



For the Future

FinalDraft
of
Church Plan
January 10, 2010

First Unitarian Universalist
Church of Detroit

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Introduction

THE FUTURE OF THE FIRST UNITARIAN UNIVERSALIST CHURCH OF DETROIT A PLAN FOR STRENGTHENING THE CONGREGATION FOR THE BENEFIT OF MEMBERS AND THE COMMUNITY

Why a plan?

The First Unitarian Universalist Church of Detroit has moved along, year to year, without a formal plan since the 1940s.

It's not that we have not planned anything. Every year we have planned and run a canvass. We have also organized and carried out a capital campaign in the past. Every year we have a budget, which is a financial plan, but like all budgets is basically a guide. Such tactical plans do not allow the Church a continuous direction. What a plan provides is an established direction, so that from year to year, or from one Board of Trustees to the next Board of Trustees, the Church knows where it wants to go. The elements of the plan are meant to continue into the future, with frequent review and adjustment.

The present Board of Trustees has spent much time and given much thought to formalizing approaches to guide the Church and its life. Areas addressed have included Membership, Worship, Finance, Communications and more.

This plan is not meant to provide a detailed step-by-step instruction on how to carry out tactical actions to improve the functioning of the Church, or better serve members, or solve problems that arise. Instead, this plan provides for goals, measurements and visions of success. This is the plan that current and future leadership, will use to guide decision making.

We will all benefit.

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The Past: Congregational History

They must have been courageous...that small group of First UU forebears who founded the First Congregational Unitarian Society in 1850. Under the leadership of Rev. Thomas Mumford, they vociferously opposed the Fugitive Slave Act when to do so was considered almost subversive. Among early members were 35 managers and construction engineers for the Michigan Central Railroad, so the congregation was known as “The Railroad Church”.

In 1852, the Unitarians built a small frame church at the corner of Lafayette and Shelby which, with large columns on the front, looked like a little Parthenon. During construction, a violent storm blew down the walls, prompting orthodox clergy to proclaim it a “judgment of God”. Completed in spite of that mishap, the church served the Unitarians until 1889, when the congregation moved to the corner of Woodward and Edmund Place.

Early Unitarians included such notable Detroit families as the Merrills and Palmers. From that beginning, the church roster has contained many Detroit names notable for pioneering in public health, housing reform, education and social justice. Establishing the community outreach tradition of our church, the basement of the Unitarian structure on Lafayette served as a relief station for people in need.

The church also has deep roots in the Universalist tradition. The earliest Universalists came to Detroit in the early 1800’s from New England. At first, circuit-riding Universalist ministers served settlers scattered in the Northwest Territory. A Universalist church was established in Detroit in 1846 but had too few members to carry on. The Universalists finally incorporated in 1880, and built the Church of Our Father on Grand Circus Park. Under Minister Lee McColleston, the church maintained a free public reading room and served as a cultural center for lectures, art and music.

In 1913, the Universalists sold that property and bought our current church house, where services were held until the current sanctuary was dedicated in 1916. The cornerstone from the 1880 Grand Circus Park church was relocated to our church; it’s crumbling but is still in place at our Cass and Forest corner.

A common thread though both branches of our long history has been the symbol of the open door. In the early years, this meant an open door to those fleeing slavery. It also meant the first Community Interdenominational Thanksgiving service, which included Jews, Protestants and Catholics...a radical idea in the 1930’s. During that decade and later, the church made space available to African-American individuals and groups for

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weddings and other gatherings when most public venues would not rent to persons of color.

In 1932, the Unitarian and Universalist branches of our heritage came together in our current building when Woodward Ave. was widened, forcing removal of the front of the Unitarian edifice. The two congregations had long maintained friendly relations, so an attempt was made at temporary cohabitation. The arrangement was successful. In 1934 a formal merger occurred, and the church was named Church of Our Father (Unitarian Universalist). The congregation became the First Unitarian Universalist Church of Detroit in 1960.

1st UU Church provided the first Unitarian/Universalist voice in the area. To broaden the reach of our philosophy, the First Unitarian Universalist Church of Detroit assisted in establishment of the Grosse Pointe church in 1939, the Birmingham church in 1949 and Northwest church in 1953.

