

"Just as the St. Joseph River bends naturally with the landscape, we must work with our available resources in ways that conserve our energy as we bend our portion of the moral arc of the universe toward justice."

FIRST UNITARIAN CHURCH OF SOUTH BEND

STRATEGIC PLAN

2018 - 2023

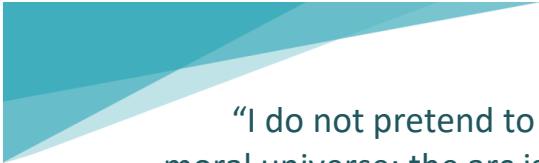
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Introduction

Unitarians have had a long history of fighting for social justice. Theodore Parker (1810-1860), Unitarian minister, Transcendentalist, scholar, and social reformer in the anti-slavery movement, inspired many people to work towards bettering the lot of common people and making the world a better place. Among those who adapted his writings were Abraham Lincoln and Martin Luther King Jr. The power of his words flowed directly from that anti-slavery struggle to the Civil Rights Movement in the 1960s.



“I do not pretend to understand the moral universe; the arc is a long one, my eye reaches but little ways; I cannot calculate the curve and complete the figure by the experience of sight, I can divine it by conscience. And from what I see I am sure it bends towards justice.”
- Theodore Parker, from a speech delivered at the Massachusetts Anti-Slavery Convention in 1858



“The arc of the moral universe is long, but it bends toward Justice.”
- Martin Luther King Jr., from the 1964 Baccalaureate sermon at Wesleyan University

First Unitarian Church in South Bend, Indiana, a town named for its location at the southernmost bend of the St. Joseph River, was also an integral part of the Civil Rights era struggle in this area. The church on

North Shore Drive was one local site for beginning and ending marches, for potlucks, planning, and speeches. The Manse, as it was called, was firebombed during that tumultuous time, though the motive was never proven.

In the last decade, we have been much occupied with internal issues. We have had a succession of ministers; we have outgrown our original church home, rented space for several years, and spent the last few years renovating our present space. After three years of transition with a new minister and a new building, we are ready to preserve and build on the strengths and relationships that our inward focus has produced, and

to place more focus on the community around us and our place in it. The election of 2016 was also pivotal in bringing about this redirection. Now, while continuing to maintain our liberal worship and programs, this congregation is ready to undertake a greater role in service and in bending the arc toward social justice in our community.

One of the goals that the Board of Trustees chose at its retreat in September 2016 was to undertake a strategic plan. In December of 2016, the Board of Trustees voted to form a Strategic Planning Task Force. The Task Force was charged to “...bring to the annual meeting of 2018, a plan based on the next five years. The Plan should provide goals and the action steps required each year to reach them. Congregational feedback at certain points will be critical. Important issues could include but are not limited to the following: financial health of the congregation, membership and retention, a vibrant RE program, outreach to the community, denominational ties, and programming.” A detailed account of the process used by the Strategic Planning Task Force can be found in Appendix A.

In February of 2017, eight strategic planners met for the first time. We did extensive research on what a strategic plan is and on what procedures and structures would serve our congregation best – and then we learned from Ian Evison, UUA Congregational Life Consultant, that strategic planning is dead. After further research, we realized we had a great challenge ahead of us as we sought to fulfill both the Church’s need for a concrete long-term plan and also to develop a more intangible culture of innovation to steer the congregation proactively through the 21st century. Thankfully, Mr. Evison also left us with these words of encouragement, “The age of “best practices” is over and done. We are in a time of authentic diversity of practice where really different things work in different places.”

Over 12 months, we sought feedback from members, friends, committees, and staff. As a result, we chose to focus on the six areas most mentioned by the congregation: Peace and Justice, Religious Education for All, Financial Health, Worship, Membership, and Communication. Each section begins with a short history of where we have been, where we are now, and, in general terms, where the congregation would like to head. For each area there are suggested action steps, some of which are more internal housekeeping, some of which are focused on the feedback we received

from the congregation, and others of which are marked as strategic suggestions to create a culture of innovation going forward. The strategic suggestions are assembled in Appendix B to aid in quick use of the Plan.

A variety of symbols are used throughout the document to highlight unique aspects of certain Recommendations and Suggested Actions. The following key should be used to translate these symbols:



= Will possibly need a large amount of time



= May require a significant sum of money



= Will possibly take many people to accomplish



= Planning and/or implantation is already underway

We hope that by including these symbols, the Plan will be easier to read and provide deeper insights into the amount of time, money, and people power that implementation will require. The resources required to carry out the Plan will be discussed in greater detail in the next section, entitled *A Shared Framework for Implementation*. We also hope that you will be encouraged to see that a number of Suggested Actions in this Plan are already being put into action.

In addition, those Recommendations that have been identified as especially strategic are highlighted in pink throughout the Plan. They have also been gathered together as an at-a-glance summary on page 7 of this document. A more in-depth list of the strategic Recommendations and their corresponding Suggested Actions can be found in Appendix B.

Those who participated in the planning process include:

Writers/Editors: Melanie Smith-Guillaume, Chuck Leone, Rebecca Lindstrom, and Suzanne Waller

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Graphic Designer: Sue Woznicki

Others: Smiling staff members, cooperative committee members & chairs, resourceful Rev. Chip Roush, multitudes of merry members and friends, and the best board members a strategic planning task force could ever have.

Many thanks to all who contributed in any way – for your thoughtfulness, your willingness to participate, your patience and your love for the Church. We hope this Plan will help to guide us as a congregation during the next five years. And in these rapidly changing times, we hope that we will all together, in our relationships with each other and with the greater community, succeed in the task of bending the arc of the moral universe toward justice.

A Shared Framework for Implementation

Lessons Learned from the River

As the Congregation considers implementation of the recommendations and suggested actions in this Strategic Plan, which reflects our expressed hopes and aspirations for the coming years, we may be inclined to move ahead with great enthusiasm, only to realize later that we never fully considered our capacity to turn these hopes and aspirations into a reality. Our resources, as a congregation of 113 members and many friends, include the assets of the Church itself, the financial resources of members and friends, but also our individual and collective time and energy.

Many of us are already involved in the broader community outside the Church in a variety of ways that reflect our UU values, and this involvement requires a portion of that personal time and some of those personal resources. Whenever the Church identifies internal goals and aspirations we would like to accomplish, we are challenged to allocate our resources, financial, time, or otherwise, among a variety of worthy choices that will help us reach those goals. This is not an easy task, and our assessment of those allocations may change over time. Part of our attrition in the leadership ranks of the Church over the years has come from not recognizing the limits on what we expect. For example, several active members who held positions of responsibility within the church in years past no longer attend on a regular basis even though they still live in the area.

