

Irvine United Congregational Church

Report of the Task Force on Long Range Planning

Prologue. The View from 2015.

It is 2015. Half a decade has passed since the 2010 Report of the Task Force on Long Range Planning of the Irvine United Congregational Church (IUCC). It is, in fact, time for a thorough update and fresh attempt to peer into the future for the congregation.

As that process gets underway, it is gratifying to note the many goals and objectives, and projections for the future, that have in fact come to pass. In a word, IUCC has grown and changed, and has become a more significant force in the lives of its members and friends, and in the life of the greater community in Irvine and Orange County.

The congregation has increased in size by more than one third – from the base of about 300 in 2010 to a roster that now includes more than 400. Staff and financial capacity have grown and strengthened. The Progressive Christian banner waves proudly.

Growth has been a consequence of strong programs that are well-imagined and properly staffed and supported. Indeed, across the five years since 2010, a noteworthy set of programs have either continued in a strengthened way, or have been freshly initiated.

- *Sunday morning worship in 2015 includes more people than normally attended in 2010, as especially attendance at the first service has grown, while maintaining a distinctive character. At least as importantly, the two worship services available in 2010 have been supplemented by a third service which youth and young people have found particularly attractive.*
- *A suite of programs and activities for children, youth, young adults and young families has been developed, and paid part-time staff have been recruited to give direct and personal leadership to them.*
- *Small groups, on the drawing-board in 2010, by 2015 have become integral to the ways in which IUCC engages and nurtures members. Paid part-time staff ensure the success of the small groups program.*

- *Programs for congregational mutual support have thrived. The Stephen Ministry is integral to programs offering succor to those in need.*
- *Programs to make our faith active through serving the greater community have developed. Ministries and small groups are providing direct service to those in need. Sacred activism characterizes many activities undertaken by groups of all ages.*
- *The choral music program features a large adult choir that presents a sophisticated repertoire, and also includes many opportunities for music-making by children and youth. Multiple genres or styles are represented.*
- *Programs of distinction for adults have continued and grown in prominence and demonstrated success. Appearances by nationally-known speakers and Progressive Christian-themed workshops hosted at IUCC have resulted in a well-deserved regional reputation for the congregation.*
- *As of 2015, phase two of a facilities building program is complete – a program that began with expansion of the narthex for administrative / offices / meeting space use has now seen the replacement of the temporary child care building, and a full rebuilding of Plumer Hall. The Child Care Center is modestly larger, providing services to the community through the week, and the congregation benefits also from the space as music and education programs put the space to good use. The sanctuary features video screens, an improved system for sound, and refreshed interior design; but the building is unchanged in its essentials.*

As a new effort at long range planning began in 2015, the essential foundation was in place. It was a good basis on which to start envisioning IUCC in 2020 and beyond.

Part One. Formation of the Task Force; Elements of the Task Force Charge; and Associated Activities.

The Long Range Planning Task Force was formed in January, 2010 by a vote at the Congregational meeting. The following were appointed to the Task Force: Renae Boyum and David Schofield, Co-chairs; Francesca Cancian; Lindy Garber; Yvette Hill; Laura Kemp; Dale Lang; and Kathy Saylor. The central mission of the Task Force was to establish goals and propose objectives across the next five to ten years for IUCC. In

pursuit of this goal, the Task Force undertook activities that the group believed would fulfill its essential charge.

- Key elements of the formal Charge to the Task Force are outlined below. For each, Task Force activities are noted.

The Task Force acknowledges with appreciation the contributions of others who were not “official” members. In particular, the Moderator, Keith Boyum, and Pastors Tellström and Griswold, offered strong input and welcome sense of direction for the congregation.

Table One: Charge to, and Activities of, the Long Range Planning Task Force	
Formal Charge Element	Task Force Activities
1 Review the congregational Mission and Vision Statements.	<i>The Task Force examined and discussed both statements. In the end, the Task Force proposed no changes to either (Appendix I).</i>
2 Review demographic information about the congregation and community, using resources such as the congregational profile developed during the search process for an Associate Pastor, and other general information obtainable from the city of Irvine and other places.	<i>The Task Force examined the congregational profile, and the SWOT document created during the revision of the Mission and Vision statements (Appendices II & III).</i>
3 Interview suitable groups and individuals about sense of the future, including, for example, the Ministries Board, the Administrative Board, former Moderators of IUCC, and pastoral leaders.	<i>The Task Force did this. The Task Force also met with the Adult Programs Director, the Child Care Center Director, and the Administrator (Appendix IV).</i>