In the post-war period, before the exodus of many to the suburbs, the church reached a membership and activity pinnacle. Throughout this era, until 1968, Dr. Tracy Pullman was senior minister. McCollester Hall, built in 1917, was remodeled in the 1950's to provide our current social hall and the classrooms above. The basement, which had been a gymnasium, was remodeled into Pullman hall in 1969.

Youth programs have long been a focus of the First Unitarian Universalist Church of Detroit, with church leadership including trained Directors of Religious Education. Our Second Story church, as the church school was known, has provided spiritual grounding and knowledge for our children. Typically, the youth curriculum draws from Unitarian Universalist Association (UUA) programs. Emphasis is also placed on giving the First Unitarian Universalist Church of Detroit youth familiarity with other religions. Recently, high school activities at First UU have attracted young people from both within and outside our church family, and have included involvement with high school programs from elsewhere in the district.

Outreach and the open door philosophy of First UU have been main themes of our congregation since we landed at Cass and Forest. There are many examples:

The church continues its vigorous outreach activities and partnerships, including:

The spiritual and intellectual lives of church members have been addressed by Sunday services, adult study groups, social programs, retreats and musical programs. Several groups are long-running, including Women's Alliance (since the 1930's) and the Social Action Committee (since the 1960's).

The First Unitarian Universalist Church of Detroit has had many stimulating clergy during its history. Since the retirement of Tracy Pullman 41 years ago, we have had the services of eleven primary ministers (settled, extension or interim) and several assistant

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and religious education ministers. Each brought new views and thoughts on spiritual, social and human issues. A new tradition, mid-week vespers, begun in 2007, provides a time for reflection and community.

The church is fortunate to have a 1915 Skinner organ, several Steinway pianos and a fine electronic keyboard. Musicians have made and continue to make good use of these instruments. Helen Fairchild Larson, a noted organist, served for many years. Soloists, some from the DSO, have performed during Sunday services, and in concerts. Noted Detroit native bebop pianist Barry Harris performs annually at a Kwanzaa Jazz Concert, now a 21-year tradition. The church choir regularly sings at Sunday services, producing wonderful harmony. In all, we are a musical place, proving that worship is not only spoken or quiet meditation.

Our physical location dates to the 1890's and the 1915 period, but we have worked diligently to maintain the facility. Capital campaigns produced the second story classrooms and Pullman Hall. In 1992, a campaign enabled the First Unitarian Universalist Church of Detroit to reroof the entire structure, repair masonry and install an accessible bathroom. Since then, all furnaces were replaced, and an additional parking lot on Prentis Street was acquired.

The First Unitarian Universalist Church of Detroit today has an active, cooperative, diverse congregation made up of both longtime members and newcomers. We have a dedicated ministerial team and an accomplished organist/choir director. A high percentage of the congregation participates actively, serving on boards and task forces, and assisting or partnering in the delivery of our large variety of programs. With the resurgence of cultural, residential and health services activity in the Midtown/Cultural/University area, we are well-positioned for growth. Most importantly, we are committed to maintaining our open door at Cass and Forest.

After much consideration, the First Unitarian Universalist Church of Detroit (1st UU) recognized that an unsustainable financial position was developing with their existing membership levels and the responsibilities of maintaining a historical structure. The church, as a whole, reviewed options and voted to sell the church house and the building that houses McCollester Hall. The property went on the market during the beginnings of a general drop in real estate values (2006). Selling a historic building with unique architecture and care needs due to significant deferred maintenance, proved to be impractical at that time.

A hardy group of members remains, committed to continuing a Unitarian Universalist religious tradition within the city of Detroit. Current members hope to help usher in our new era of hope and growth. Beginning with the appointment of Reverend Drew Johnston as Interim and then Senior Consulting Minister, the church and its Board of

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Trustees have taken several healthy steps to ensure this church will remain in the forefront of activist churches in Detroit.

For the first time in the recorded history of the church, a series of appreciative inquiries were conducted to decipher the attitudes of those who remain active members. A small and dedicated group of volunteers, both new and seasoned, took on the task of creating a mission statement for the church. The resulting summary, “Liberate Truth; Radiate Kindness; and Love Courageously” and related mission statement were unanimously adopted at the June 2007 Annual Church meeting.

The effort to create a mission statement proved many things. Members are still passionate about the church. The corner of Cass and Forrest is still seen as a viable home that we want to keep. People are willing to do more than just talk about saving the church; they are willing to put sweat equity into the effort. Healthy communication is possible and resulted in the church’s first recorded mission statement in over 15 years.

