

**2018-2019**

**Unitarian Universalist  
Congregation of Phoenix**

**Annual  
Report**

## Contents

<b>Mission, Scope and Vision .....</b>	<b>2</b>
Mission .....	3
Scope .....	3
<b>Congregational Meeting Minutes.....</b>	<b>3</b>
Congregational Annual Meeting of June 2018 .....	3
Congregational Mid-year Meeting of January 2019 .....	4
<b>Board of Trustees Report .....</b>	<b>5</b>
<b>Interim Lead Minister's Report.....</b>	<b>7</b>
<b>Staff Reports .....</b>	<b>10</b>
Congregational Administrator.....	10
Director for Congregational Life.....	12
Music Director.....	13
<b>Committee and Ministry Reports .....</b>	<b>17</b>
Civic Engagement (formerly Advancing Justice) .....	17
Children's Ministries Committee .....	18
Community Night.....	24
Capital Construction Committee .....	24
Finance Committee .....	25
Earth Justice Ministry (Green Sanctuary) .....	26
Inclusion Team.....	29
Leadership Development Committee.....	30
Maryland School Task Force .....	31
Pathway to Membership Team.....	33
Nominating Committee .....	34
Personnel Committee .....	34
Program Council .....	35
Property Team .....	36
Refugee Assistance Partnership .....	37
Safe Congregation Team.....	37
Sanctuary Art Team .....	39
Share the Plate Committee .....	39
Small Group Ministry.....	40
UMOM New Day Center .....	43
Unicare .....	44

Worship Associates .....	45
YRUU High School Group .....	45
<b>Creativity-Movement-Stillness Groups and Activities.....</b>	<b>47</b>
Open Arts and Crafts Studio .....	47
Outdoor Group .....	47
Poetry Coffeehouse .....	49
Saturday Meditation Group .....	49
Traveling Second Fridays.....	50
Walking Conversation Lovers.....	50
Women's Ritual.....	51
<b>Affiliate Reports .....</b>	<b>59</b>
UU Foundation of Phoenix .....	59
<b>STRATEGIC Implementation Report:.....</b>	<b>64</b>

## Mission, Scope and Vision

### ***Mission***

Welcoming all in building religious community, called to  
 share journeys,  
 grow in spirit,  
 advance justice.

### ***Vision***

To be a spiritual community for our time:  
 Theologically Diverse  
 Radically Inclusive  
 Justice Centered

### ***Scope***

The Unitarian Universalist Congregation of Phoenix Annual Report is

- A mission-based annual report to the Congregation by the groups, committees and staff positions within the Congregation, which describes how each group, committee or position supports the goals and mission of the Unitarian Universalist Congregation of Phoenix.
- A compendium of the interests, activities and events in the life of the Unitarian Universalist Congregation of Phoenix over the last congregational year, published in June each year.

## Congregational Meeting Minutes

### ***Congregational Annual Meeting of June 2018***

**June 3, 2018**

1. Board President Vince Waldron called the meeting to order
2. Members were counted, and a quorum was confirmed
3. Members of the Board of Trustees were introduced
4. Minutes of the winter 2018 congregational meeting were approved by a raise of hands
5. Key tasks/accomplishments of Congregation were reviewed, with particular emphasis on the selection of the ministerial search committee, the establishment of new strategic ends, a “close the gap” capital campaign, adjustments to the policy governance process, and thoughtful self-examination as UUCP prepares itself for a new and different minister.
6. The steps of the Ministerial search process were reviewed
7. Rev. Margret reviewed congregational finances, including income, expenses, and pledges

8. Rev. Margret gave a presentation on UUCP's history, transitional work completed, and the work that remains.

10. Rev. Margret reviewed this year's progress toward strategic goals and introduced the "strategic ends" that were adopted in October of 2017. These will guide strategic planning in coming years.

11. A Stewardship updated indicated that pledging was \$530,000, roughly \$40,000 less than last year. Approximately 80 households had yet to pledge at the time of the report.

12. The 2018-2019 budget (made available previously via email) was discussed and a Board motion to approve the budget was approved by vote.

13. The capital campaign and construction project were reviewed. Construction will involve three phases: front entry renovation, patio and parking lot renovation, and air conditioning system replacement.

14. New members of the nominating committee were elected and installed.

- Betsy Bradley            2 year term ending June 30, 2020
- Kat Dickson            2 year term ending June 30, 2020
- Caroli Peterson        2 year term ending June 30, 2020
- Val Wylie                2 year term ending June 30, 2020

15. New members of the Board of Trustees were elected and installed (names and terms below). Vince Waldron and Mary Dawes were elected to serve as co-presidents, Larry Reed as Treasurer, and Sarah Moore as secretary.

- Larry Reed                2 year term ending June 30, 2020
- Christine Marshall    2 year term ending June 30, 2020
- Jonny Lifshitz           2 year term ending June 30, 2020
- Bunny Hodas            2 year term ending June 30, 2020

16. Meeting was adjourned

## ***Congregational Mid-year Meeting of January 2019***

**January 27, 2019**

Meeting called to order at 10:45 by Mary Dawes

Vince reports that over 50 members are present for a quorum

Minutes from last June's congregation meeting are approved unanimously

Update from Ministerial Search Committee

- MSC has narrowed down to 3 candidates for ministry
- All 3 are aware of current finance/staff situation and will continue the process with UUCP
- Next steps: in-person interviews, preaching in neutral pulpits
- Last week in April is when the final candidate will preach at UUCP

- Congregation will vote on May 5
- Question - will the congregation see the candidate's resume? Yes, that is doable

#### Construction Update

- Schedule will be altered - last section will be paused due to finances
- Work already in progress will be completed on schedule
- HVAC will be completed in March (cannot delay this)

#### Financial Update

- There was a drop off in pledges and the budget wasn't looking good
- Mutual of Omaha did not renew loan in fall of 2018
- Team has been organized to work on finances
- Pledge non-payment of \$48,000 + last year's campaign was \$40,000 short of goal
- Maintenance blew us out—unforeseen expenses due to an aging building
- \$41,000 deficit last year
- \$43,000 deficit without taking action - next year's deficit would be over \$100,000
- Actions taken: spending freeze + staff layoffs
- We need help - congregation needs to lean in
- Finance team is looking at wider options
- Anyone who can, please accelerate pledge/capital payments
- We are reimagining our stewardship campaign for next year

Motion to close the meeting.