**Table One, continued:
Charge to, and Activities of, the Long Range Planning Task Force**

Formal Charge Element	Task Force Activities
<p>4 Draft goals and objectives for programs that benefit and advance IUCC's sense of purpose in serving immediate members and friends of the congregation, and also in serving the broader community, congruent with congregational mission and vision, and congruent also with strengths, weaknesses, opportunities, and threats that constitute IUCC's environment.</p>	<ul style="list-style-type: none"> • <i>Initial draft program goals are found in Appendix V.</i> <p><i>The Task Force co-chairs led a substantial discussion of proposed goals at the July 2010 Leadership Retreat.</i></p>
<p>4a Review draft goals and objectives with the Ministries and Administrative Boards, and if suitable, with members of the congregation in forums and discussion groups.</p>	<p><i>Members and friends of IUCC had the opportunity to give the Task Force feedback through handouts in the bulletin, through discussion on the patio, and through the use of our web site. We began those opportunities on May 23 and continued throughout the month of June, 2010 (Appendix VI).</i></p>
<p>5 Following appropriate reviews and discussions, develop refined goals and objectives for programs, which may form the heart of a congregational plan for the next five to ten years.</p>	<p><i>The Task force reviewed the information garnered from congregational input, revised the goals and asked for input on the implications of the program goals on staffing, facilities and resources. Following this, the program goals and objectives were again refined.</i></p> <ul style="list-style-type: none"> • <i>They follow below.</i>

Goal One. Ensure continuing vigor and vitality in worship: refresh, re-imagine, reach out.

1. Diversify our worship styles, to reach persons with various preferences and tastes.

- Provide for an alternative worship – a third service that attracts many persons, including especially youth, and features musical and liturgical forms that are attractive to persons aged 18 – 39.

2. Ensure that all Sunday morning worship services are welcoming to all.

- Make services attractive to parents of young children / to young families.
- Continue a “traditional” worship with vitality and energy, while continuing to incorporate some of the newer multi-media, contemporary music and instruments (e.g. drums).
- Feature a strong choral music program (chancel choir) that performs sophisticated repertoires to sustain a “traditional” worship, along with a complement of the best in gospel / contemporary music that reflects our theology.

Goal Two. Make our faith active through serving the greater community.

3. As an initial approach, develop means by which IUCC members and Ministries may “connect with” existing organizations in the community to offer direct services to those in need.

4. Develop programs that provide direct service to those in need, for example:

- Consider developing a food pantry, or becoming a strong partner with another faith organization in running a food pantry.
- Consider directly providing shelter for the homeless, or becoming a strong partner with another faith organization in running providing shelter for the homeless.

5. Strengthen programs that encourage the congregation and the broader community to make just peace, open & affirming, and environmentally aware choices.

- Life up and value *witness* and *advocacy* – efforts to further peace, justice, and care for our world.

Goal Three. *In support of the report of the Task Force on Children, Youth, Young Adults & Young Families, continue and strengthen IUCC's outreach and service to these groups by providing a wide range of programs.*

- 6. Put Sacred Activism in the center of programs for children, youth & young adults.**
- 7. Include music and other expressive opportunities.**
- 8. Create new classes and small groups for youth, young adults and young families, while continuing cross-generational opportunities.**

Goal Four. *Sustain and nurture our congregation by meeting the many needs of a progressive, diverse Christian community.*

- 9. Build vibrant small groups in which members and friends may grow in their attachments to each other, and to the congregation & its vision.**
 - Meet social and personal growth needs in a faith context, offering opportunities to gather, explore Christian values, form friendships, and in general confront stage-of-life issues.
 - Participate as small groups in direct service to the greater community (compare Goal Two).
- 10. Ensure vitality in congregational care.**
 - Provide programs that train lay people to reach out to those in our midst who need social, emotional, and / or physical care.
 - Provide care to those in our own community who may have physical needs [shelter, transportation, etc.]
- 11. Continue, strengthen strong programs of adult education.**
 - Strengthen, continue "signature" educational programs that bring nationally or internationally –known persons to the congregation

Part Two. Goals, Objectives, and Short-Term Recommendations

With input from congregational leaders, importantly during a useful session at the July leadership retreat, and with specific input from Pastors Tellstrom and Griswold, the Task Force adopted four goals. As will be seen, eleven numbered objectives are associated with the goals.