The June 2007 Annual Meeting proved to be pivotal in the commitment of the Board of Trustees also. Afterward, several firsts for the board quickly ensued between 2007 and the present. The first board retreat was held in August of that year, providing an orientation for new members and a re-orientation for those returning members. At that orientation, Athena Kolbe introduced a new Religious Education curriculum that has transformed the way children learn about life and our denomination. A planning effort was also launched, establishing the framework for the 2008-2009 board to be successful in their planning efforts. The board began work on developing a policy manual to equip themselves, staff and volunteers with clear expectations.

Tragedy struck an apartment community one block from The First Unitarian Universalist Church of Detroit in February of 2008. A fire quickly spread through the historic Forest Arms apartments in the early morning of February 6, 2008 and 1st UU was quick to respond. The church opened its doors to a clothing drive that allowed people displaced by the fire to “shop” for free to begin putting their lives together. Money donated from concerned members of the community also helped newly homeless residents recoup the financial losses they suffered that morning.

Church members also began finding their voice through our affiliation with MOSES (Metropolitan Organizing Strategy Enabling Strength). The Social Justice Committee of was influential in many ways in the effort to shut down Detroit’s trash incinerator. Not only were planning meetings held at the church, but a significant rally attended by hundreds was hosted there as well. After Mayor Kilpatrick’s administration announced

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plans to let the city contract with the incinerator expire, the committee continued efforts to make sure recycling measures are implemented.

These community efforts are reflective of a new attitude around the church. More people are attending Sunday services, Vespers services and other Wednesday night activities have brought new life to the church week, and membership and donations to the church are increasing. Over 400 area homeless people were fed at 1st UU on January 1, 2008 and 2009 by a local service organization. The church on the corner is realizing they still matter.

As part of the Board's planning efforts, a round of asset mapping reflected this changing attitude. It became apparent that an overwhelming majority of church members and congregants wanted to make sure the church regained its place as a resource for our community. In 2008, acting on an opportunity to strengthen church programming, the Board of Trustees announced Reverend Lynda Smith as an assistant minister in charge of organizing volunteer efforts for the church. This move was made to help strengthen the Board's commitment to living the church's mission. She served until the end of 2009 when she left to be able to tend to her family more.

See Appendix J - History Extract

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The Present: An Era of New Possibilities

Our Mission Statement, June 2007

The First Unitarian Universalist Church of Detroit will be a strong liberal religious presence in Detroit for the well-being of our city and our region;

Because we have a desire to be a vibrant and vital part of a healthy Detroit;

Because we strive to be a loving, service oriented religious congregation;

Because we recognize the need for honesty, accountability and kindness for our congregation and our region;

Because we recognize the need for communication with integrity;

Because we recognize and embrace our congregation's rich history of diversity;

Because we recognize that history is rooted in a tradition of open-mindedness and open heartedness in a search of truth, regardless of the path one follows to seek truth;

Because this congregation has been built on and will continue to thrive on our connection by covenant rather than creed;

Because we covenant and confirm the Unitarian Universalist principles and purposes, which are:

We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote:

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

The living tradition which we share draws from many sources:

- Direct experience of that transcending mystery and wonder, affirmed in all cultures, which moves us to a renewal of the spirit and openness to the forces which create and uphold life;

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

Grateful for the religious pluralism which enriches and ennobles our faith, we are inspired to deepen our understanding and expand our vision. As free congregations we enter into this covenant, promising to one another our mutual trust and support.

The Purposes of the Unitarian Universalist Association

The Unitarian Universalist Association shall devote its resources to and exercise its corporate powers for religious, educational and humanitarian purposes. The primary purpose of the Association is to serve the needs of its member congregations, organize new congregations, extend and strengthen Unitarian Universalist institutions and implement its principles. The Association declares and affirms its special responsibility, and that of its member societies and organizations, to promote the full participation of persons in all of its and their activities and in the full range of human endeavor without regard to race, color, sex, disability, affectional or sexual orientation, age, or national origin and without requiring adherence to any particular interpretation of religion or to any particular religious belief or creed. Nothing herein shall be deemed to infringe upon the individual freedom of belief which is inherent in the Universalist and Unitarian heritages or to conflict with any statement of purpose, covenant, or bond of union used by any society unless such is used as a creedal test.