### ***UU Foundation of Phoenix Meeting of June 2019***

The meeting of the UU Foundation of Phoenix (UUFPP) convened immediately following the close of the UUCP annual meeting. A quorum was confirmed. UUFPP President Diana Ashley convened the meeting, Treasurer Terry Lockwood presented a summary of the financial status of the UUFPP. New UUFPP Board members Diane Targovnik, Dan Hunn and Michele Morgan were elected. The meeting was adjourned.

### **Board of Trustees Report**

**Summary:** This congregational year was one of deep and sometimes uncomfortable congregational deliberation as the Board guided our UUCP community in a process of self-reflection that prepared us for a new called minister. The Board made incremental adjustments to our policy governance model, moving away from a highly delegative approach to one that values a “partnership” with the minister. We increased Board oversight in key areas of congregational life, most notably finance. We also authorized sweeping upgrades to front-office processes, reduced staff in response to significant budget shortfalls, and initiated deep conversations about our commitment to be “radically inclusive,” particularly in the area of gender identity. Despite significant budget gaps, construction

delays, the loss of beloved staff, and considerable congregational “tumult,” the members of the Board of Trustees remained unified and committed to ethical and responsible leadership.

### **Members:**

Mary Dawes (Co-president), Vince Waldron (Co-president), Saran Moore (Secretary), Larry Reed (Treasurer), Phoebe Dubisch (youth rep.), Christine Marshall, Jonny Liftshitz, Bunny Hodas, Kim St. Clair, Rev. Margret A. O’Neill (ex officio)

### **Special events:**

The board held a retreat in Fall 2018 to review governance procedures, examine the leadership style preferences of individual members, and set priorities.

Among the key events organized or supported by the Board this year, working closely with Rev. Margret, were:

- Visit by UUA staff to assess intercultural competency index (October)
- Visit by UUA transitions office (Keith Kron): Beyond Categorical Thinking workshop (December)
- Visit by Transforming Hearts Collective to assess our commitments to radical inclusion in the area of gender inclusion (February)
- Visit by a stewardship consultant – (February)
- Board Chats – Monthly opportunity for open discussion
- February Congregational Meeting: Addressed budget shortfalls and staff reductions, and several additional chats to address concerns
- Spring “Bunco with the Board” auction event
- Reestablished and updated covenant of commitment and presented to congregation.

### **Key Goals for 2018-2019**

- Support the ministerial search
- Review and update systems for congregational governance
- Implementation of the “strategic ends”
- Lead congregational self-analysis associated with the transitional period
- Address budget deficits and identify solutions

### **Key Decisions**

- Calling Rev. Christine Dance to be our minister
- Created new committees (e.g., governance, personnel) to advise the Board
- Creation of inclusion team to guide efforts to be “radically inclusive”
- Increase financial oversight via reformed finance committee
- Construction: Approval of continuously-revised construction plans
- Staffing – reduction of staff due to budget shortfall
- Approval of updated procedures: payroll, bookkeeping, insurance, banking, etc.
- Authorize/support the finance committee in untangling the accounts
- Approve actions in attempt to secure loans and electronic banking.
- Authorize/support personnel committee in moving the employee handbook forward
- Authorize/support the governance committee in updating the documents

### **Challenges**

- Stewardship: For the second year in a row, income failed to meet budget projections

- Loss of lender: unexpectedly our bank shortened a loan and refused an amended amount
- Construction – unexpected construction delays and expenses were encountered all year, disrupting the life of UUCP and educational partners (especially EEC).
- Ongoing tension between staff and minister
- Processes for legal review of contracts needs to be instituted
- Turnover in office staff resulted in extremely limited budget information for 5 months
- Board had to address anxiety and conflict about gender-inclusive bathrooms

### **Gratitude**

The Board is deeply indebted to our current (Katie, Benjie, Manuel, and Lora) and former (Janine, Geoff, Heidi) staff for their commitment to UUCP during the transitional period. Staff administrator Lora Gustafson displayed amazing enthusiasm, creativity, and broad expertise as moved into her new role this year. The Ministerial Search Committee made extraordinary sacrifices and contributions this year. Rev. Margret O’Neill asked courageous questions and provided invaluable guidance during the transitional period. Anthony Johnson provided inspiration and loving service this year. Treasurer Larry Reed shouldered an incredible amount of work as we navigated budgets, reworked financial procedures, and sought new financing. Bunny Hodas volunteered to lead our stewardship effort, a truly amazing contribution. All of our Board members worked incredibly hard this year and we are grateful to each one.

### **Plans for 2019-2020**

In the coming year, the board must build a solid partnership with our new minister, sustain its commitment to revising governance procedures, re-engage volunteer leaders, support a deeper and continuous stewardship effort, and develop a long-term strategic plan for finances. We will continue building and supporting relationships among congregation, minister, and staff.

## **Interim Lead Minister’s Report**

Rev. Dr. Margret A. O’Neill

This has been a year of transition for UUCP; a year of deepening commitments, learning, and exploring possibilities; a year of creating and building structures and processes to move into the future.

The two constant through-lines in this year have been living into the Vision and Strategic Ends that guide UUCP’s programs and actions, and the Ministerial Search process which culminated on May 5, 2019, with the call of Rev. Christine Dance to be the next Lead Minister here.