As we decide to adopt and move forward with the initiatives presented in this Plan, we need to consider carefully the financial resources we have and will have available to us, as well as the time and effort that church members and friends can devote to those initiatives. Whenever the federal or state government undertakes a significant project, it must prepare an “environmental impact statement” to identify the effect that the proposed project will have on the environmental systems in which the project will operate. So too should we identify not only the dollars we will need, but also the human resources: time, effort and leadership, that will take us to our desired goal, and

the “environmental” effect the use of those resources will have on the broader effort for the greater good in our communities.

To this end, we suggest the following questions as a framework to guide these decisions:

- **How can we work smarter, rather than harder?** When deciding how to manage the flow of a river, communities often choose to work with existing realities, rather than trying to create change through herculean effort. For example, establishing parks along low-lying areas, instead of attempting to reroute the river or raise up the land to build houses. Just as the St. Joseph River bends naturally with the landscape, we must work with our available resources in ways that conserve our energy as we bend our portion of the moral arc of the universe toward justice.
- **How can we become the best version of ourselves, rather than aspiring to be something we are not ultimately inclined to sustain?** A thriving river ecosystem is managed by considering the needs of all involved, including the people, plants, animals, land, and water. And while a river may be dammed or diverted with both short and long-term anticipated (and some unanticipated) consequences, a river cannot be turned into a mountain. In this way, we must assess the needs of our stakeholders and seek to create a thriving Church, while steering clear of efforts that may consequentially divert our resources or attempt to turn us into something we are disinclined to sustain.

Thus, as we seek to bend the arc of our portion of the universe by undertaking the goals outlined in this Plan, we need to do so with these questions and lessons in mind, and to include a human budget, as well as a financial budget to make sure that we are not only idealistic, but also realistic as to how we become the best version of our Church. Our goal is to make change for the better, and we want to do that in a way that is good for ourselves as well as good for the community.

Strategic Recommendations Overview

What makes a Recommendation especially strategic? It uncovers a new perspective by challenging us to see a situation from a different point of view. Whether that means going deeper or stepping back to see the big picture, we hope these particular Recommendations will inspire us to new heights in the coming years. **So may we be.**

Peace and Justice

- Work on defining which projects would be appropriate for our congregation to undertake by diving beneath the surface of members' perceptions and expectations with regards to Peace and Justice Committee activities.

Religious Education for All

- Expand the focus of the Children's RE program to include meeting the needs of families, in addition to the weekly educational needs of children.

Financial Health

- As membership and programs grow, the Church should look continuously to other sources of revenue, and analyze which options make the most sense in terms of both time and energy required.

Worship

- Strengthen our connections to the greater South Bend area by bringing in new voices and sharing our personal stories with the broader community.

Membership & Leadership

- Increase the number of activists, seekers, "those that have given up on church," and young families that visit our Church. Set target of 10% net growth for 2018-2019 membership.

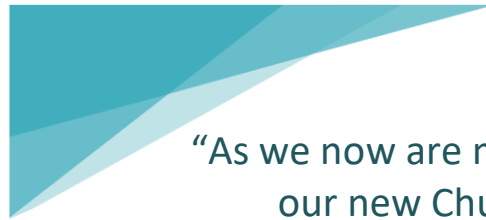
Internal & External Communication

- Start digging beneath member expectations to understand their deeper motivations and intentions.
- Develop a more cohesive branding strategy that encompasses a clear mission, vision, and story for the Church.

Peace & Justice

Introduction

For many years in three different church homes and with several ministers, the Peace and Justice Committee and the congregation as a whole have worked diligently to fulfill our Unitarian principles which support the worth and dignity of all people and relationships based on justice, equity and compassion. We were deeply involved in the Civil Rights Movement in the sixties and more recently have sponsored an Iraqi family, supported Iraqi students at Notre Dame, collected books for the jail inmates, and worked to protect a local Kurdish restaurateur from deportation. We collect food for the Food Bank and sponsor a Share the Plate once a month when special donations in the offering go to chosen area charities. We have also been supporting a member of our Church, a UU lawyer who fled religious persecution in Burundi, and was forced to leave his family there.



“As we now are more settled in our new Church home, we want to look outward and see how we can have more impact in our community.”

- Feedback from church survey

As we now are more settled in our new Church home, we want to look outward and see how we can have more impact in our community. There is a generalized feeling in the congregation that we could contribute more, be more strategic, and support more of our fellow citizens while joining with others in the community. This will involve:

1. Assessing the congregation’s true desire and willingness to engage in Peace and Justice work;
2. Evaluating what we are doing right now, and;
3. Figuring out what we can do to increase our involvement.

Some of this work has already been started.

Recommendations



A. Strengthen established initiatives by involving more people and partnering to increase impact.

Suggested actions:

1. Use creative tactics to involve more members, especially new members, in the work of the Peace and Justice Committee, for example recruiting new members at Committee Fairs, through Membership gatherings, or personal contacts of current members.
2. Partner with other committees to integrate Peace and Justice work throughout the work of the Church.
 - a. Work with the Events and Marketing Committees to support fundraising events, such as the Lalo Cura concert.
 - b. Partner with RE to support their CASIE stocking stuffing project.
 - c. Partner with the Endowment Committee to support projects in the community.
3. Use Appendix B in this document for other ideas to collaborate with others committees in the congregation.

B. Strengthen leadership in the UU congregation for Peace and Justice.

Suggested actions:

1. Send interested members to regional conferences and to the General Assembly for training and to gather and report on what is being done in other congregations and how to grow our efforts.  

C. Establish communication around witnessing in our own congregation and in the community for social action.

Suggested actions:


1. Develop a rapid response team to attend public meetings, witness at demonstrations, etc.
2. Conduct frequent letter writing campaigns on issues related to our principles to send to governmental officials, local newspapers, etc.

3. Make sure that we are living our principles in our own congregation through energy and resource conservation and through inclusiveness and caring for our minority, LGBTQ, and low-income members.
4. No Peace & Justice action should be undertaken by the Minister or any member of the Church, in the name of the Church, unless at least three members of the congregation are willing to coordinate and participate in the activity.

D. Work on defining which projects would be appropriate for our congregation to undertake by diving beneath the surface of members' perceptions and expectations with regards to Peace and Justice Committee activities.