Goals follow immediately below, in Table Two; and please see also short-term recommendations that the Task Force developed in immediate pursuit of the goals and objectives.

Of course, the Task Force has had a mission to develop plans not for tomorrow, but for the longer range. Nevertheless, the Task Force has found it possible to translate some of the goals and objectives to some specific suggestions worthy of consideration in the short term.

Suitably, the Task Force has left further specifications of particular strategies to the discretion and oversight of particular ministries and committees that shoulder responsibilities in particular areas.

**Table Two:
Proposed Goals and Objectives,
Together with Recommendations for the Short-Term**

Goals and Objectives	Recommendations for the Short-Term (Within Approximately the Next Year)
<p>Goal One. <i>Ensure continuing vigor and vitality in worship: refresh, re-imagine, reach out.</i></p> <p>1. Diversify our worship styles, to reach persons with various preferences and tastes.</p> <ul style="list-style-type: none"> • Provide for an alternative worship – a third service that attracts many persons, including especially youth, and features musical and liturgical forms that are attractive to persons aged 18 – 39. <p>2. Ensure that all Sunday morning worship services are welcoming to all.</p> <ul style="list-style-type: none"> • Make services attractive to parents of young children / to young families. • Continue a “traditional” worship with vitality and energy, while continuing to incorporate some of the newer multi-media, contemporary music and instruments (e.g. drums). • Feature a strong choral music program (chancel choir) that performs sophisticated repertoires to sustain a “traditional” worship, along with a complement of the best in gospel / contemporary music that reflects our theology. 	<ul style="list-style-type: none"> a) Consider changing Sunday worship service times to 9:00 and 11:00 a.m. b) Plan and implement quarterly “alternative” service (could simply be outside, or at a different time, or with different music, or at the beach) c) Buy two large high definition televisions for sanctuary – begin incorporating video clips into service d) Upgrade, improve current sound system e) Incorporate “children’s time” into first service f) Provide frequent opportunities for youth to participate in both services – as greeters, ushers, readers, youth choir, instrumentalists g) Have choir music at all services on a frequent basis h) Form a Worship Innovations Task Force i) Utilize social media networks (Facebook, YouTube, etc.)

Goals and Objectives	Recommendations for the Short-Term (Within Approximately the Next Year)
<p>Goal Two. <i>Make our faith <u>active</u> through serving the greater community.</i></p> <p>3. As an initial approach, develop means by which IUCC members and Ministries may “connect with” existing organizations in the community to offer direct services to those in need.</p> <p>4. Develop programs that provide direct service to those in need, for example:</p> <ul style="list-style-type: none"> • Consider developing a food pantry, or becoming a strong partner with another faith organization in running a food pantry. • Consider directly providing shelter for the homeless, or becoming a strong partner with another faith organization in running providing shelter for the homeless. <p>5. Strengthen programs that encourage the congregation and the broader community to make just peace, open & affirming, and environmentally aware choices.</p> <ul style="list-style-type: none"> • Lift up and value <i>witness</i> and <i>advocacy</i> -- efforts to further peace, justice, and care for our world. 	<ul style="list-style-type: none"> a) Post in bulletin and on website specific information about opportunities for service with existing organizations b) Utilize existing ministries (Mission and Service, Outreach, Advocates, others) to plan activities connected to existing organizations, to include United Church of Christ programs c) Have a Ministry Fair focused on direct service to those in need d) In Newsletter feature members who have participated in service projects with existing organizations e) Continue connections with open and affirming organizations f) Draft a plan on how to make IUCC “green” – share plan on web site, in bulletin, in newsletter g) Encourage existing groups (Seekers, Men’s Breakfast, Women’s Fellowship, Youth Groups, Choir, Small Group gatherings) to undertake a service project

Goals and Objectives	Recommendations for the Short-Term (Within Approximately the Next Year)
<p>Goal Three. <i>In support of the report of the Task Force on Children, Youth, Young Adults & Young Families, continue and strengthen IUCC's outreach and service to these groups by providing a wide range of programs.</i></p> <p>6. Put Sacred Activism in the center of programs for children, youth and young adults.</p> <p>7. Include music and other expressive opportunities.</p> <p>8. Create new classes and small groups for youth, young adults and young families, while continuing cross-generational opportunities.</p>	<p>a) Provide frequent opportunities for youth to participate in all services – as greeters, ushers, readers, youth choir, instrumentalists</p> <p>b) Provide frequent opportunities for youth to participate in direct service projects</p> <p>c) Engage youth in care opportunities: caring for each other; and as appropriate, for other congregation members in need</p>