In September 2017 the Board identified new Strategic Ends – overarching goals - to guide the congregation into realization of its vision. Those Ends define aspiration and inspiration: how the congregation will be when it is living into its vision:

- Theologically Diverse: Rooted in deep understanding of various faiths and traditions, our congregation nurtures personal growth and the search for truth and meaning.
- Radically Inclusive: Reaching out to embrace all, our congregation challenges itself to grow with new voices, ideas and experiences.



- **Justice Centered:** Inspired by our UU values, our congregation is organized and empowered to act in advancing justice in our local and global communities.

In collaboration with the staff, I drafted a Strategic Implementation plan for the 2018-19 year, using a “theory of change” logic model to identify the processes for moving toward those Ends, as well as specific actions for the coming years. Details on that implementation are provided in the Strategic Implementation Report for this year.

This congregation also established three goals for the transitional time, and the work on those has been integrated with other activities of the past two years:

- 1) To partner with a downtown congregation or organization for social justice projects. A partnership continues to develop with the First Church UCC on 2nd Street downtown. That collaboration, and the collaborative and supportive relationships with Puente, Poder in Action, CHISPA, Phoenix Restoration Project and other local partners, have continued to be a strength of this congregation.
- 2) To support congregational leadership by streamlining and increasing transparency, access and understanding of policies, processes, programs and resources, and by cultivating and mentoring for leadership. The Governance Committee has focused on updating and streamlining Board policies; the Personnel Committee has brought the Employee Handbook up to date with current human resources standards; the Finance Committee has worked to update and strengthen financial planning and controls. The Safe Congregation Team has created new Safe Congregation (Emergency Response and Right Relations) policies and procedures, along with a Trauma Response Team to serve the congregation in times of crisis; the Leadership Development Team has laid the groundwork for deepening engagement and resources for leadership within and outside the congregation; the Stewardship Team is expanding the culture of stewardship, broadly defined as deep engagement and support for congregational life.
- 3) To develop capacity in the congregation as ambassadors both internally and externally. The practice of holding White Supremacy teach-ins on three Sundays a year has continued through this year, deepening our learning about how to dismantle deep structures of racism and white supremacy in the congregation and in the broader society. The Board, Search Committee and Staff participated in the Intercultural Development Continuum facilitated by UUA staff member Rev. Jonipher Kwong, to discover patterns and strengthen resources to undo systems of oppression. The Inclusion Team was created, and the transgender inclusion initiative began by providing pronoun stickers for nametags and creating new consciousness around gender inclusion in restrooms and other areas of congregational life. This included a consultation with the Transforming Hearts Collective in February 2019. The Inclusion Team has begun work on a new initiative, Neuroinclusion, for the coming year. The Living Our Vision Everyday faith development offerings deepen engagement with transformative possibility in the three vision areas: theological diversity, radical inclusion, justice centered.

**Connections: *Small Group Ministry, Pastoral Care, Neighborhood Connectors:*** Strong connections are the heart of a congregational community. The Small Group Ministry program continued this year at about the same strength as in the past, with some turnover in groups, as well as in facilitators and members. New groups included second Sunday Evening potluck group, and a new group for Parents of Teens. There have been about 10 groups meeting during this year, and transition planning will assure that the program continues into the coming year.

This year saw the initiation of two new programs for connection. Under the leadership of Vicki Myers and Rev. Kathy Baughman, a Lay Pastoral Care Associates program was designed, associates recruited, and the foundation put in place for implementation once Rev. Dance has arrived to provide the focus of ministerial leadership. The Neighborhood Connections program originated in the planning for deep stewardship, and over this year UUCP members have been connected in geographical areas covering the Valley, with local “connectors” creating gatherings in each neighborhood.

**Stewardship Development and Financial Integrity:** This has been a transitional year for stewardship and financial management. Bunny Hodas worked with a strong team to create a Commitment Sunday model, which included a celebratory luncheon and several stages of follow-up to meet both the financial target and the goal of approaching 100% congregational participation. The UUCP Board sponsored a stewardship consultation, including both the Foundation and the congregation, with Barry Finkelstein from Stewardship for Us in February 2019, to strengthen financial planning and management for the coming years. Finances took on a high profile this year, as the bank’s refusal to provide the construction loan to which they had committed triggered spending freezes and the immediate elimination of two staff positions (with a third ending with this fiscal year). These spending reductions were made to bring expenses into alignment with income, and the debt-service ratio into alignment with bank requirements for lending. The existing construction loan was extended for two years; a variety of loan options have been identified in case a bank loan cannot be obtained; and negotiations continue to secure a bank loan to cover unplanned cost overruns in the capital construction project. Since UUCP operates on a July-June fiscal year, final numbers on budget performance are not available as of May.

**Capital Construction:** The long-awaited renovation to improve access and replace the aging HVAC system began in late December 2018 and is expected to be complete by fall 2019. The construction culminates a five-year cycle of planning and fundraising, and while the process has been messy and disruptive, the results will bring UUCP’s property into better alignment with the congregation’s values for inclusion, and will be appreciated by generations to come.

**Staff Transitions and Congregational “leaning-in:** Staff transitions, and workload redistribution were a major focus of this year. Heidi Parmenter resigned in May 2018 after 12 years as the Business Administrator; Christine Marshall filled in the administrative role over the summer, and Lora Gustafson came into the position of Congregational Administrator on September 1. Anthony Johnson was hired into the role of Director for Congregational Life on August 1, 2018. Janine Gelsinger and Geoff Anderla were laid off in January 2019 as the positions of Director of Membership and Welcoming and Office Assistant were cut from the budget. Those positions, along with the Director of Congregational Life (which had been funded as part of the capital campaign), will not be in the budget for the coming year, due to financial constraints mentioned above. Publication of the historic Horizons newsletter ended with the December 2018 issue, and the website and Compass were restructured to sustain the flow of timely communications for the congregation. In response to the staffing changes, the joyful tasks of connection and communication, including welcoming, ushering, guiding newcomers on the Pathway to Membership, managing the member database, maintaining the website, generating the weekly Compass e-newsletter and publishing the weekly Order of Service with

announcements, are all in the process of being assumed by congregants as part of their deep stewardship commitment to UUCP. The process of supporting congregational ministries, with attention to a healthy balance of staff and member contributions, will continue to be reviewed and developed to sustain vitality and prepare for the arrival of Rev. Christine Dance as the Lead Minister in August 2019.