Suggested actions:



1. Survey the congregation to figure out what people are already doing in their own lives (at work, volunteering, financial donations, attending marches, etc.).
2. Survey needs in the community where we could make a difference.
3. Leverage what we're already doing as individuals in our congregation for peace and justice work.
4. Consider celebrating a different Peace and Justice theme each month or each quarter, with tie-ins to what individual Church members are already doing.
 - a. Schedule round-table community discussions on what's happening in the area and invite subject matter experts.
 - b. Tie "Share the Plate" into the theme.
 - c. Have one sermon each period that ties in with the theme.
5. Determine if there is interest and support to undertake specific projects or volunteer opportunities as teams. For example, organize a team to help build a Habitat House or a team to provide regular meals for a shelter or soup kitchen. 
6. Come to consensus about projects that would be doable and that would have the strong support of groups in the congregation. Facilitate how the action could take place.

Religious Education for All

Introduction

The Religious Education (RE) programs offered at the Church are divided into two categories – children and adults. For many years, the Church had a well-attended children’s RE program, which was coordinated on a volunteer basis by a small group of parents within the congregation. In recent years, the Church made the decision to hire a part-time Director of RE, who focused only on children’s RE. While the typical school-year Sunday classes were maintained and summer Sunday school added, the program has not grown significantly over the last decade. Recruitment of teachers has also been difficult at times. None of these challenges are unusual in a UU church, where congregations often struggle to establish a thriving children’s RE program.

Beyond the scope of the usual children’s RE classes, the Church has also offered periodic OWL (Our Whole Life) comprehensive sex education classes to middle and high school-aged students over the years. This highly-regarded, national UUA (Unitarian Universalist Association) curriculum requires that facilitators be trained before receiving permission to teach classes. We have a few certified individuals at the Church who are able to teach teenagers as the need arises.

Within the past year, a new Director of RE was hired. A solid group of teachers has also been established, leading to greater continuity and consistency from week to week. The biggest challenge appears to be understanding the needs of all the stakeholders involved, both regarding the various adults who work to support RE and the parents of school-aged children in our congregation. There is also a need for increased dialogue with parents in the greater South Bend area to understand their needs and communicate how the Church could fulfill them.

Adult RE has been less structured over the years, with classes being offered as individuals were interested in championing them. Within the past year, a member has stepped up to volunteer as the coordinator of Adult RE and a number of classes are slated to be offered this spring. The hope is that with continuous coordination and

more open lines of communication, the Church can offer RE classes that not only appeal to members, friends, and the general public, but also fill the need for intellectual, spiritual, and emotional stimulation.

Recommendations

Children's Religious Education


A. Formalize the setup, representation and function of the RE Committee.


Suggested actions:

1. To conserve energy and streamline operations, the Director of Religious Education should serve as the Chair of the Religious Education Committee.
2. The committee should be composed of at least three additional members, including one RE teacher, one parent of a child (or children) involved in the RE program, and at least one additional Church member who is ideally not a teacher or a parent with children currently in the program.
3. The committee should meet monthly and establish up front how decisions will be made.
4. Hiring of any related staff and/or interns should follow the Suggested Actions outlined in A.1-4 of the Internal Communication section (pg. 29-30) of the Communication chapter.


B. Evaluate the potential for using the variety of free RE resources offered by the UUA within our congregation.

Suggested actions:

1. Explore parent and congregation interest in expanding OWL by training additional Church members, offering teen classes on a more standardized schedule, and expanding to classes for pre-teens. 
2. Investigate free UUA curriculum offerings, keeping in mind that Children's RE attendance patterns may not allow for sequential lesson delivery.

C. Survey and assess the needs of 21st century parents within the congregation and determine both if and how the Church's children's RE program can meet their needs. 

Suggested actions:

1.  Reach out to parents within the Church through a variety of methods (anonymous survey, focus groups, one-on-one conversations, etc.) to ask strategic questions regarding their needs and wants.
2. Process the feedback received and use it to inform the future direction of the children's RE program.
3. Prepare a written report of feedback received and recommend actions that will be undertaken to resolve any unmet needs.

D. Build on momentum from the SWOT survey results, which identified increasing the number of families with children as one of the biggest opportunities the Church could capitalize on going forward.

Suggested actions:

1. After surveying parents within our congregation, create an advertising campaign to reach out to parents in the greater South Bend area explaining how the Church can meet their needs.
 - a. Distribute a brochure each summer that explains the children's RE program and details about the curriculum for the upcoming school year.
 - b. Use social media to share testimonials and videos of parents explaining the benefits of the Church's children's RE program

E. Expand the focus of the Children's RE program to include meeting the needs of families, in addition to the weekly educational needs of children.

Suggested actions:

1. Based on survey results, determine the top three needs of families in the congregation and seek to create programming and support services that assist with meeting those needs.

2. Develop a list of support resources in the greater South Bend area related to the identified family needs, and provide it to the parents of children at the Church.
3. Cross-collaborate with other committees to provide support when necessary (for example, assistance from the Care Committee or suggested classes to be delivered through Adult RE programming).

Adult Religious Education

A. Build on results from SWOT, which identified increasing the number of adult RE offerings as an opportunity for the Church to better meet the needs of current members and attract new members.

Suggested actions:

1. Survey congregation to find out what types of courses are of greatest interest.
2. Determine a feasible number, schedule, and diversity of course offerings for adult RE.
3. Reach out to potential instructors to discuss their interest in teaching.
4. Put together a schedule of classes in advance and advertise them both internally and to the greater South Bend area.

B. Make classes accessible to all.

Suggested actions:

1. Offer free childcare so parents can easily attend.
2. Offer classes for free or on an anonymous, obligation-free love offering basis, so there are no financial obstacles.
3. Coordinate with instructors and participants to provide transportation for those who need it.

C. Evaluate the potential for using the variety of free RE resources offered by the UUA within our congregation.

Suggested actions:

1. Explore congregation interest and feasibility in expanding OWL to adults.


Financial Health

Introduction

The financial health of the Church, like that of any organization, is necessary to allow the Church to continue to thrive and grow and to meet its mission. Although the Congregation has developed and met operating budgets for the Church over the past several decades, the current fiscal environment, which now includes a mortgage to pay over the next ten years (until January 2028) is the most significant and immediate challenge that we will have to meet.

Mortgage payments, as now scheduled by 1st Source Bank, our mortgage lender, currently add \$32,400.00 more to the expense side of the Church's annual operating budget than two years ago. Our annual income, on the other hand, derived mostly from pledges by members and friends, has grown only at an annual rate of less than 1% over the past four years.

While church members and friends have been always been willing to step up with special contributions for significant tasks and projects, our ten-year mortgage responsibility is a unique challenge and requires particular attention and planning.



“The financial health of the Church, like that of any organization, is necessary to allow the Church to continue to thrive and grow and to meet its mission.”

