

Strategic Planning Task Force  
IUCC Administration Board Report  
January 18, 2022

Cesar F. Sangalang, Jr., Chair

First, I would like to express my gratitude to the Administration Board for this opportunity to chair the Strategic Planning Task Force. This has been a memorable experience, learning about the inner workings of our church, working closely with some of our most passionate members, and participating in strategic conversations to help better IUCC.

The task force consisted of eight members:

- Cheryl Arismendi
- Bil Aulenbach
- Kelly Garrity
- Linda Heath
- Alex Ingal
- Jon Ingal
- Cesar F. Sangalang, Jr.
- Sarah Wall

Meetings were conducted on the following dates:

- October 5, 2021
- October 19, 2021
- November 2, 2021
- November 16, 2021
- November 30, 2021
- December 28, 2021
- January 11, 2022

In addition to the task force members, I would like to thank Pastor Sarah and Tricia, who both were in attendance, providing leadership and institutional insight, adding value to our conversations, and supporting the formation of our goals and objectives found in the strategic plan. I would like to thank Pastor Steve for serving as our task force facilitator. With his extensive strategic planning experience, he was able to guide us through the history of IUCC, critical thinking conversations, and goal setting. This plan could not have been completed without Steve's passion for IUCC and leadership of our meetings.

I now present the following 2021-2022 Strategic Plan for the consideration of the IUCC Administration Board.

## Strategic Planning 2021-22

The 2021-22 Strategic Planning process utilized a set of group-facilitation tools to develop broad Goals and concrete Objectives that outline a direction for IUCC's near-term future. It also suggests some – but not all – of the Ministries or other groups that might be involved in accomplishing the Plan.

Rather than provide a comprehensive and detailed plan, the process intends to take advantage of the wisdom and experience of IUCC's highly skilled leadership and membership to prioritize tasks, add details out of knowledge, and generate ownership widely throughout the church.

Follow-through on a plan happens when there is ownership – “buy-in” – among the leaders and members. The Plan seeks to generate ownership in this way. Once the Plan is approved, Goals and Objectives will be delegated to appropriate Ministries or other groups within the church.

A Ministry identified in the Plan is not the only group who might be working on a given Goal but is the “leading” group tasked to oversee accomplishment by involving other groups and individuals with relevant expertise, and provide progress reporting to IUCC's leadership.

All the groups working on a given Goal are encouraged to add and revise Strategies, and develop priorities among the Objectives and Strategies based on their familiarity with the subject. This lets those with the most knowledge guide the process in its day-to-day working. It also builds ownership as more and more people become involved in achieving the Plan.

To provide even broader input, the congregation at large will have an opportunity, after the January Congregational Meeting, to suggest ideas for each of the Goals in the Plan. These ideas will be preserved as additional information for the Ministries and other groups working on the Plan.

Members of the Strategic Planning Task Force are encouraged to join Ministries, using their enthusiasm about IUCC's future to help drive accomplishment.

### **Goal: IUCC will develop greater financial stability.**

Objectives: (2<sup>nd</sup> level of bullets is Strategies for each Objective)

- Create additional income sources
  - Stage community-oriented events as fundraisers
  - Rent space to another faith group
  - Collaborate with local educational institutions to offer satellite classes in our facility
  - Hold fairs (e.g., arts & crafts fairs) and charge vendors for booth space
  - Explore ways to expand offering through the preschool (e.g., after-school care)
  - Explore promoting IUCC as a venue (for weddings and other ceremonies)
- Create & publicize a planned-giving program
- Expand membership to increase potential contributions

By Whom:

- Fund Development Committee
  - Establish new Task Force for this purpose
- Child Care Committee
- Fellowship Ministry

By When:

- Planned-giving program fully operational within 6 months
- Investigation into preschool options tasked to Child Care Committee
- Additional income sources explored during second 6 months and phased in as feasible.