It has been my deep pleasure to serve the Unitarian Universalist Congregation of Phoenix during this time of transition, and you will live in my heart always.

## **Staff Reports**

### ***Congregational Administrator***

As the Congregational Administrator, I work closely with: Committees, Teams, groups, and individuals throughout the congregation, and within our community including:

- Finance Committee
- Stewardship Team
- Small Groups
- Construction Committee
- Unitarian Universalist Foundation of Phoenix
- Office Volunteers
- Property Team
- Construction Vendors
- The Town of Paradise Valley

This year has presented many challenges and opportunities compounded by the stress and strain of major, much needed enhancements and renovations, on the campus buildings and grounds.

Here are some highlights:

- Arranged for technical training and certification in Electrical and Plumbing trades for Manuel Gomez and prepared him for promotion next year. This has enabled us to save money by performing many tasks in-house, which were formerly outsourced.
- Brought our Human Relations procedures into legal compliance.
- Automated our payroll process.
- Completed a substantial cleanup of the membership rolls which has given us the most realistic picture of our membership in many years.
- Enhanced the look of the Memorial Garden by removing dead trees and replacing them with trees which were relocated from the construction location of the new parking lot on the North side of the Sanctuary.

- Completed a new lease contract with the Early Education Cooperative Preschool (EEC) for a 5-year term starting at \$35,000 per year with a gradual increase year to year.
- Many new LED lights were installed to replace less energy efficient fluorescents.
- Water leaks in several locations were located and repaired with a resulting reduction in water usage; this included a new water line bored under the basketball court.
- Mold issues in Room 15 and adjacent walls were addressed with professional abatement due to the widespread nature of the problem. This was followed up with remodeling of all the affected areas.
- A project (to be completed next year) to replace the water damaged foam and soffits of the roof over the classroom wing was funded by the UUFPP.
- A new induction cooktop/convection oven was purchased and installed to replace the gas stove which was made redundant due to the loss of the gas line caused by construction. This project saved the congregation over \$25,000.
- The kitchen was reorganized with the help of Belinda and Cayla Clark to help adapt to the installation of the new AC unit installed as part of the campus construction project.
- Changes were made to enhance Coffee Hour by providing more whole foods (fruits, vegetables, whole grain breads, etc.) and using the round tables to help encourage more socialization.
- The construction funded by the Capital Campaign started at the end of December and has achieved several milestones including Air Conditioning and (almost) patio completion. The project has required a substantial amount of administrative time to manage the myriad of issues which inevitably arise in construction projects of any size.
- Unexpected staff changes required increased reliance on Volunteers in the office which requires additional oversight to ensure that appropriate training is provided to them.
- Addition of speaker wire to the offices, bathrooms, kitchen, and Johnson Room to broadcast service on Sunday thanks to Josh Ventura.
- Rewiring of the building with CAT 6 cable and starting to build a new WiFi system with Alisa Phoenix and Josh Ventura.

### ***Director of Children's Ministries***

See Children's Ministry Report

## ***Director for Congregational Life***

This year has been a year of fulfillment, challenge and growth. As the Director for Congregational Life at UUCP, my focus has been to live into our Strategic Ends of being Theologically Diverse, Radically Inclusive and Justice Centered. This has manifested itself in the following ways:

**Theologically Diverse:** Served as Facilitator for the Faith Forward/Spiritual Practices Course. This series of twelve two-hour sessions, running from January 2018-June 2019 was well attended. The subject matter and our gatherings focused on creating a daily spiritual practice for congregants. Additionally, beyond existing course material, course content featured Indigenous Spirituality, both Native American and African.

**Facilitator** of Reflective Symposiums; which are sharing opportunities designed to reflect upon theologically diverse course material in a small group format. Three of these sessions were conducted.

**Radically Inclusive:** Served as a member of the Inclusion Team, a team dedicated to our UUCP vision of being radically inclusive. Attended regularly held Saturday meetings, active in discussions and served as co-host for the Transforming Hearts Collective Workshop. Team focus was primarily on Gender Expansiveness and included promoting gender pronoun name tags and bathroom signage. The restroom signage continues to be a challenging congregational issue with varying degrees of support for the effort to be inclusive to all congregants, regardless of gender.

**Justice Centered:** Served as Facilitator for the Racial Justice Collaborative. A monthly gathering of multi-racial congregants coming together to confront racism in a sacred space. Developed a covenant among participants based upon Confidentiality, *No Blame and No Shame Making* "I" statements of self-responsibility, Agree to Disagree, Okay to take risks, to try on Both/And Thinking, and to always Honor the Speaker. Have identified lay leadership and the initiative will continue into the 2019-2020 year.

**Future Masculine Men's Group:** Initiated and served as facilitator of monthly men's group focused on; "what does it mean to be a man in the 21<sup>st</sup> century?" Developed a group covenant, created a place for men to share issues and feelings in a sacred space. We promote and support men to "embrace a Unitarian Universalist Future Masculine call that asks men to answer the call and stop looking at the caller I.D."

**Co-Developer** and subsequent lead contact for L.O.V.E., Living Our Vision Everyday, our Adult Faith Development Curriculum. This Faith Development Curriculum, scheduled from January thru April 2019, consisted of in-person courses, reflective symposiums, on-demand webinars and podcasts, books and articles all designed and presented to support the

Three Pillars of the UUCP vision of being Theologically Diverse, Radically Inclusive and Justice Centered.