Goals and Objectives	Recommendations for the Short-Term (Within Approximately the Next Year)
<p>Goal Four. <i>Sustain and nurture our congregation by meeting the many needs of a progressive, diverse Christian community.</i></p> <p>9. Build vibrant small groups in which members and friends may grow in their attachments to each other, and to the congregation & its vision.</p> <ul style="list-style-type: none"> • Meet social and personal growth needs in a faith context, offering opportunities to gather, explore Christian values, form friendships, and in general confront stage-of-life issues. • Participate as small groups in direct service to the greater community (compare Goal Two). <p>10. Ensure vitality in congregational care.</p> <ul style="list-style-type: none"> • Provide programs that train lay people to reach out to those in our midst who need social, emotional, and / or physical care. • Provide care to those in our own community who may have physical needs [shelter, transportation, etc.] <p>11. Continue, strengthen strong programs of adult education.</p> <ul style="list-style-type: none"> • Strengthen, continue "signature" educational programs that bring nationally or internationally –known persons to the congregation 	<ul style="list-style-type: none"> a) Pilot small groups based on the Eight Points of Progressive Christianity b) Roll out "Comma" groups (small groups) in early 2011 c) Train participants, and begin Stephen Ministry d) Continue Wednesday's Journey

Part Three. Implications of the Proposed Goals and Objectives

The Task Force next looked at the part of its charge which was to examine implications, and provide suggested strategies for implementing the goals and objectives.

See immediately below for specific portions of the charge, and Task Force recommendations relative to each.

1. Consider implications of the refined goals and objectives for, and develop recommendations concerning major issues including these.

a. Estimating congregational growth: what sizes of membership constitute reasonable projections for the five and/or ten year future?

- The Task Force believes that an annual membership gain of 25 members per year is attainable.**

This number does not imply exceedingly fast growth. However, if attained, it would result in fifty new members in two years, one hundred new members in four years. In ten years, growth of 250 is implied. Therefore, by about the year 2020, we may forecast a congregation of approximately 550, a noticeable increase from the current approximately 300.

b. Paid staff and lay leadership: in what functional areas should the congregation anticipate hiring? Draft tentative timetables for hiring staff.

- The Task Force envisions adding part-time staff, and / or as appropriate increasing hours for some current part-time staff. The Task Force does not envision hiring a third full-time ordained person.**

It is true, of course, that full-time clergy have varying job descriptions. A senior pastor role includes significant leadership expectations, and the current Associate Pastor is asked to give special attention to programs for children, youth, young adults and young families.

In envisioning part-time staff, then, (ordained or lay) the Task Force anticipates adding specialists rather than generalists, approximately reflecting the congregation's highest-priority goals and objectives.

Table Three
Current (2010) and Projected Paid Staff

2010	2011 - 2013	2014 - 2015
Senior Pastor	Senior Pastor	Senior Pastor
Associate Pastor	Associate Pastor	Associate Pastor
Administrator	Administrator	Administrator
Bookkeeper	Bookkeeper	Bookkeeper
Adult Programs Director	Adult Programs Director	Adult Programs Director
Youth/Young Adults Coord.	Youth/Young Adults Coord.	Youth/Young Adults Coord.
Director of Music	Director of Music	Director of Music
Accompanist	Accompanist	Accompanist
Choral Intern/Section Ldr #1	Choral Intern/Section Ldr #1	Choral Intern/Section Ldr #1
Choral Apprentice	Choral Apprentice	Choral Apprentice
/Choir Section leader #2	/Choir Section leader #2	/Choir Section leader #2
Two Child care attendants	Two Child care attendants	Two Child care attendants
	Administrative Assistant	Administrative Assistant
	Small Groups <u>or</u> Direct	Small Groups <u>or</u> Direct
	Service Coordinator	Service Coordinator
	Add'l Youth Coord. #1	Add'l Youth Coord. #1
	3 rd Service Paid Musicians	3 rd Service Paid Musicians
	Choir Section Leader #3	Choir Section Leader #3
	Choir Section Leader #4	Choir Section Leader #4
		Add'l Youth Coord. #2
		Children's Education Coord.
		Volunteer Coordinator

Discussion: An Administrative Assistant, 2011 - 2013. The Task Force believes that we have nearly reached the reasonable limit of time and capacity available from our current part-time Administrator, Mr. Michael Spindle, and that a growing congregation that features growing programs will very soon require more help in the way of office support. Therefore, we project the hiring of an Administrative Assistant. There will be facilities / space needs implied by this (and by the other projected part-time hires), which are discussed below, in Part C.