Know When Accomplished:

- When we have raised enough additional income through diverse streams to support our plans and vision for the future
- When we are able to live within our means without going into debt

**Goal: IUCC will be known and followed throughout the “community” as a leader in Progressive Christianity, radical inclusion, and justice-seeking.**

Objectives:

- Innovative new programs & services
- Enhanced communications (to include social media & internet)
- Classes designed to meet community needs
- Form partnerships with local, regional, & national agencies and collaborate on large events
- Find new ways to get the word out about IUCC
- Identify ways to poll members of the surrounding community on their needs/interests
- Offer and publicize fun, family-friendly events (e.g., the Snow Run on Dec. 5)
- By offering programming aligned with our values that offers opportunities for growth
  - The Academy
  - Through programs like PPOPs (Progressive Parents of Preschoolers) that engages parents beyond religion
  - Adult education – religious education
  - Support groups
  - Growth groups

By Whom:

- Adult Programs Ministry
- Communications Ministry, including volunteers
- Marketing Task Force
- Ministry with Young People
- Technology Committee, IT staff person, and/or college/university interns

By When:

- Enhanced communications and planning/training for neighborhood polling within 6 months
- Fun/family-friendly events whenever feasible
- Other items begun within 1 year

Know When Accomplished:

- When IUCC is a household name
- When our events are in the newspaper & tech sources
- When our membership reflects greater diversity & greater numbers
- When people come from near & far to be a part of our vision

Obstacles:

- Who are we, really? If IUCC is its values, do all/most members know and claim them?
- If "IUCC" is dependent on who is "there" (active, participating), how can we tell after the pandemic?
- Lack of expertise in marketing, social media

**Goal: At IUCC the welcome won't stop at the door.**

Objectives: (2<sup>nd</sup> level of bullets is Strategies for each Objective)

- Revitalize Membership Ministry
  - Have a uniform greeting process
  - Hold New Member workshops
  - Have social events for visitors & new members
- Involve new members in the life of the congregation
  - Design a Mentor program
  - Have a "bucket list" (or checklist) for new members, tracked by their Mentor

- Have welcome videos from each Ministry
- Engage the entire congregation as “membership ministers” (intentionally greeting and engaging visitors)

By Whom:

- Membership Ministry
- Deacons
- Congregational Care
- Stephen Ministry
- IUCC congregation

By When: Develop, train, and initiate within 6 months

Know When Accomplished:

- Increase in the amount of return visitors
- A successful cycle will follow a potential member through a workshop series into the membership process.
- Each Ministry presents their video at the Ministries Board meeting, ready to be placed on the website

Obstacles:

- “Everyone as a ‘membership minister’” has been suggested before; if we’re not doing it now, how will this Goal be different?
- IUCCers haven’t demonstrated the ability to break out of comfort zones and familiar circles in the past.

Response:

- This is where accountability clicks in; if progress is not followed and leaders are not held accountable for real accomplishment, nothing changes.
- A Goal does not affirm the present but critiques it, in order to initiate change.

## **Goal: IUCC will define “church” beyond Sunday mornings.**

Objectives: (2<sup>nd</sup> level of bullets is Strategies for each Objective)

- By taking it to the streets
  - Through Faith In Action we will “do and be church”
  - Taking our beliefs about justice-seeking (Green Faith, Equality, Racial Justice, Welcome of Immigrants, Addressing Spiritual Woundedness/Spiritual Health, etc.) to secular spaces & places so that our actions speak our faith
  - We will partner with people, organizations, or others that share our values & concern for the world – “partnering with any & all who share these goals” (like we say when people join the church)
- By creating community that exists outside a physical space
  - Through online forums, social media, etc.
- By engaging in different worship experiences
  - including chancel drama, liturgical art, dance, different musical styles
- By offering our physical space to people/organizations that share our values/goals for the world (PFLAG, AA, The Center, Green organizations, etc.)
- By offering affinity groups within the congregation for fellowship, fun, & intentional inclusion

By Whom:

- Advocates for Peace & Justice Ministry
- Diversity & Inclusion Ministry, including Open & Affirming Committee
- Fellowship Ministry
- Mission & Service Ministry
- Worship Ministry

By When?

- Begin discussions on different worship experiences and various adult-education and fellowship opportunities immediately with start-up as feasible
- Initiate revision of facility-use charges immediately with research on potential user-groups
- Investigate costs/work to upgrade tech capabilities (website, social media) immediately with plans to begin implementing in 6 months
- Begin relationship-building with potential “partners” immediately

Know When Accomplished:

- When we see the number of people participating and/or giving exceeds the number who worship on Sunday mornings
- Increased monthly participation throughout the range of IUCC activities
- Increased membership with more diversity

Obstacles to Overcome:

- Our primary social-justice actions have been letter-writing and occasional corner demonstrations; really “taking it to the streets” suggests well beyond this.
- Partnering with other organizations takes time and relationship-building, as well as negotiating areas of difference.
- Different worship experiences and community outside physical space suggest increased staff time and cost, both Worship and Technology.
- Valuing non-member participants and tracking all attendees/participants accurately