Because we recognize that a strong desire to learn is a pillar on which we will continue to grow and prosper as a congregation;

*Therefore, to further these ends **we strive to be an expanding transformative community whose mission is to liberate truth, radiate kindness and love courageously.***

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The Future: What We Believe is Possible

The vision statement is, partly, a compilation of letters from members who imagined they were looking back at 2009 from some point in the future. These individual visions have common elements representative of the congregation.

The process of creating a shared vision statement began in early 2007 when we engaged in Appreciative Inquiry conversations regarding what works well at church. Since then we have added experiences of Asset Mapping and Logic Model Building. The congregation has many detailed ideas about activities they would like to see happening here. The details vary, and change as time passes. The purpose of the exercise was to discover what we see together, in common.

At this time in the life of First Unitarian Universalist Church our vision is not used as a guide as much as it is a reminder of the general wishes we share. We use our Mission and our Logic Models as a source of decision making, while our Vision reminds us that we are heading in a direction we desire.

Several of the letters are in Appendix K - Future Letters.

Key points:

Every individual vision has aspects of welcoming, thriving, and making a difference.

We will be welcoming to each other and those who newly arrive.

We will grow to be increasingly sustainable, and to make more of a difference in our lives and the world around us.

We will be busy, diverse, and significant to each other, our selves, and our community.

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Summary of the Plan

Finance/Budget

We recognize that an increase in monetary income is often a sign of increasing health and vitality, yet also realize that we need to first establish a new and accurate baseline budget from which to measure our growth.

Lay and professional leadership

Compensation: We will sustain staff compensation in line with fair compensation guidelines and in recognition that a for skilled staff is necessary to achieve our vision.

Minister: We will encourage our minister to support our goals through Sunday services and other public speaking opportunities, promoting religious education for all ages, developing a pastoral care program, public visibility, providing leadership, facilitating membership growth, and playing an active role in administration and communication within the congregation.

Worship

Music: We will continue to provide quality music offerings.

Membership

We have established a new and accurate method of counting membership and plan to increase net membership by 5 to 7% per year.

Lifespan Learning

We realize that our Religious Education offerings have not always been in reasonable proportion to our changing demographics. In order to provide effective programming, we will provide consistent programming for children, youth, and families who may appear on Sunday mornings, and continue to enhance Religious Education for adults.