Discussion: A Small Groups or Direct Service Coordinator, 2011 - 2013. In Goal Four, Objective 9, above, the Task Force recognizes and endorses the priority that has emerged in 2010 for the formation and encouragement / growth of small groups in the congregation. We expect that increasing numbers of members and friends of IUCC will become involved in small groups, and that small groups will become very important in delivering nurture and care of every kind to a growing faith community. Presently, we benefit from leadership in this area offered by the Adult Programs Director.

In Goal Two, and objectives 3, 4, and 5, the Task Force also names as a priority activities in direct service to those in need in our community / region. We think that a paid, part-time staff member could offer leadership to our Mission & Service Ministry, and to others interested, including youth groups and/or other groups in the congregation.

Accordingly, we think it likely that sometime in 2011 or in 2012, the congregation will benefit from a dedicated part-time staff member to oversee either a fast-growing small groups program, or to facilitate congregational involvement in direct service. We do not recommend hiring two additional part-time staff persons [to cover, thus, both areas] as early as 2012.

Discussion: An Additional Youth Coordinator #1, 2011 - 2013. The Task Force anticipates a part-time person to supplement and extend the work now being undertaken by our Youth and Young Adults Coordinator hired in September, 2010, the Rev. William Summerville. This is reflective of the goals and directions set in the report of the Task Force on Children, Youth, Young Adults and Young Families¹, and recognizes the current fast pace of program building designed to serve these constituencies.

Discussion: 3rd Service Paid Musicians, 2011 - 2013. The Task Force envisions beginning a third service soon, but the details of such a service, as to program and projections as to its growth, are pending. Note that we have recommended a Worship Innovations Task Force, which is at work, and may fill in many blanks. Hiring of paid musicians should be considered together with recruitment of volunteer members of the congregation to do suitable performances. Financial forecasts suggest that IUCC's budgets will probably not countenance this all desirable hiring in a single year, and so some staging and prioritizing in light of actual, not projected, financial capacity is needed in 2011, 2012, and 2013.

Discussion: A Second and Third Choral Section Leader, 2011 - 2013. These may come when budgets permit, of course, and when hired, each section [Soprano, Alto, Tenor,

¹ <http://www.iucc.org/CYYAYFTaskForceReport.pdf>

Bass] would benefit from paid leadership (from Choral Intern, and 3 section leaders). IUCC's signature choral music program deserves support.

Discussion: A Third Youth Coordinator, 2014 - 2015. Again responding to the report of the Task Force on Children, Youth, Young Adults and Young Families, and projecting still more growth in this general area, the Long Range Planning Task Force projects a third part-time staff person for 2015. Details of job descriptions for the 2012 projected hire and for the 2015 projected hire are left un-specified by us; but we note that youth, young adults, and young families may all / may all three benefit from specific programs that may be facilitated best with the help of three part-time staff persons.

Discussion: A Children's Educational Leader, 2014 - 2015. In the years following 2012, the Task Force conceptualizes a paid lay leader for Sunday School and kindred educational opportunities provided to children. This could be initiated in 2013, 2014, or 2015, depending on needs and the success of volunteer lay leadership in 2012 and beyond.

Discussion: A Volunteer Coordinator, 2014 - 2015. In the years following 2012, the Task Force expects significant growth in programs led by part-time paid staff, as noted. It may be suitable to hire a part-time person to recruit, chart and monitor, and ensure wide engagement of congregational participants (members and friends) in all of the programs we undertake to benefit both ourselves and our wider community. Especially as we venture with purpose into our wider communities [see Goal Two], we will need data bases on one hand, and encouragement and facilitation on the other hand, for many and various activities.

General Discussion: Paid Staff in Part-Time, or Full-Time, Positions.

Inasmuch as lay leadership reviews of a draft of this long range plan brought forth queries about staff in part-time, or in full-time status, we comment here on projections reviewed above that focus on part-time hires. In a word: why part-time, and not full-time, hires?