**My Pastoral Duties** included serving as primary staff contact for Unicare outreach to congregants, managing delivery of written pastoral communications and maintaining collaborative relationship with lay Unicare providers and Lead Minister. Member of team implementing the Lay Pastoral Associates Program. Pastoral support to many congregants through home visits and church meetings. Also, was honored to provide the opening prayer for the May 1, 2019 session of the Arizona House of Representatives.

**My Justice Ministries** activities have included working with community groups including Puente, Poder in Action, ACLU, Arizona Faith Network, Phoenix Restoration Project and ongoing relationship with City Church of Phoenix and First Church UCC in downtown Phoenix. Maintaining a collaborative relationship with BLUU (Black Lives in Unitarian Universalism,) DRUMM and Transforming Hearts Collective.

**Initiated** the Advancing Justice Council; an initiative to bring together all UUCP Justice Ministries to discover common strategies and support mechanisms: Civic Engagement, Earth Justice, UMOM, Share the Plate, Racial Justice Collaborative and Maryland School. Our goal is to begin “breaking down the silos,” that is, building avenues of mutual support and goal sharing within our UUCP ministries to make them all stronger.

**Other duties** served include the Safe Congregation Team and Leadership Development Team.

I have thoroughly enjoyed my time at UUCP, despite the budgetary constraints which necessitated my early departure. I am grateful to the lead Minister, to the staff and to the congregants who I have had the pleasure to work with and to serve.

## ***Music Director***

**Summary:** Most congregations work with a handful of wonderful musicians. Ours seems to juggle a truckful of them. I feel very lucky to have ended up coordinating such a vibrant and participatory program!

**Choir:** With more participation than any other ensemble (45 singers over the course of the year), our choir is the musical

heart of our congregation. I’ll just mention a few highlights from this year. In September, we rehearsed and presented choral improvisation in Bobby McFerrin’s “CircleSong” style. In October, we worked closely with UUCP member Sylvia Sharma, our community’s Mexica grandmother, to prepare music for our Dia de los Muertos service. In December, our choir led UUCP’s annual Christmas caroling caravan, visiting members who have difficulty coming to service. In January, choir members sang at an ordination service



at the UU Congregation of Tucson, and at the memorial service for Rev. Ray Manker, minister at UUCP from 1963-1990. The choir provided musical fuel for two of our year's most powerful justice services: one about racism that I led on Martin Luther King Day weekend, and one about transphobia led by the visiting Transforming Hearts Collective in February. And though we didn't present an All-Music Sunday this spring, we collaborated with the orchestra on Easter, and we will provide music in service both to welcome the finalist for our lead minister position, Rev. Christine Dance, and to say farewell to Interim Lead Minister Rev. Margret O'Neill in June.



**Special thanks** go to choir members who took on additional leadership this year. Our choir shepherds, who kept in touch with the singers in their sections, included Charlotte Carl-Mitchell, Bill Snowden, Alisa Phoenix, Susan Morris, Karin Quinn, and Peter Jackson. Charlotte also maintained the choir's email list, and Susan served as both the choir's



librarian and my sponsor in the UUA's Music Leadership Certification Program for the second year. I was excited to welcome several youth singers to the choir this year. We were sorry to say goodbye to Greg Chrzczon, director of last year's Cabaret show, who also led songs from musical theater at two services last summer. Greg moved back to Connecticut this spring, and because of his leadership and the schedule of the ministerial search, we did not put on a Cabaret show this year. We also said a fond farewell this year to singers Dale Domzalski and Aaron Ford.

**Orchestra:** This was the second year that I invited all of our members who play orchestral instruments to come together for three services- Ingathering, Christmas, and a spring service- and for the second year in a row, the ensemble has grown and welcomed new people. Over the course of those three services, it included 40 instrumentalists, with each service featuring 25-30 musicians in well-balanced sections! In talking to other UU music directors, I've heard that having an orchestra of this size of solely members and friends is very unusual. Because this ensemble has been so effective at including youth as well as adults, I hope to recruit a multi-generational choir for a few key services next year, and to plan for that group as I have for the orchestra. Outside of these larger services, violist Susan Morris provided music for a few services with our adult string players, under the name "Open Strings." A special addition to our orchestra this year has been Glenn Stallcop. Glenn retired last year from a career playing bass with the Phoenix Symphony, and he performed some of his own compositions at a summer service. I'm always proud when professionals enjoy being part of our program!

**Drummunity:** Carol Benwell arrived at UUCP last spring with a background in West African drumming and the desire to start an ensemble, and "Drummunity" began this fall. Drummunity welcomes people with no musical background as well as those who drum regularly in the community. It teaches members improvisation, reading, memorization, and the strictly defined parts of traditional rhythms. As UU congregations continue to work



publicly on anti-racism, I'm glad to have African music alive in our congregation. This is a large group to rehearse without my supervision (15 members over the course of this year), and I'm very grateful to Carol for her leadership. It has also provided an excuse to perform our hymns in an Afrobeat style, and to make that happen, I've sometimes played piano and invited a guitarist and bassist to join the group.

**Hymns:** Our monthly hymns this year were more ambitious than in previous years and included many songs that were new to the congregation, and several that weren't in the hymnal. Many thanks to Director of Children's Ministries Katie Resendiz for helping me choose songs, and to Alisa Phoenix for teaching these hymns to our children's classes each month. I'm very pleased to have added so many great songs this year to our congregations "canon." Also, one of my classes in the Music Leadership Certification Program this year is



about leading congregational singing, and when I've had the chance in our services, I've challenged myself to do some things the instructors of that class suggested: to introduce hymns with emotional context, and to sandwich speaking and singing freely during songs.

**Ukulele and Friends Song Circle:** Our Ukulele and Friends Song Circle is a cooperative ensemble that meets and rehearses without much assistance from me. In past years, this group met on the patio between services, but even while the patio has been under construction this spring, ten members gathered regularly on many Sundays to make music, and the group still has 30 people on their invite list. They led music for two services and for the groundbreaking ceremony at the beginning of our construction project. I greatly appreciate the song circle's leaders, Carolyn Allenby and Joan Gale, for all that they've done to make the group go well.