- Feedback from church survey

Church members, in response to surveys circulated by the Task Force, have given high priority to a balanced budget and to financial stability in Church operations. Among goals listed by respondents were paying off our debt, achieving and maintaining financial stability and development of resources sufficient to cover our needs.

Church leadership has begun the discussion of addressing the mortgage challenge in its Resource Review Session, held on January 14, 2018, with participation from the Board of Trustees and members of the Finance, Stewardship and Endowment Committees and with input from other interested members and friends.

This section of the report identifies opportunities and makes recommendations for addressing the mortgage challenge over the course of the next ten years. The historical context of the Church’s finances and financial trends are attached to the Report as Appendix C.


Recommendations

A. Investigate options for mortgage payment restructuring.

Suggested actions:

1. At the Resource Review session on January 14, 2018, discussion focused on using a portion of the Endowment Fund annual disbursement in connection with targeted fundraising among members of the Congregation to raise funds to pay down the mortgage, thus allowing us to make a lower monthly payment over the same remaining ten-year term of the mortgage.
2. Our lender, 1st Source Bank, has pre-approved this approach. For example, our monthly payment can be reduced from \$2,700.00 to the following, based on the amount we can raise to reduce the principal balance (as of June 30, 2018):

Amount Paid Down	New Principal Balance	Monthly Payment
\$ 50,000	\$ 187,644	\$ 2,150
\$ 75,000	\$ 162,644	\$ 1,850
\$ 100,000	\$ 137,644	\$ 1,575

2. The Board of Trustees, at its February 2018 meeting, approved the recommended fundraising plan to pay down the principal balance.  The budget to be submitted to the Congregation at the May 2018 congregational meeting will reflect the results of the fundraising plan and a recommended amount, if necessary, from the Endowment

Fund annual disbursement to supplement the payment of the principal portion of the monthly mortgage payment.

B. The Church should meet future financial challenges through careful assessment of needs, financial planning to address those needs, and good stewardship of existing resources.

Suggested actions:

1. Plan for replacement of the main roof within the next five years. (The partial roof over the south offices and conference room was replaced in 2017.). \$
2. Potential future opportunities that may have a significant associated financial cost include refinishing the basement, landscaping the courtyard, land acquisition, etc. \$
3. Develop a true balance sheet reflecting the church's assets and liabilities to assist in future planning.

C. As membership and programs grow, the Church should look continuously to other sources of revenue and analyze which options make the most sense in terms of both time and energy required.

Suggested actions:

1. Explore the possibility of securing income from grants, both locally and through the UUA.
2. Maximize the use of our physical space for rental opportunities, particularly for community and organization meetings (especially if we install a screen and projector in the sanctuary.)
3. Do a cost/benefit analysis of each potential type of revenue opportunity to determine what makes the most sense from a time and energy perspective.

Worship

Introduction

From its inception in the 1950's, First Unitarian Church has focused on bringing liberal religious ideas to the community and on providing a religious home where seekers and questioners can feel free to explore and find their own religious truth. There is great support in the congregation to continue this path. There is also appreciation for the stability that Reverend Chip Roush has brought to the pulpit, and for his active involvement in the community and in denominational affairs.

All our surveys and interviews show overwhelming support for continuing worship services that include our principles of tolerance, diversity, inclusiveness, openness and a liberal religious point of view. And also, there are areas where responses to surveys indicate that members would like to build on this foundation and improve what we are already doing.

Recommendations

A. Improve the quality of Sunday services.


Suggested actions:

1. Sharpen the focus of Sunday services by minimizing the number of activities during the service. For example:
 - a. Consider the length of time, frequency, and purpose of the *Story for All Ages* to increase connection with the audience, and make the experience more meaningful for all children.
 - b. Consolidate announcements.
 - c. Looking into practices and processes that will make Joys and Concerns more efficient, while remaining meaningful.
2. Find a balance between deeper spiritual messages and contemplation versus intellectual and topical focus.

3. Find a balance in political messaging — some members want a social action focus whereas others want a Sunday service that provides relief from political conflicts.
4. Compile a historical record of lay-led services to find themes to expand on or revisit.
5. As attendance increases, study the possibility of holding two services.
6. Find creative and varied ways to include children in Sunday service.
7. Reach out to outside speakers in the greater South Bend area for lay led services.



B. Enhance the musical experience during Sunday services

Suggested actions:

-  1. Study the best way to fund a choir and music director. \$
2. Work on a system to introduce new hymns to the congregation and to train members to sing different parts (alto, tenor, etc.).
3. Continue to introduce different kinds of music to the service.

C. Invest in more supportive technology allowing us to enhance our Sunday services and to spread our message more widely.

Suggested actions:

-  1. Bring in Steve Sahagun from Precision Computer (same person who installed our new wifi network) to get recommendations and an estimate to equip the sanctuary with a drop-down screen and ceiling-mounted projector. \$
-  2. Explore technology which will allow us to put weekly sermons on YouTube and/or create audio podcasts, which can then be shared on our website and social media channels.
3. Study the possibility of having a church bus or transportation system for bringing people to Church, and for going on retreats or workshops elsewhere. \$

D. Strengthen our connections to the greater South Bend area by bringing in new voices and sharing our personal stories with the broader community.

Suggested actions:

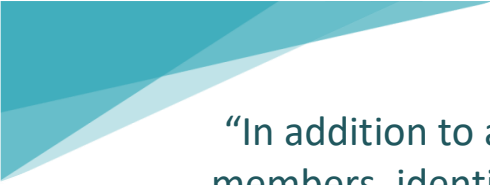
1. Find funding to create a speaker series where we bring in local and/or regional leaders to talk about timely subjects. Focus on individuals who can do associated workshops with the community (such as Forrest Gilmore on homelessness).
2. Work on including more diverse voices in the pulpit.
3. Foster a congregation-wide discussion on the Unitarian reluctance to proselytize versus the feeling that the community doesn't understand our beliefs or where we stand. How to get our message out to those who would appreciate it?
4. Find creative ways to link worship and community action.

Membership & Leadership

Introduction

From a historical perspective, membership has fluctuated up and down by 5-10% each year for many years. We consider this stable but somewhat stagnant net membership. Membership currently sits at 113 members increasing from 109 in 2017. The number of Church friends and visitors has risen (Church attendance) in the 3 years since our move to our new church home and the regular summer sermons from Rev. Chip Roush. We find this phenomenon fitting for Unitarian Universalists and those exploring this community. The hypothesis is that they are searching and are not as amenable to “committing” to one church or denomination.

Though the awareness of the First Unitarian Church of South Bend is still relatively low within the greater South Bend area, we see this time in our church history as optimal for increasing the membership and friend community. We see an opportunity for growth in young families, millennials, and the larger progressive community given the current political climate and improvement in the economic landscape of South Bend.