The first reason is "right-sizing" to the task. Child care attendants, choir section leaders, and a pianist, for example, are needed for defined, limited time slots.

The second reason is right-sizing to the congregation. As 2010 closed, IUCC membership stood at about the 300 level. For a congregation of that size, a number of staff jobs are sized well for part-time staff. This may be true for our bookkeeper, for example; and for our Directors of Music, and of Adult Programs; and for our Coordinator of Youth and Young Adult Programs. If IUCC soon seeks musical leadership for a third worship service, part-time leadership (paid or volunteer) seems right.

Looking ahead, congregational leaders may choose to consolidate some of the part-time positions we recommended above, and may consider hiring full-time. In doing so, the leadership will consider whether essential talents and foci are better achieved by staff serving in dedicated part-time positions, or by staff who have more general job descriptions and cover duties across a wider terrain. However, when IUCC leaders confront this topic in the years ahead, they will also be constrained by financial realities, discussed below.

General Discussion: Proportions of the Congregational Budget Devoted to Paid Staff.

Using spread sheets and forecasts of congregational income commensurate with the growth in membership referenced above (section a), the Task Force estimated current (2010) budgeted expenditures on paid staff at 71% of total income [see Appendix 7].² Evidently, in general, expenditures on employee salaries reduce degrees of freedom for supporting other possible goals and activities, including facilities, equipment, local congregational programs, and charitable support of wider church and wider community needs. We note that support of wider church / wider community needs is prioritized among the goals listed earlier [see especially Goal Two].

The projected hiring plan shown in Table Three leads to declines in expenditures on paid employee salaries. We estimate spending on employee salaries of approximately 65% in 2012, and of 51% in 2015. This is importantly dependent upon growth in number, and in financial support. However, the Task Force is gratified to notice the financial opportunities implied for facilities, and for local, regional, and national/international programs.

The Task Force did not estimate program support costs associated with the new hires projected for 2012 and 2015, but a small groups or direct service coordinator, to take one example, projected for approximately 2012, will need materials and work space and reasonable administrative support.³ The point is that new hires will “cost” more than just salary.

² That figure is not surprising. In the 2010 budget, IUCC provided for a new full-time pastor, and a new Youth and Young Adults Coordinator, which were noted in the 2009 budget but not experienced as costs. We observe that some other service industries (e.g., schools and colleges) spend between 7 and 8 non-capital dollars out of every ten on employee costs. However, for IUCC, capital costs must be part of necessary annual budgeting and expenditures, and so planning for spending considerably less than 70% of revenues on salaries is an important strategy for the long term.

³ It is significant, and worth explicit mention, that part-time staff normally do not draw benefits, and so the cost to the employer (to IUCC) is reduced by as much as 30%.

Finally, the Task Force wishes to be explicit that, while these projections strike us as reasonable and therefore do indeed constitute our recommendations, the actual choices to define staff jobs and to hire remain in the discretion of the congregation and the Administrative Board, respectively.

c. Facilities and Operations: What must be done to house and support our programs and purposes? Suggest directions for expansion and improvement of facilities that are suitable for the congregational size and congregational program needs that the plan anticipates.

- **The Task Force sees administrative and program space needs, but does not envision major structural alterations to the sanctuary.**

The set of programs and directions suggested by the goals and objectives outlined in Table Two, together with the projected staff hires in Table Three, imply serious space needs. These occur principally in areas devoted to administrative support, to include main office / administrative space needs, office and work space needs that will support staff that we project hiring, and general meeting / gathering spaces.

In comparison (or contrast), we do not see needs in the immediate future, nor even across the next decade, for expansion or major modification to the sanctuary. A general strategy to encourage more even distribution of attendance across the hours on Sunday morning seems a better course to set, and it remains to be seen whether some worship activities will be located temporally other than on Sunday morning, and/or geographically other than on the main IUCC campus.

We recognize and welcome the use of memorials and other special funds to finish the Sanctuary improvements now underway and projected. That is, with a new pulpit now in place, we look forward to enhancements of the wall behind the choir seating, and to a new altar of a design to harmonize with the pulpit.