**Jazz:** After several years of being a duet or a trio, our jazz combo grew to eight members this year, with a full rhythm section, horns, and sometimes special guests as well. A group of this size requires arrangements, so for some services, I've written those, and for some, the group has come up with simple arrangements together. In the future, I hope to encourage group members to write their own arrangements, as many of the skills they've learned as improvisers will make them good arrangers.

**Pianists:** Mary Cota has continued to be a wonderful accompanist for our choir and congregation and has found music for whatever musical needs are unfilled by other musicians on Sundays. We had four other wonderful classical pianists in our community this year who would occasionally substitute for her, and on one Sunday service when three were available, we featured music composed for one piano-eight hands, which was a huge hit. We will be sorry to say goodbye this summer to one of those, pianist Heather Goldman, who is moving back to New York.

**Audio/Visual technicians:** Our sound technicians this year have all done a wonderful job, regularly providing top-notch sound work and going the extra mile to set up and clean up. As expected, we've seen a big surge of interest this year in using our new projector, but we don't have either a team of folks to create and play slideshows or video, or a computer in the A/V loft that's capable of creating and playing slideshows and video. So adoption of the



projector has been slow, and several groups who thought they would be able to show video during their events have either been inconvenienced themselves, or have inconvenienced me. Accordingly, buying an adequate computer for the A/V loft and recruiting a video and slideshow team are on the top of my priority list for next year.

**Community Dances:** After the success of last year's community dance, we scheduled two dances for this year, both with the same caller and fiddler. About 40 people attended each dance. I'm thankful to Carolyn Allenby for coordinating and publicizing these evenings, and she tells me that people had lots of fun. At our request, our caller used gender-neutral terms to call the dances, and since then, she's started using that language at other dances in Phoenix.

**Guest or occasional artists:**

- For many years, campers at UUCP's summer Kids Kamp have learned drumming with drummer Sam Anderson as part of their camp experience. For the first time this summer, I invited Sam to lead them in providing music for a summer service. That was a huge success and I hope to make it an annual summer service.
- A friend of our congregation plays in Phoenix' recorder ensemble, the Phoenix Desert Pipes, and he brought them to provide music for a summer service, which was lots of fun.
- Our trio ReSisters sang a single service in the fall and were wonderful as always.
- Valley UU's handbell ensemble joined us for a beautiful service the week before Christmas.
- Banjoist Dave Bellama led the congregation in a service of justice songs.
- Guitarist Susie Bowe led a folk-country band for two services.
- Multi-instrumentalist Igor Glenn led music at a service over the summer.
- Guitarist Bob Davis is scheduled to lead music at a service this summer.

**Other things:** This January's sudden financial crisis left our music program largely unscathed. The budget lines to purchase music, instruments and sound equipment and to cover my professional expenses were frozen, but three larger budgets were untouched: the ones that pay me, our accompanist Mary, and our childcare providers during choir rehearsals. The choir has a sizable music library, including new music I had purchased last year and hadn't yet programmed, so our choir music was just as satisfying and relevant this year as usual. We were also lucky that we didn't need to repair or replace any major audio equipment this year. If we continue to not have a music budget, I expect the effects of that to become more noticeable over the next several years. Our financial crisis also took away some of the staff support I was used to: Office Assistant Geoff Anderla had helped us schedule rehearsals, and Director of Membership Janine Gelsinger had connected me to members and visitors with musical skills, and they are missed. But our ensembles have continued to rehearse and to welcome new musicians.

## **Committee and Ministry Reports**

### ***Civic Engagement (formerly Advancing Justice)***

**Submitted by:** Susan Morris

**Members:**

Paisley Rossetti, Sandy Weir, Susan K. Morris

Sunday Staff: Sarah Carlson, Chris Mann, Ted and Vicki Myers, Jenny Jones, and Aida Cochran

UUJAZ (Unitarian Universalist Justice Action Arizona Network), publicized and participated in Issues & Action Day (Oct.) and Day at the Legislature (Feb. 25).

**Special events:**

Four Sunday forums:

ACLU Smart Justice campaign, with Khalil Rushdan of the campaign (Jan. 30)

Abolish Private Prisons campaign, with founder John Dacey (Sept. 30)

Screening of documentary “Teaching in Arizona,” and discussion (Mar. 14)

Poder in Action presentation regarding City of Phoenix budget (Apr. 6)

Post-2018 Election Gathering and Reflection, (Wed., Nov. 7, 15)

**Key Goals for 2018-2019:**

To focus on civic engagement actions, especially outreach to one’s own legislators. Priority order is state (working with UUJAZ), local, federal.

To serve congregants by finding their district for them on online address systems while they were at the table.

We provided those actions every week, at various times directing the actions to: the Arizona legislature, US Senators, Phoenix City Council, the Sheriff, and the ballot box (suggested votes on propositions). Topics included: Education spending, both K-12 and college, Criminal justice reform, and a nomination to the US Supreme Court.

To focus on the state level during the 2019 legislative session, except when a time-critical local or federal issue arose.

To submit Compass and Order of Service entries and pulpit announcements to the Interim Minister promptly for continuous visibility

To continue chronological records for our group for congregational continuity (both electronic and hardcopy)

**Challenges:**

The number of persons who took action varied from about 5 to 25 week to week. The fluctuation seemed to be more related to what else was happening in the congregation than to the urgency of the action. Rather than fretting, we just kept showing up.

Our leader, Judith Breuer, was absent after November because of illness. We missed her and hope for her to get well.

**Gratitude**

Thank you to Rev. Margaret O’Neill for her unflagging support.

Thank you to all who took action—wrote postcards, attended forums.