“In addition to attracting new members, identifying ways for each current member to fit in to the fabric of the Church is key.”

- Feedback from church survey

Currently, the process has been positive for those becoming members but further, deeper connections to tie new members to the Church community present an area of opportunity. Ideas such as mentoring and matching new members with their areas of strength and interest have been recommended in surveys from the congregation and from the Membership Committee.

In addition to attracting new members, identifying ways for each current member to fit in to the fabric of the Church is key. Whether that is through small groups, acts of



service, or supporting the worship service, finding a home at the Church with some close cohorts will enable and improve a long-term connection to First Unitarian Church of South Bend.

Recommendations

Target Specific Demographics

A. Create more awareness in the greater South Bend area and build a solid reputation as a progressive church that walks its talk about service in action.

Suggested Actions:

1. The Peace and Justice committee is already doing good works in the community. Take advantage of this by highlighting what they and other Church members and friends are doing on a weekly basis (Order of Service, easel signage in Great Hall, offering thanks during service).
2. Create an awareness within the congregation that the summer and fall are high times for new visitors who may be attending services.
 - a. Communicate the number of visitors and anticipated increase during the welcome at Sunday services.
 - b. Provide tips to members and friends about how to welcome visitors, share your personal stories, and connect with them through their particular areas of interest.
3. Ask for feedback from visitors formally through survey and informally via phone. 
4. Facilitate the creation of small groups based on common interests, such as parents of small children or young professionals. Continue to support existing groups like men's bridge and the women's monthly potluck. 

B. Diversify the age, family status, and ethnic and racial background of our congregation, wherever possible.



Suggested Actions:

1. Survey results show that members feel we are an aging congregation and that we also lack racial diversity. Take steps to empower current members to get the word out to those people in their networks who would not only help us diversify our congregation, but who are also seeking to engage with a rich mix of individuals while on their own spiritual or philosophical path.
2. Build a member and friend campaign to encourage bringing the First Unitarian Church into our everyday lives. For example, posting or offering an online discussion around “How have you expressed your UU beliefs this week?” By increasing our membership and friend numbers, this will also help increase our financial stability and the pool of volunteers available for the various roles that need to be filled.
3. Become more visible in community events (t-shirts, activism, etc.) to attract interest of and further exploration by those not familiar with First Unitarian Church of South Bend or Unitarian Universalism.

C. Increase number of activists, seekers, “those that have given up on church,” and young families that visit our Church. Set target of 10% net growth for 2018-2019 membership.

Suggested actions:

1. In identifying specific segments of the local community that we want to target, help increase awareness of our denomination at appropriate events (also see marketing and communication recommendations).
2. Continue to revisit the new member experience and provide a well-defined path to membership for anyone who views the website, accompanies a member, views a sermon online (as we move to post sermons on YouTube) and anyone inquiring via phone/email. What is this person’s next step? Where might they not feel welcome or get confused, and how can this be prevented?

3. Empower current members to tell our story, share and discuss First Unitarian Church with their network and facilitate ease of bringing guests to Church events.
4. Remember that growth is interconnected with other efforts within the Church such, as those undertaken by the Peace and Justice Committee. Activities in the community will get the Church noticed if an association is made with First Unitarian Church (wearing Church t-shirts to marches and rallies, referencing the Church when speaking to groups, etc.).
5. Consider working with the Marketing and Communications Committee on a robust social media campaign that targets specific demographics of the community who may align with our beliefs.  

Build a Welcoming and Sustaining Community to Retain Members

D. Continue to support and strengthen the work of the Membership Committee, which already runs smoothly and effectively with excellent greeters and programming.

Suggested Actions:



1. Continue to fund and create warm experiences such as potlucks, birthday celebrations, art openings, etc.
2. Add members to the Membership and Events Committees as needed to avoid people getting over-taxed. Provide an easy way for new members to get involved (making coffee, helping in the kitchen, etc.) or even join one of the committees, if desired.
3. Leverage coffee hour discussion between members, friends and visitors to showcase community activist events or community improvement events each month. List Church friend or member attending and giving details for others to participate. Use an easel/signage in lobby..."See us **In UU Action** in these places"

E. Build a mentorship program for new members to strengthen connections and provide an immediate "friend" in the Church. Be sensitive that a new

member may want to get involved immediately or not until after 1-2 years of attending services.

Suggested Actions:

1. Educate mentors to listen to the new member for key areas of interest and preferred forms of self-expression. Seek to match them to other members of the Church with similar areas of interest and background.
2. Create specific support programs for individuals going through difficult or challenging circumstances. What kinds of support can we provide for those recovering, reinventing, and renewing?

F. Identify ways to showcase and attract the different segments we wish to target. 

Suggested Actions:

1. Young family experiences:
 - a. Create and share testimonials and profile videos of the impact of the work RE does.
 - b. As an example, "I wanted the type of community that is a "hug" for my kids - it teaches tolerance and celebration of diversity while encouraging my kids to reflect, share their talents for social good, and is in line with our family values."
2. Progressive millennials:
 - a. Talk with younger members to find out what attracts them to our Church.
 - b. Create and share testimonials and profile videos that show the impact of Rev. Chip Roush's sermons and our lay-led services.
 - c. An example might include, "I'm looking for a supportive community that walks its talk without all the dogma. I think two people who love each other should be able to get married, no matter how they identify. I also believe all religions basically say the same thing at their core. I want to have the right to practice what I believe without condemning others for their beliefs or actions."
3. Middle age and retirees:

- a. Create and share testimonials and profile videos that show the impact of the community support and family feel.
 - b. As an example, “I wanted to expand my thoughts on spirituality and grow with a community that is rich in diverse thought (but not the exclusionary kind). I love TED Talks, supporting environmental conservation, and practicing peace.”
4. Anyone that has felt they have “given up on church”:
- a. Create and share testimonials and profiles videos that show the impact of the openness, freedom and respect of individual thought.
 - b. An example may include, “There came a time when it just didn’t work for me anymore at my church of origin. There were parts I still loved—the music, the fellowship, the friends—but I was just so sick of hearing that folks believed God rewarded “the faithful” by making them rich. Here, I belong to community that respects all people and their views and seeks to make the world a better place for each individual.”

Internal & External Communication

Introduction

For the past ten years, the Church congregation has been either in a smaller building or operating out of a temporary space with limited capacity. Now that we are in our new building and looking to grow, it's time to start formalizing many of the processes and procedures necessary for effective internal and external communication in a larger church.