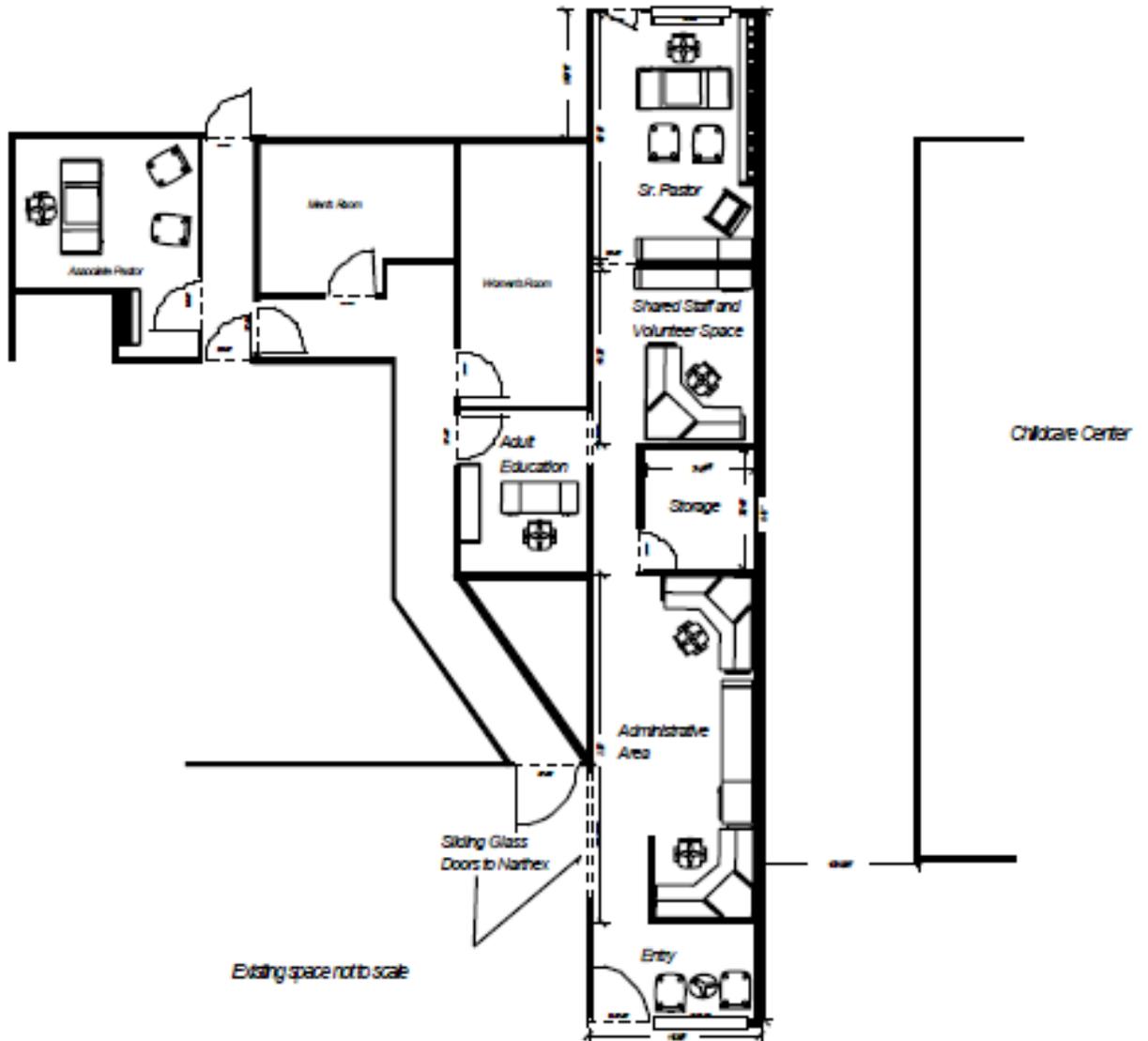
Child care and the Child Care Center day care / preschool operation are important qualifiers. IUCC serves its broader community by offering day care and preschool opportunities. Child care and preschool programs also make strong use of facilities during the week.

We note that the “Atwood building,” comprising the structures that now serve our child care and preschool together with our main church office, is made up of temporary structures. The temporary buildings are at the end of their useful life, and are simply inadequate to house the main church office / administrative functions even in the near future. Expansion and/or replacement are apparent, urgent priorities.

Given all of this, the Task Force recommends that the congregation form a Task Force for Facilities Improvements, and offers further notes with respect to facilities needs in Table Four, below.