**Plans for 2019-2020**

Participation in a congregation-wide Advancing Justice Council to develop common practices and friendly sharing of time and space.

Strong connection with UUJAZ

Advancing our knowledge of the state legislature

Continued partnering with Poder in Action

Facilitate opportunities for grassroots, oppressed communities to speak for themselves, and/or to convey their messages when authorized by them.

***Children's Ministries Committee***

**Name of Leader of Group/Committee:** Carrie Lifshitz

Committee Chair: Katie Resendiz

**Members of Committee:**

Jenn Hempel, Mikall Foerster, Laurie Arora, Bob Davis, Jonny Lifshitz, Lora Gufstafson, Avery Harrison, Sam Kirkland, Jeff Newmann, Christine Marshall, Tiffany Mendez, Oliver Migliore, Sarah Montgomery, Ceyshe Napa, Stuart Rodin, Frances Wiget, Cherilyn Walley

**Staff:**

Katie Resendiz - Director of Children's Ministries

Rose Pascoe - Program Assistant

Ashlyn Flangos- Childcare and Sunday Programming Aide

Childcare Providers- Daniel Mendez, Avery Harrison, Christopher Aiken, Zack Clark

Kids Kamp Staff (please see Kids Kamp Report)

**Please list all special events/classes/workshops that your group held between July 2018 and June 2019, including date and number attending:**

<b>Children's Ministry Activities 2018-2019</b>		
<b>Regularly Scheduled Programming</b>	Weekly	Infant and Toddler Care 3-4-5 zUUm 3 Studios 6th Grade 6th Principle Coming of Age YRUU 2nd Studio Chalice Kids K-2nd OWL (March-June) 5th-6th OWL (March- June)
	Bi-Weekly	Children's Ministry Team Coming of Age Curriculum Team

	Monthly	Coming of Age Families Meeting Parents of Teens Small Group High School Senior Mentoring (Monthly Sept-Feb, Weekly Feb- June)
<b>Celebrations, Ritual, and Worship</b>	December 16th	Children's Chapel Solstice Service (attendance 31)
		Youth Convocation
	December 24th	Christmas Eve Pageant Service (Congregation wide)
	February 10th	Children's Ministry Sunday (congregation wide)
	March 10th	International Women's Day (congregation wide)
	April	Ostara/ Earth Day Children's Chapel Coming of Age led (attendance 31)
		Child Dedications (Congregation wide)
		Senior Bridging (3 high school seniors)
		Candidating Week/ Services Meetings with CMC YRUU Coming of Age And service
		Middle School Circling up
	June 2	Coming of Age Sunday
	May 19th	YRUU Sunday (congregation wide)
<b>Teacher Training and Curriculum</b>	August	RE teacher orientation (16 people)
	December 8th	RE Teacher Retreat (8 people)
	January 6th	Special Curriculum Planning Retreat (6 people)

	January 6th, 13th, 23rd	Coming of Age Curriculum planning (3 people)
	Every Other Sunday	Children's Ministry Team Meetings (average 9 people per meeting)
	Multiple	Family Orientation- 5 events, ranging from 5 to 14 families
<b>OWL Programming</b>	March 3rd, March 6th	K-2nd orientation
	March 6th, March 10th	5th and 6th grade orientation
	January through April	OWL core team planning
	March 17th - June 9th	5th/6th OWL(18), K-2nd OWL (14)
<b>Coming of Age</b>		Family Orientation
		Mentor Orientation and Trainings
	1 Fall, 1 Spring	Overnights, total attendance 31
	3 workshops	Supplemental Workshops
	3 days- Memorial Day weekend	Retreat, (attendance 14)
	6 Visits throughout year	Other Houses of Worship- average attendance 9
		Internal Community Service Efforts
<b>Social Justice</b>		MLK March
		Women's March
		Pride

		MFOL
<b>Youth Programming</b> (For further details regarding high school specific programming, please see YRUU Report Submission)	November 17th-18th January 12th-13th	mUUgs Overnights (14 people)
	December 6th	Talking to your parents about Sex (13)
	February 17th	Political action overnight
	February 18th	UU Day at the Legislature UU Kids Rock the Legislature! (8 youth and middle school attended)
<b>Kids Kamp</b>	June 3rd - 27th	Projected 110 campers, 6 junior counselors, 7 counselors, 18 staff
<b>Childcare</b>		Childcare for Congregational Meetings, Adult Faith Development; Evening Activities, and Community Events

Attendance and registration increased across all regular Sunday programs: 208  
Average Weekly Attendance Served by CMC: 49.43 (total attendance divided by 41 program weeks as of May 26th, does not include childcare events, Convocation, special workshops, or Thursday chalice kids). This year we saw an increase in average frequency of attendance per month to 1.7 from 1 last year. (this does not include multi-gen services or days they chose to be part of worship in the sanctuary or volunteer on campus).

#### **Other Activities Not Date Bound:**

- Provided Technical assistance to other congregation on the topics of inclusive classrooms, studio system, meeting sensory needs, teacher training, and racial identity/ anti-oppression work
- Collaboration between the Music program and Children's Ministry to ensure multi-generational participation- Together Hymns, youth in orchestra, kids in choir, Alisa as song leader, Drumming with Sam

Children's Ministries Director took part in national UU movement in the following Capacities:

- Thrive Faculty
- LREDA fall con and die-in

- LREDA nominating committee
- Religious Education Orders and support
- Finding Our Way Home
- Meaning Makers
- Technical Assistance to Sister congregations in- New Smyrna, One in west Virginia, Fort Meyers, Littleton (Colorado), Tucson, Los Alamos
- Healthy Congregations Team for our region
- Agency Based Children's Programming Models
  - Write up of our models
  - Accompanying justification
  - Webinar

### **What were the group's goals for 2018-2019?**

- Provide a successful well-grounded and community based Coming of Age year
  - Explore the potential of annual OWL programming (as opposed to the current every other year cycle)
  - Create community engagement opportunities via connections with liberal faith communities
  - Continue to define and refine the vision and role of Kids Kamp in both the UUCP and Greater Phoenix Community
  - Provide experimental programming during second service
  - Further develop inclusive spaces in the sanctuary and on campus in general
  - Create greater opportunities for community connection for parents
- Additionally, we sought to:
- Guide our congregation's children through the final year of ministerial search.
  - Re-introduce and reinforce that children are important and full community members.
  - Support and increase YRUU strength

### **What key decisions were made in 2018-2019?**

The activity table in the sanctuary was fully launched, including curriculum and staffing, after a trial period the previous year. This has become a favorite location for many of our children and adults who listen better when their hands are busy. This area has become so popular that it was expanded to include window decorating with tissue paper and contact paper to have more room for activities. This has helped immensely in re-establishing our children as valued members of our community.