Service/Action

Community Promotion

Facilities / Building Maintenance

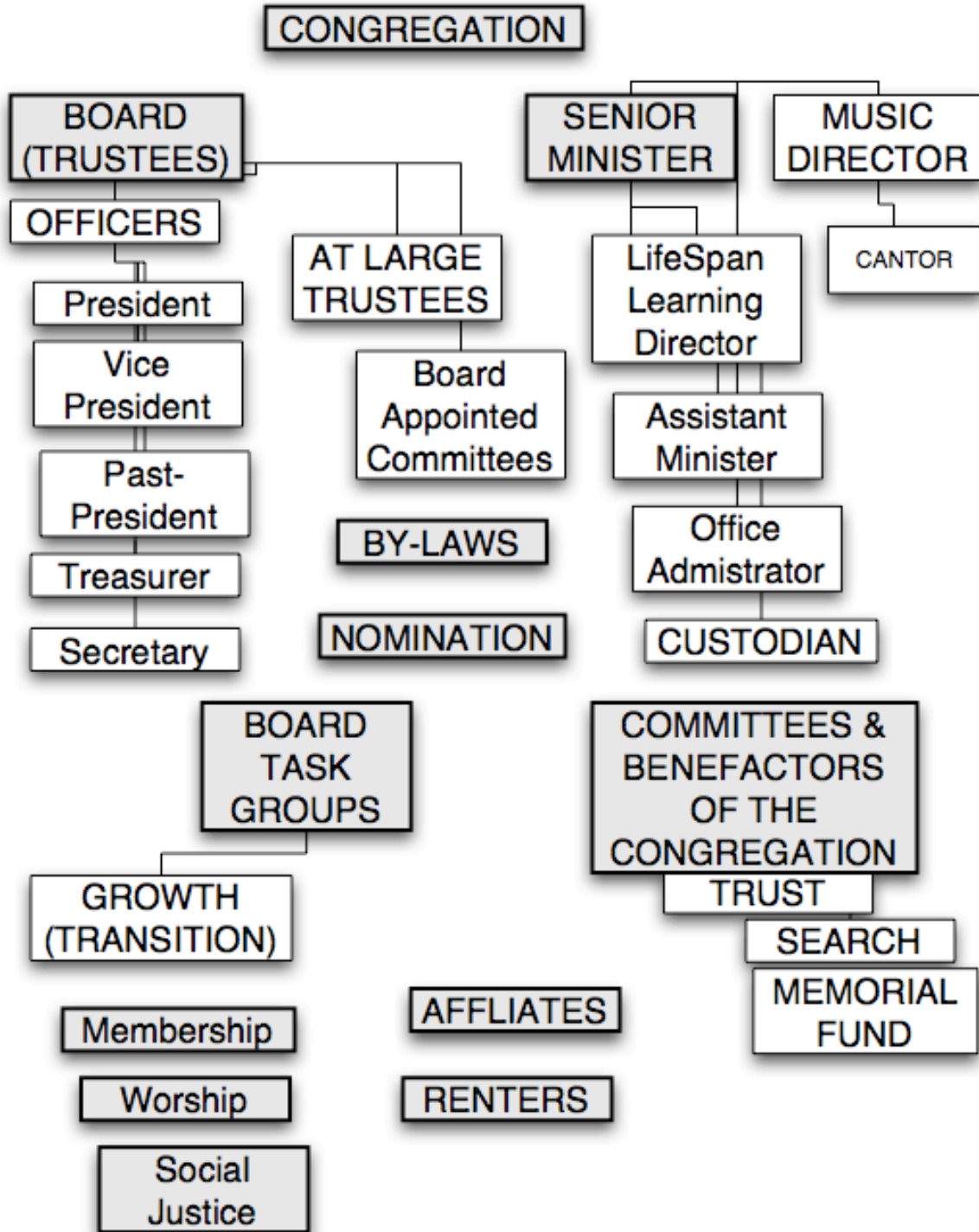
We will prevent further decay of our facilities by using as much of the building as we can to generate income and use a significant portion of that income to repair and maintain the facilities.

With each part of the plan, we will adhere to metrics and measurables which can be tracked every three months to ensure the plan is on track. This tracking will allow the Board flexibility to have the plan adapt to present conditions as they change.

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Organizational Chart



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Five Year Goals

- a. Lay and Professional Leadership
- b. Worship
- c. Membership
- d. Lifespan Learning
- e. Service
- f. Community
- g. Promotion
- h. Facilities

a. Lay and Professional Leadership

Leadership
Governance
Board/Finance
Staff
Ministerial Presence
Task Groups

Leadership

In relationship with the Nominating Committee, the Board will successfully provide for specific leadership needs, assess whether development should be encouraged, use the Church as a teaching ground and increase the capacity to learn.

Therefore, the 2009-2010 year will be focused on leadership development within the congregation, as well as continued movement toward policy governance - a common structure for churches and other organizations, yet still unfamiliar to many within the church.

Many in the congregation have expressed an interest in, and a recognition of the need for training, mentoring, or apprenticeships within the church. Other are simply seeking the skills needed to lead and manage activities at church, in addition to participating.

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Governance

The Board will continue to provide governance for the business of the Church through the use of policy, committees and by-law alignment, review and audit.

Board and Leadership development will be a strong emphasis in the 2009-2010 year, and the Board will continue policy governance development.

Board/Finance

The Board will provide opportunities for the Church membership to influence and review the plans. The Board will also seek to contribute their fair share to the UUA and pay their employees at a level consistent with UUA compensation guidelines. The Board will continue to update and publicize the status and projections of our financial health.

The process of professionalizing the accounting practices at 1st UU has been slow and deliberate, and much progress has been made in the recent past. The Church and the Trust remain in an unusual relationship to each other, as two separate entities. (refer to section Financial Forecast) The current relationship is inadequate for a rapidly-changing environment, leading to delayed and cumbersome communication. It is clear that a church cannot operate continuously with a deficit. Although attempts have been made to liquidate our property holdings, this does not appear feasible in the near future. Most recognize that the most viable means of improving the church's financial viability is through increasing membership.

Much of the congregation recently experienced great anxiety and concern when faced with the prospect of selling the church house and social halls. This ultimately proved to be an inadequate solution to the financial challenges of the church. The congregation recognizes the importance of continuing to grow membership and pursuing planned giving and other development strategies to create a sustainable future for 1st UU.