The Church has already started this undertaking by updating the Church logo, purchasing new exterior signage, and updating the website. These steps have laid a solid foundation to build upon going forward, especially with regards to external communication. The next step to reach potential new members will be to put together a cohesive branding and marketing strategy to communicate our story to the greater South Bend area.

Internally, the Church needs to ensure that its leadership is communicating effectively with members, that committee volunteers are well-informed and supported, and that expectations, motivations, and intentions for all stakeholders are clearly understood and acknowledged before important decisions are made.

Recommendations


Internal Communication

A. Establish documented, standardized processes for hiring of various staff and intern positions.

Suggested actions:

1. Identify the stakeholders who will be most impacted by the decision.
2. Solicit feedback from stakeholders to determine their needs and expectations, and assess how responses align with the overall mission, vision, and direction of the Church.

3. Determine the decision-makers who will take part in the selection process and establish the method of determination (consensus, majority vote, etc.)
4. Maintain appropriate communication with stakeholders and decision-makers throughout the process to ensure that the rationale for the final selection is clear.


B. Establish documented, standardized processes and procedures to inform and support committee volunteers. 

Suggested actions:

1. Create a document to be distributed to each committee member that includes:
 - a. A clearly defined sense for how the committee's responsibilities tie to the overall mission and vision of the Church.
 - b. The name of the designated chair.
 - c. The ideal minimum number of members.
 - d. Guidelines for helping to determine the best decision-making process for the committee (majority vote, consensus, final decision from chair, etc.).
 - e. The name of the committee's board liaison and how to contact them.
 - f. A standardized board report form to be filled out and submitted after each meeting.
 - g. A list of the various report and meeting deadlines that require committee input/participation throughout the year.

C. Ensure that members have a well-informed perspective of the Church's current status, especially with regards to financial position, needs, priorities, and capabilities.

Suggested actions:

1. Survey results indicate some members hold the perception that the  Church is struggling financially. Alleviate member's concerns about the Church's financial health, especially related to paying off the

mortgage, by monitoring perceptions and sharing relevant information on a regular basis.

2. Survey results identified paying off the mortgage quickly as a top priority for some members. Communicate the Church's plan to its members.
3. Survey results identified that some members have a limited understanding of and unrealistic expectations for what can be done with the basement space. Communicate the estimated cost of safety upgrades (emergency exits, etc.) and the timeframe for when/if this might be feasible to undertake, given current financial picture. 💰

D. Facilitate healthy collaborations between staff and committees, and across different committees.

Suggested actions:

1. Church staff members should consult any and all relevant committees about regarding any potential new activities. (For example, any social justice-related projects involving the RE program should be planned in consultation and, where appropriate, coordination with the Peace & Justice Committee.) Any disagreements about execution of an activity should be referred to the Board of Trustees. This will inform and empower our committees and increase the amount of input from a broader cross-section of stakeholders. ⌚
2. For events that are open to the general public, encourage the committee in charge to consider which other committees may want/need/be able to contribute, particularly with regards to the Events and Marketing Committees.
3. For major short-term projects, consider creating a task force with representatives from relevant committees to pool resources, reduce burdens, and improve communication.

E. Start digging beneath member expectations to understand their deeper motivations and intentions.

Suggested questions:

1. What do you need in your life?
2. What do you need from us?
3. What would you like to see happen here?
4. What are you willing to contribute to make this happen?
5. How much time are you able to commit?
6. What ideas do you have for how we can leverage what we are already doing rather than trying to add more to our plate?
7. How can we work smarter and not harder?

External Communication

F. Increase visibility of Church name and logo.

Suggested actions:

1. Provide car stickers for congregation members.
2. Sell t-shirts.


G. Share information about the Church more widely to targeted audiences around town.

Suggested actions:

1. Look into the cost of sending out a mailer to relevant community segments to inform them about our mission and vision.
2. Develop a brochure to share with visitors and the local community regarding our RE Program and curriculum offerings.
3. Create a mailer to go out to families with school-aged children to inform them about our RE Program and curriculum offerings.

H. Be more visible on the internet.

Suggested actions:

1. Post sermon videos and/or audio files to website and share on social media.
2. Designate a dedicated volunteer or staff member to keep the website up-to-date with regards to the most current news and events. 

- a. Ideally, this would be the responsibility of the office administrator since they already handle putting together the Church newsletter and Chirp.
- b. If time does not allow, identify someone who can be trained and that the office administrator can communicate with regarding events and activities as they are submitted for the newsletter and Chirp.

I. Develop a more cohesive branding strategy that encompasses a clear mission, vision, and story for the Church.

Suggested questions:

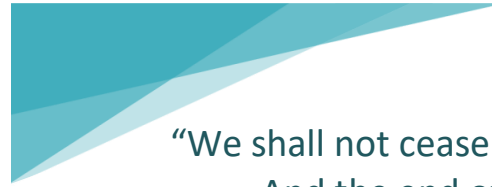
1. What is our vision for the Church?
2. What is our mission?
3. What is our story of the best version of ourselves?
4. How do we most effectively communicate it to the broader community?

Conclusion

The Strategic Planning Task Force has been living with this Strategic Plan for a year and a half — first as a concept, then as an overwhelming amount of ideas from all of you, and finally as a product.

We are now turning it over to you, the real authors and owners of this document.

We may have recorded your ideas, organized them, and bound them in this Plan, but all the inspiration, the hopes, the dreams, and the love for this church have always been yours.



“We shall not cease from exploration
And the end of all our exploring
Will be to arrive where we started
And know the place for the first time.”

- T.S. Eliot

We have worked to make the document user-friendly and accessible. We hope we have succeeded. We also hope this Plan will start discussions, begin actions in the community that will help to bend the moral arc of the universe toward justice, and ultimately encourage new and strategic ways of thinking about our church life in the next five years and beyond.

The next steps are yours.

So may we be.

Appendix A: Process used to create the Strategic Plan

One of the goals that the Board of Trustees chose at its retreat in September 2016 was to undertake a strategic plan. In December of 2016, the Board of Trustees voted to form a Strategic Planning Task Force. The Task Force was charged to “...bring to the annual meeting of 2018, a plan based on the next five years. The Plan should provide goals and the action steps required each year to reach them. Congregational feedback at certain points will be critical. Important issues could include but are not limited to the following: financial health of the congregation, membership and retention, a vibrant RE program, outreach to the community, denominational ties, and programming.”

In February of 2017, eight strategic planners met for the first time and started to work on defining our perception of what a strategic plan for the Church should be. We did research, especially on the UUA website, and finally, with the online help of two authors of articles there, came to this conclusion: that there are no hard-and-fast rules for the structure of plans or for the exact procedures to produce one. We were assured that as long as we stayed in right relations with each other and the congregation and followed what the congregation wanted, we would be okay.