Table Four Facilities Strategies / Notes	
2010 - 2011	2012
1. Form a Task Force for Facilities Improvements	
2. Engage an Architect	
3. Facilities Reconfiguration: <ul style="list-style-type: none"> • Consider strongly an addition to the narthex to occupy the space approximately defined by the door to the main church office / senior pastor's office, occupying also the breezeway between the sanctuary and the temporary buildings. Additional offices would be provided; but extra meeting spaces would also be provided in approximately the space now occupied by the senior pastor, Administrator, and Bookkeeper. <p style="text-align: center;"><i>(See drawing on Page 19). NOTE: The drawing is a draft and not an Architect's rendition, and therefore office locations and scale may change.</i></p> <ul style="list-style-type: none"> • Consider starting this addition as soon as winter 2011. • See discussion of Cornerstone loan modification 	Facilities Reconfiguration: <ul style="list-style-type: none"> • Finish narthex addition. • Rehab current office space to create meeting or other space. • Plan vigorously for next phase (See 2015 discussion).
4. Short-Term Facilities Options: <ul style="list-style-type: none"> • Sunday program space rentals may be available from St. Paul Greek Orthodox congregation. • Some further use – if occasional – may be available from Woodbridge Village Association facilities: Note these may not, by Woodbridge policy, be worship activities. • Consider other possible Sunday or weekend rentals / venues. 	

**Informal Rendering: Possible Addition to Narthex.
Offices; Work Spaces; Storage.**



2015 Options		
1	2	3
Locate Child Care Center to Plumer Hall; tear down temporary building (child care center).	Tear down and rebuild Plumer Hall, and relocate Child Care Center to the rebuilt space.	Tear down both the Child Care Center (temporary building) and Plumer Hall, completely; rent space for the Child Care Center.

d. Funding Requirements: What one-time fund-raising should be anticipated, such as to develop physical facilities? What ongoing general fund budgets should be planned for?

- **The Task Force envisions [i] funding a narthex addition with an adjustment to the existing Cornerstones loan (i.e., existing mortgage); and [ii] launching a building campaign for expansion beyond that.**
- **The Task Force expects, with growth, some enlargement of capacity in annual general fund budgets, to provide for programs both local and beyond our neighborhood.**

As noted (see section b, above): with growth, and with a strategy to rely on part-time staff hires, paid staff salaries will consume a smaller and smaller proportion of the budget. As a fiscal strategy, this has much to commend it. It is very important, however, to note that with an enlarged staff of part-time paid persons, management functions – to include hiring; directing; evaluating; and more – will become a larger part of central office work. An important question is whether especially the Pastoral staff will find this comfortable and workable. An apparent alternative is to consider hiring a staff person whose central function is human relations / organizational management.

It seems clear that a capital campaign is called for in 2012 or 2013.

2. Plan for at least annual Administrative Board review of long-range plans, with opportunities to refresh, renew, and consider amendments to the congregation's sense of five and ten year horizons.

In further pursuit of the Long Range plan, The Task Force recommends:

1. That the Moderator create a standing agenda item for congregational meetings for the next two years which reviews the status of actions taken.
2. That the Administrative Board chair create a standing agenda item for the Administrative Board to review this report and discuss courses of action to take/be taken.
3. That the Ministries Board Chair create a standing agenda item for the Ministries Board to review this report and discuss courses of action to take/be taken.
4. That this Report be given to the Coordinating Council for implementation: a best approach may be to invite the congregation to charge the Coordinating Council to be responsible for overseeing the implementation and monitoring of the goals contained in this report. Said implementation shall include, but are not limited to:
 - Use these IUCC goals and objectives as an important part of the evaluation process for paid staff;
 - Use these goals and objectives in the annual leadership retreat;
 - Work with the Funding Development Committee and the Task Force for Facilities Improvements on coordinating a Capital Gifts Campaign;
 - Work with the Ministries Board in monitoring current programs and developing further programs to support the goals of this report;
 - Form a Task Force for Facilities Improvements to:
 - Analyze costs and logistics of a building projected known as "the Narthex Expansion" for Administrative Board approval. Project that this project would begin in Winter 2011 and be completed in 2012.
 - Analyze costs and logistics of remodeling remaining buildings on our campus; working with the Administrative Board to develop a plan of action for the future. Suggested timeline: begin work in 2011 to continue across the next five to ten years.