We expect that, with this comprehensive plan as a guide, the Church and Trust will create a workable structure that is more conducive to the long-term financial health of 1st UU. Further, a proposal has been made to integrate the Trust into the Church and create a directly accountable oversight committee. We also expect that this committee will take on much of the responsibility of raising funds to support the continued operations of the church.

Staff

The Board will be responsible for maintaining a reliable, efficient, confident staff by creating and maintaining job descriptions and employee policies.

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The Board is establishing specific guidelines for contracted hourly and called staff positions, recognizing that the specifics differ from category to category. We recognize that staffing must be proportional to the current needs of the church and the community it serves.

We expect to sustain staff compensation in line with fair compensation guidelines and in recognition of the need for skilled staff.

Ministerial Presence

We will encourage our ministers to support our goals through Sunday services and other public speaking opportunities, promoting religious education for all ages, developing a pastoral care program, public visibility, providing leadership, facilitating membership growth, and playing an active role in administration and communication within the congregation.

The Reverend Drew Johnston began as interim minister in 2006 and has served as Consulting Senior Minister since 2008. This is currently a full-time position providing executive leadership to the Board of Trustees, staff training and supervision, and pastoral support to church members, in addition to delivering sermons and leading worship services for 30 Sundays each year. The position also includes numerous responsibilities related to the maintenance and improvement of the church facilities. Some discussion has taken place regarding the potential benefits of hiring a part-time facilities manager.

The Assistant Minister delivered 12 sermons annually and fulfilled programmatic duties that varied annually based on the needs of the church. In 2008-2009, these included volunteer management and small group ministry. Lynda Smith served as Assistant Minister until the end of 2009 when she left for family reasons.

The congregation has had a positive response to the quality of leadership and worship provided to 1st UU by the Senior Minister with support from the Assistant Minister.

In the future we expect to attract a high quality of ministerial prospects skilled in policy governance by continuing to improve the staff and Board infrastructure and nurturing the financial health of 1st UU.

Task Groups

1st UU Detroit will foster a spirit of cooperation and competence when establishing task groups charged with short-term projects of value to the congregation.

The Board has established several task groups to take on the management of short-term projects, such as the creation of a public film series at Pullman Hall.

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The congregation has encouraged the creation of task groups with clear, time-limited tasks that, in addition to accomplishing the assigned task, integrate newcomers, teach new skills, and have the potential for valuable social interaction.

The Board will continue to base Task Groups on examples of well functioning groups from the recent past, including the Search Committees, both Interim and settled; the Future Facilities Task Force; and the much more recent Life Span Learning charter task group.

Because we operate well and accomplish much in Task Groups, the Board will continue to find areas where this structure is applicable.

See Appendix A - Leadership, Governance, Staff

b. Worship

Worship Music

Worship

We will provide consistent quality worship services with an emphasis on UU principles and identity.

We continue to increase our first time visitors with a 10% increase from 2007 to 2009 while our summer services have doubled over the same time period. We have affirmed our service time will remain at 11am regardless of the season. As so many other aspects of Church life have been changing during this time, the focus of worship has been on consistency, which helps ground our members and visitors.

The congregation has expressed an appreciation of the performance quality of the music and other art forms included in worship (i.e., dance, poetry). They have also welcomed the diverse points of view expressed in worship, the consistent service structure, and the quality of the sermons.

We expect to see continued growth in first time visitors, while expanding our accessibility by using podcasts and CDs. We expect to see continued satisfaction among our current members, paired with increased participation and financial contributions.

See Appendix B (Worship / Music Logic Models)

Music

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1st UU of Detroit will always endeavor to be inclusive and utilize many musical traditions to enhance the quality of Sunday morning worship. Those providing the music program will grow and evolve and include new participants.

1st UU currently offers a varied musical program of consistently high quality during Sunday morning worship. The music staff currently consists of a Cantor and a Music Director, who also currently serves as Choir Director. The Music Director chooses a set of musical pieces for each Sunday worship that resonate with the theme of that morning's sermon: piano solos; congregational hymns; solo pieces sung by the Cantor; and group pieces sung by the choir on selected Sundays. A recent organ concert performed by the musical director and a church member showcased the history and musical capabilities of the church organ.