We started to get feedback from the congregation with a SWOT analysis. The survey asked respondents to list the Church’s Strengths, Weaknesses, Opportunities and Threats. We were able to get input from 65 members and friends. Major takeaways from this survey were that 1) members loved the building and supported their minister, 2) there was a strong desire to become more engaged in the community and contribute to social justice, 3) there was concern as well as lack of understanding about our financial situation, 4) communication in many situations could be improved, 5) incorporation of new members socially and in Church work needed to be more intentional and 6) religious education for all needed to be an on-going focus.

With these results in hand at the end of spring, we spent all summer of 2017 interviewing staff members and committees about their perceptions of the Church as it is and about what they could envision in the future given added resources. We

interviewed 5 staff members including Rev. Chip Roush, and 13 committees, who were extremely cooperative, creative and thoughtful in their responses.

The last element of our information gathering was a shorter survey which attempted to elicit from congregation members, their hopes and dreams for the future. We received 16 replies with creative ideas from the nitty-gritty to the complete renovation of the basement.

Along the way, we talked about a theme for the Strategic Plan and received approval from the Board to engage a graphic designer to help us present the plan in a visually appealing and useable format. We also researched other church Strategic Plans which helped us to choose a structure which we felt would best serve our findings and suggestions. We chose 6 areas most mentioned by the congregation to focus on — Communication, Worship, Religious Education for All, Membership, Peace and Justice and Finance. Each area begins with a short history of where we have been, where we are now and in general terms, where the congregation would like to head. For each area there are suggestions for future action steps, some of which are more internal housekeeping, some of which are focused on the community and others of which are marked as strategic. The latter are assembled in Appendix B (Strategic Ideas) to aid in quick use of the Plan.



We spent January and February of 2018 writing the draft plan, submitted it to the Board for its comments in March, rewrote, and started informing the congregation of the contents of the plan preceding the Annual Meeting where the Plan is to be approved by the congregation.

Appendix B: Strategic Recommendations & Suggested Actions

Peace and Justice

Work on defining which projects would be appropriate for our congregation to undertake by diving beneath the surface of members' perceptions and expectations with regards to Peace and Justice Committee activities.

Suggested actions:

1. Survey the congregation to figure out what people are already doing in their own lives (at work, volunteering, financial donations, attending marches, etc.). 
2. Survey needs in the community where we could make a difference.
3. Leverage what we're already doing as individuals in our congregation for peace and justice work.
4. Consider celebrating a different Peace and Justice theme each month or each quarter, with tie-ins to what individual Church members are already doing.
 - a. Schedule round-table community discussions on what's happening in the area and invite subject matter experts.
 - b. Tie "Share the Plate" into the theme.
 - c. Have one sermon each period that ties in with the theme.
5. Determine if there is interest and support to undertake specific projects or volunteer opportunities as teams. For example, organize a team to help build a Habitat House or a team to provide regular meals for a shelter or soup kitchen. 
6. Come to consensus about projects that would be doable and that would have the strong support of groups in the congregation. Facilitate how the action could take place.

Religious Education for All

Expand the focus of the Children's RE program to include meeting the needs of families, in addition to the weekly educational needs of children.

Suggested actions:

1. Based on survey results, determine the top three needs of families in the congregation and seek to create programming and support services that assist with meeting those needs.
2. Develop a list of support resources in the greater South Bend area related to the identified family needs, and provide it to the parents of children at the Church.
3. Cross-collaborate with other committees to provide support when necessary (for example, assistance from the Care Committee or suggested classes to be delivered through Adult RE programming).

Financial Health

As membership and programs grow, the Church should look continuously to other sources of revenue and analyze which options make the most sense in terms of both time and energy required.

Suggested actions:

1. Explore the possibility of securing income from grants, both locally and through the UUA.
2. Maximize the use of our physical space for rental opportunities, particularly for community and organization meetings (especially if we install a screen and projector in the sanctuary.)
3. Do a cost/benefit analysis of each potential type of revenue opportunity to determine what makes the most sense from a time and energy perspective.

Worship

Strengthen our connections to the greater South Bend area by bringing in new voices and sharing our personal stories with the broader community.

Suggested actions:



1. Find funding to create a speaker series where we bring in local and/or regional leaders to talk about timely subjects. Focus on individuals who can do associated workshops with the community (such as Forrest Gilmore on homelessness).
2. Work on including more diverse voices in the pulpit.

3. Foster a congregation-wide discussion on the Unitarian reluctance to proselytize versus the feeling that the community doesn't understand our beliefs or where we stand. How to get our message out to those who would appreciate it?
4. Find creative ways to link worship and community action.

Membership & Leadership

Increase the number of activists, seekers, “those that have given up on church,” and young families that visit our Church. Set target of 10% net growth for 2018-2019 membership.

Suggested actions:

1. In identifying specific segments of the local community that we want to target, help increase awareness of our denomination at appropriate events (also see marketing and communication recommendations).
2. Continue to revisit the new member experience and provide a well-defined path to membership for anyone who views the website, accompanies a member, views a sermon online (as we move to post his sermons on YouTube) and anyone inquiring via phone/email. What is this person's next step? Where might they not feel welcome or get confused, and how can this be prevented?
3. Empower current members to tell our story, share and discuss First Unitarian Church with their network and facilitate ease of bringing guests to Church events.
4. Remember that growth is interconnected with other efforts within the Church such, as those undertaken by the Peace and Justice Committee. Activities in the community will get the Church noticed if an association is made with First Unitarian Church (wearing Church t-shirts to marches and rallies, referencing the Church when speaking to groups, etc.).
5. Consider working with the Marketing and Communications Committee on a robust social media campaign that targets specific demographics of the community who may align with our beliefs.  

Internal & External Communication

Start digging beneath member expectations to understand their deeper motivations and intentions.

Suggested questions:

1. What do you need in your life?
2. What do you need from us?
3. What would you like to see happen here?
4. What are you willing to contribute to make this happen?
5. How much time are you able to commit?
6. What ideas do you have for how we can leverage what we are already doing rather than trying to add more to our plate?
7. How can we work smarter and not harder?

Develop a more cohesive branding strategy that encompasses a clear mission, vision, and story for the Church.

Suggested questions:

1. What is our vision for the Church?
2. What is our mission?
3. What is our story of the best version of ourselves?
4. How do we most effectively communicate it to the broader community?

Appendix C: Background to the Financial Health Recommendations

In July, 2013, after several months of negotiation, the Church closed on the purchase of the building at 801 E. Washington, for the price of \$395,000. After taking bids for the renovation of the property to meet our needs, the Church signed a contract with Panzica Architects and Building Corporation for \$578,233 in April, 2014, with completion set for the end of July, 2014. Other design and related costs brought the renovation budget to \$623,179.

