

Staff Transition: It is my sad duty to let you know that our Book Keeper, Beth Enriquez, has resigned. We are happy for her, as she has found a wonderful job that works beautifully for her life and her family. I hope the Board will thank her for her service. She is wonderful and we will miss her!

Music

- **Pick Up Choir:** we kicked off our new Pick-Up Choir on Sunday. It went very well, and I was happy to see both younger and newer singers. I heard good feedback from participants, especially people new to the congregation.
- **Soul Sounds:** In October we are launching a new Tuesday evening program called "Soul Sounds." We are funding this the same way we do Transmissions, with costs defrayed by voluntary contributions. It will be on Tuesdays nights, with a rotation of Circle Singing, Transmissions, Drumming and Sound Healing.
- **Thematic "Soundtrack:"** Starting in October, our Artist in Residence, Maya Rogers, will be writing a monthly "theme song" that will carry through each month as a kind of thematic musical through-line.

Small Groups

- **Facilitator Meetings:** the “tweaked” model for facilitator meeting/training seems to be off to a good start. Attendance has been very good. As a reminder, the driving idea is to offer a monthly experience for facilitators that is not only useful/informative, but enriching and spiritually deepening.
- **Recruitment:** so far registration for covenant groups is going very well, especially among newer people.

SOME UUCA OUTREACH HISTORY:

1996 survey conducted by Pat Carroll of the UUA

1998 Ministerial Search Committee survey (662 responses)

2000 survey conducted by CCM (458 responses)

December 2002 Strategic Plan (Creating Our Future Together 2003-2008)

2004 Ministerial Search Committee survey (555 responses)

2005: Vision and Mission Weekend: (over 200 people in facilitated groups on a Saturday)

(consultant Larry Wheeler from the UUA)

"UUCA is a diverse community united by its commitment to justice, compassion and spiritual and ethical growth"

2008 Congregational Survey (390 responses)

June 2009 Strategic Plan for 2009-2014

September 2010 Readiness Assessment Report (from Klote & Associates)

Fall 2012 Appreciative Inquiry
(Unity Consulting from Minnesota)
Connect, Grow, Serve

Fall 2013 Ministerial Search Committee
--Discovery Sessions
--Survey

June 2015 Board Linkage Report

July 2016 Board Linkage Report on RE

Current Strategic Plan