The congregation appreciates the quality of the church's musical director and current musical programs. Some members have expressed interest in an increased variety of musical genres in worship and expanded musical programming outside of worship.

We expect to continue supporting our Music Director in providing quality music offerings and expanding our music program in sustainable and appropriate ways that support the priorities of the church.

See Appendix B (Worship / Music Logic Models)

c. Membership

We will continue to welcome new members at a rate greater than attrition.

We have established a new and accurate membership count and plan to increase net membership by 5 to 7% per year. We are continuing to find ways to articulate the benefits and expectations of membership for both current members and future members.

Acknowledging that the current demographics of our catchment area indicate a low probability of families with children, we are focusing our efforts in those populations where we expect the best outcome of our investments of both time and money.

We expect an increase in the number of first time visitors and we hope this will translate to membership growth. Recent data have shown a very strong correlation between attendance on Sunday and the financial health of the church. Therefore we will devote energy toward visibility in the communities we serve and inviting people to attend our church. Our publicity efforts will be shown in tangible activities that give us the chance to connect to people directly.

See Appendix C Membership Logic Model

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d. Lifespan Learning

The First Unitarian Universalist Church of Detroit, being well grounded in our religious movement, will provide programs and activities taught by competent instructors of diverse backgrounds which are planned, published and publicized.

We realize that our Religious Education offerings have not always been in reasonable proportion to our changing demographics. In order to provide effective programming, we will provide consistent programming for children, youth, and families who may appear on Sunday mornings, and continue to enhance Religious Education for adults.

Our first priority will remain programming for children, youth and families who appear on Sunday mornings.

The congregation has also expressed an increased interest to continue to grow enriching programs for all, such as workshops, discussion groups, and seminars. A current strong interest is in establishing a drop-in center for LGBT youth.

In order to be proportional and sustainable, we need to balance our priorities with our members' wants. We will strive to find sustainable program structure to meet the sets of needs.

At this time the details of a new proposal are being explored by Reverend Johnston and Athena Kolbe, with the goal of creating a sustainable structure that can be managed and led by volunteers within the near future. Some effects of this structure will be broader participation in Life Span Learning and a reduction in the cost of providing programming for children, youth, families, and adults.

See Appendix D – Lifespan Learning Logic Model

e. Service/Action

1st UU Detroit will provide a variety of service projects (i.e. voter registration, tutoring, community clean up) that are planned and publicized and easy to participate in.

Currently we have occasional opportunities to work together to benefit the community and be a visible group, but we do not have a regular schedule or sustainable process.

The congregation has expressed interest in many types of collaborations and partnerships such as engaging with Wayne State in various ways, finding a specific

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cause or group, learning more about our neighborhood needs, involving youth, and continuing our relationship with Sienna Literacy Center.

In order to move toward this goal, we will track opportunities that are organized by others as well as those we originate, create a reliable way of publicizing service opportunities, schedule frequent and diverse opportunities, and keep track of our participation so that we know what is successful.

We expect increase in participation by both members and the community at large as a measurement of success.

See Appendix E – Service Logic Model

f. Community

Through more regular participation in community events, we can grow as a congregation, be better neighbors, and be a leader in our community.

We have established a new Board Portfolio to support the Congregation's goal to be a good neighbor and community leader. We are continuing to find ways to articulate the benefits and expectations of the Congregation's role in the community for members, neighbors and residents of the community.

Acknowledging the current demographics of our catchment area, it indicates strong connection to service and activism. We are focusing our efforts in community outreach events where we expect the best outcome of our investments.

We expect an increase in the number of community events either sponsored or supported directly by our Congregation and we hope this will translate to community leadership. We also expect to expand visible and appropriate activities in our church facilities, ever mindful of the need to maintain a clear identity.

See Appendix F – Community Service Model

g. Promotion

Through a regular use of marketing venues, we will continue to promote our services, religious movement, programs and activities to the community at large.

We have established a new Board Portfolio to support the Congregation's goal to be an advocate for our services, religious movements, programs and activities. We are continuing to find ways to articulate the benefits of the Church in the community for members, visitors, friends, neighbors and residents of the community.

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Acknowledging the current demographics of our catchment area, we are focusing our efforts in promotion through advocacy, social media, community events, and local area advertisements where we expect the best outcome of our investments in both time and money.