Building Costs:		
	Purchase	\$ 395,000
	Panzica contract	\$ 578,233
	Other costs	\$ 44,946
	Total:	\$ 1,018,179

In addition, the Church has continued to replace, improve and upgrade the building's systems and appearance over the past three years, with the following major capital expenditures:

Insulation - Fall 2014	\$ 1,220
Screen - Fall 2014	\$ 11,674
Inside Signage - Fall 2014	\$ 1,948
New water meter - March 2015	\$ 725
Energy Consultant - J. Burke - June 2015	\$ 2,000
HVAC Review & Design - Rhein-Bach - Dec. 2015	\$ 6,500
HVAC Replacement - Spring 2016	\$ 97,677
Outdoor Signs - July 2016	\$ 5,430
South Roof & Venting - January 2017	\$ 11,550
Solar Panels - May 2017	\$ 10,000
Wireless Upgrade - July 2017	\$ 1,500
Total:	\$ 150,224

Church members and friends have been very generous over the past several years, beginning with the Church's Capital Campaign, and continuing with a number of

special fundraising activities to support the building renovation as well as many of the specific projects described above.

Proceeds from the sale of our old building (\$200,000), existing Building Fund balances as well as a loan from the Church’s Endowment Fund (\$100,000) provided the remaining capital needed for the initial purchase and the renovation contract. The Capital Campaign results are described below:

Capital Campaign Resources:			
	Total Pledged		\$ 334,052
	Total Paid 2013 through present(1)		\$ 315,660
	Bridge the Gap Donations (2)		\$ 112,086
	New Money Now (3)		\$ 46,000
	2014 & 2015 Building Fund Donations (4)		\$ <u>16,537</u>
	Total Collected		\$ <u>490,283</u>
	(1) Anticipated 95% collection, actually collected 94.5%		
	(2) 2013 drive to enable church to pay cash to purchase building		
	(3) 2014 drive for supplemental funds		
	(4) donations ranging from April 2014 - October 2015		

The renovation costs that we did not raise or have available were financed through a mortgage with 1st Source Bank in the amount of \$400,000 with interest at 5.67% per annum, which now has a balance as of January 14, 2018 of \$246,951.90. Payments are \$2,700.00 per month (\$32,400.00 per year) and are budgeted from the Church annual operating budget until June 30, 2018. Our remaining obligation is as follows:

Amortization by Fiscal Year				
				Year End
Fiscal Year	Total Payment	Interest	Principal	Balance Due
Balance Due at June 30, 2018			237,643.64	
Payments by Fiscal Year				
July 2018 - June 2019	32,400.00	12,974.74	19,425.26	218,218.38
July 2019 - June 2020	32,400.00	11,844.24	20,555.76	197,662.62
July 2020 - June 2021	32,400.00	10,647.96	21,752.04	175,910.59
July 2021 - June 2022	32,400.00	9,382.08	23,017.92	152,892.65
July 2022 - June 2023	32,400.00	8,042.48	24,357.52	128,535.13
July 2023 - June 2024	32,400.00	6,624.96	25,775.04	102,763.09
July 2024 - June 2025	32,400.00	5,124.94	27,275.06	75,485.01
July 2025 - June 2026	32,400.00	3,537.58	28,862.42	46,622.61
July 2026 - June 2027	32,400.02	1,857.91	30,542.11	16,080.51
July 2027 - January 2028	16,349.94	269.43	16,080.51	-
Total Payment	307,949.96			

Church funds on hand at December 31, 2017 (but somewhat restricted as to purpose and use) are as follows:

Non-Operating Fund Assets as of 12/31/2017					
Fund		Balance			
Building Fund (R)		\$ 4,123	7		
Capital Campaign (R)		\$ 112	8		
Capital Improvement (R)		\$ 1,000	1		
Endowment Disbursements (R)		\$ 5,795	2		
Endowment Set-aside (U)		\$ 225			
General Fund (U)		\$ 46,671			
Inter-generational Choir (R)		\$ -			
Invisible Church (R)		\$ 5,715			
Minister Discretionary Fund (R)		\$ 751			
Prepaid Pledges (U)		\$ 5,400	3		
RE Capital Expense Fund (R)		\$ 483			
Sabbatical Fund (R)		\$ 729	4		
Teen Service Project (R)		\$ 1,987			
Unrestricted Savings (U)		\$ 5,262			
UUCEF Endowment (U)		\$ 290,957	5,6		
Womens Group Fund (R)		\$ 262			
Total		\$ 369,472			
Notes:					
1. This fund contains \$1,000 for a defibrillator.					
2. This fund contains the money from the most recent Endowment withdrawal.					
3. This fund contains 2018-2019 Fiscal Year Pre-paid Pledges.					
4. The Sabbatical Fund CD balance was deposited in the the Sabbatical Fund.					
5. The UUCEF Endowment balance is at 11/30/2017, adjusted for market gains and losses.					
6. \$75,000 of this fund is permanently restricted to prohibit use of principal.					
7. This fund paid \$4,519.77 towards the August Mortgage payment.					
8. The fund now has money in both the Checking Account and Money Market account.					

Members of the congregation vote each year on an annual operating budget to support the needs of the Church. Our main source of income is pledges from members and friends, but we also rely on fundraisers during the church year to supplement that income. Over time the pledges have generally increased as has income from fundraisers, but the trend will not be sufficient to cover the mortgage payment going forward over the next ten years.

Our recent church year-end reports and budget for the current fiscal year show the funding gap that we are facing and need to address:

Year-end and budget summaries:					
					(Budget)
		2014-2015	2015-2016	2016-2017	2017-2018
Income:					
	Pledge Income	\$ 147,575	\$ 150,650	\$ 138,516	\$ 153,000
	Other Income	\$ 27,971	\$ 25,922	\$ 30,544	\$ 24,200
	Total Income	\$ 175,546	\$ 176,572	\$ 169,060	\$ 177,200
Expenditures:					
	Personnel	\$ 114,473	\$ 115,752	\$ 112,044	\$ 114,593
	Building and Other	\$ 53,044	\$ 58,649	\$ 38,724	\$ 46,940
	Mortgage	\$ -	\$ -	\$ -	\$ 27,000
	Program	\$ 1,562	\$ 600	\$ 1,553	\$ 2,900
	Total Expenditures:	\$ 169,079	\$ 175,001	\$ 152,321	\$ 191,433
	Surplus/Deficit:	\$ 6,467	\$ 1,571	\$ 16,739	\$ (14,233)



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