The congregation has shared many creative ideas. The Board hired part time help with publicity and events and continue's to find means to focus in a way that serves our current needs and community.

We expect an increase in the number of visitors to the Church and friends of the Church. We hope this will translate to membership growth.

See Appendix G – Promotion Logic Model

h. Our Home / Facilities

The First Unitarian Universalist Church of Detroit will endeavor to maintain its facilities at levels that satisfy its members and increase use of the buildings.

After long period of deferred maintenance we find ourselves face with cosmetic and structural needs. Several assessments have occurred indicating daunting projects balanced by a strong interest in a vibrant facility.

We believe this is not a responsible time to engage in a capital campaign so our limited resources remain dedicated to operating costs.

Therefore, we expect to fund facilities improvements in a manner directly related to usage. For example, a portion of all rental income will be set aside for building maintenance and improvements.

The Congregation has expressed a wide variety of wishes that focus more on the cosmetic improvement and increase access. Our first priority must become preserving the structural integrity of the facilities while we continue to balance the cosmetic and accessible of the facilities.

We are planning incremental improvements balanced by mandatory maintenance while engaging a building manager position.

We expect to repair and improve facilities as use increases by membership and the community at large.

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See Appendix H – Facilities Logic Model

Financial Forecast

Detailed Financial Forecast

Two factors have prevented the inclusion of more detailed metrics. No one remains at the church who works well with our old accounting and membership software package and meaningful reports are impossible to extract. And our new system is starting fresh with 2010, at the mid-point of the fiscal year.

As of January 1, 2010, we have changed to a modern and standard book keeping system that both paid and volunteer staff will be able to use.

Many hours of professional help from a CPA specializing in not-for-profits have helped unravel the past, and we start 2010 with a clean slate and great enthusiasm for stable and meaningful information from this day forward.

See Appendix I – Finance Logic Model

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	2009-10	2010-11	2011-12	2012-13	2013-14
Declining contribution from Trust	\$75,000	\$65,000	\$55,000	\$45,000	\$35,000
Earnings from Trust	\$24,560	\$16,704	\$10,354	\$5,358	\$1,582
Increasing pledges	\$119,851	\$126,978	\$134,601	\$142,758	\$151,488
Core Income	\$219,411	\$208,682	\$199,955	\$193,116	\$188,071
Expenses	\$255,086	\$255,086	\$255,086	\$255,086	\$255,086
Core Gap	-\$35,675	-\$46,404	-\$55,131	-\$61,970	-\$67,016
Other Income (non-Trust, non-pledged)	46300	50930	56023	61625	67788
truer Gap	10,625	4,526	892	-345	772
Endowment Accumulation	25443	43457	55253	62017	
Total Income	265,711	259,612	255,978	254,741	255,858
Total Expenses	\$255,086	\$255,086	\$255,086	\$255,086	\$255,086
Difference	10,625	4,526	892	-345	772

This table shows the result of declining contributions from the Trust while growing pledges directly correlated to average attendance (as demonstrated by actuals). Small increases in income from fundraising will have a substantial positive impact. By scheduling these distributions from the Trust the deficit becomes a real number that can be managed by a church of this configuration. Previous "loans" will be cancelled and future distributions will be considered a vital element in the comprehensive plan of the church. Ten percent of the Trust assets will be set aside annually in a more protected form of endowment fund.

FINAL DRAFT PLAN January 2010



Moving Toward a New Financial Structure: The Trust Reimagined

		2009-10	2010-11	2011-12	2012-13	2013-14
Income						
	Trust					
	Withdrawal	\$75,000	\$65,000	\$55,000	\$45,000	\$35,000
	Interest	24,560	16,704	10,354	5,358	1,582
	Operations					
	Membership	119,851	126,978	134,601	142,758	151,488
	Building Use. Etc.	<u>46,300</u>	<u>50,930</u>	<u>56,023</u>	<u>61,625</u>	<u>67,788</u>
Total Income		\$265,711	\$259,612	\$255,978	\$254,741	\$255,858
Expenses		<u>255,086</u>	<u>255,086</u>	<u>255,086</u>	<u>255,086</u>	<u>255,086</u>
	Surplus/Deficit	\$10,625	\$4,526	\$892	(\$345)	\$772
Memo:						
	Remaining Invested					
	Funds	\$233,856	\$172,011	\$121,014	\$80,512	\$51,893