We discovered that many of the children were concerned and did not know how the ministerial search process took place, so we focused on giving them information and listened to their concerns and comments. We had a member of the search committee come talk to the children. During candidating week, we made sure there were opportunities for the kids to meet Rev Christine and get to know her.

Our Coming of Age students successfully completed the requirements for the program. Despite a sporadic presence of some of the children, there was a core group that ended up forming a very strong bond. They attended other houses of worship, developed relationships with their mentors and reflected on their own beliefs and sense of self. This year of reflection and self-discovery culminated in a Coming of Age service led by the students on June 2.

Launch of new phase programming- more family and community involvement, less Sunday based, more locations, and in line with national, aligning with LOVE adult faith model, next year meeting models will include monthly family meetings by age grouping.

**What challenges did the group face in 2018-2019 and how did you overcome them?**

In Children's Ministry, there is an expectation that the parent is involved in the development of their children's faith. For the most part, we have open and healthy communication between staff, teachers and parents. There are a few families where this is a challenge. In these cases, making the extra effort to communicate with the families and taking the time to check in with the families has helped increase accountability.

This year we introduced a check in program for youth at Sunday services and for community nights. While this was designed to make the check in process more streamlined and safer for kids, there was a large learning curve for families. Frequent reminders, signage and having a presence at the check-in location aided this process. By the end of the year, this became a commonplace practice for our families and helped keep our children safe.

With the addition of the activity table, we have had comments from a few congregants about the noise level in the sanctuary during service. We found that having open and honest conversations about our children being a part of the community usually quells such concerns.

There are ongoing issues with sharing space with DVLC. In order to help mitigate these concerns, we have been conscientious about respecting areas covered by DVLC teachers during the weekend. Instead of being able to keep our supplies in one place all of the time, we transport materials from the CMC office and Katie's office upstairs to the classroom. Once done, we carefully clean the space and return the supplies.

During these past few months, construction has continued to pose a significant difficulty. Issues included; lack of play spaces, lack of air conditioning, closing of room 15 for multiple extended time periods, water issues, room 15 contamination, and flooding (CMC office and Room 15).

The issue around bathroom signage also presented significant stress to the children and children's ministry team.

Passing of Jennifer Hempel had a profound effect on the children's ministry team and the youth of the congregation. She was a compassionate leader, a creative problem solver, and the queen of glitter. She is deeply missed.

**Please list any people whom you would like to thank for their contributions to your group in 2018-2019.**

- In Memoriam- Jenn Hempel
- Parents who stepped up and stepped in especially in the last 2 months of the fiscal year
- Volunteers who helped with materials- storage etc.
- CoA kids, YRUU kids, and High School Seniors
- "Grandparents" community members who have, in their role as elders, made connections with our youngest.
- Coming of Age Mentors

**What does the group have planned for 2019-2020 and beyond?**



To further expand the RE program and continue to improve the quality of education our students participate in. To this end, we plan to:

- Cultivate a relationship with Rev Christine Dance
- Broaden the scope of children's ministry to include times other than just Sunday RE classes
- Provide a successful and well-rounded OWL year for our 7th and 8th grade students
- Create community engagement opportunities via connections with liberal faith communities
- Further develop inclusive spaces in the sanctuary and on campus in general
- Create greater opportunities for community connection for parents
- OWL Team Identity formation as a specific subset of teachers (not just middle school adjacent)
- Establish a weekly Wednesday night meeting rotating through age groups every week.
- Considering grouping 5th graders with 6th
- Bring in more teachers from the wider congregation
- The Children's Ministry officially requests the establishment of a Jenn Hempel Memorial Fund and teacher recognition

## ***Community Night***

**Coordinators:** Janine Gelsinger (fall) and Daisy Danforth (spring)

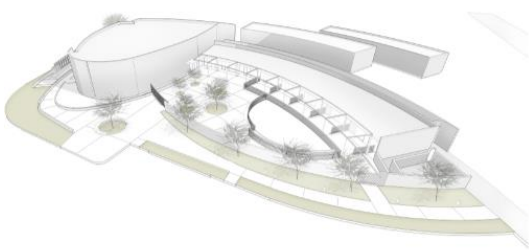
A total of 25 Thursday Night Community Night dinners were held between September 13, 2018 and April 25, 2019, with a break over the winter holidays, and additional potluck gatherings on Thanksgiving Day (11/22/18) and the Thursday of Candidating Week (5/2/19). Dinner preparation teams included a many talented chefs and sous-chefs, some of whom represented Small Groups and Ministry Teams of the congregation. Average weekly attendance was about 40 people, with a mix of ages and interests. Nearly every week included a variety of committee and team meetings, small groups, and offering is the Living our Vision Everyday (LOVE) adult faith development program, along with Chalice Kids for the younger set.

## ***Capital Construction Committee***

### **Purpose**

The committee is responsible for researching and recommending a capital campaign plan, to include capital improvements and ministry investments with corresponding budgets that support the mission, vision, and strategic ends of the Unitarian Universalist Congregation of Phoenix.





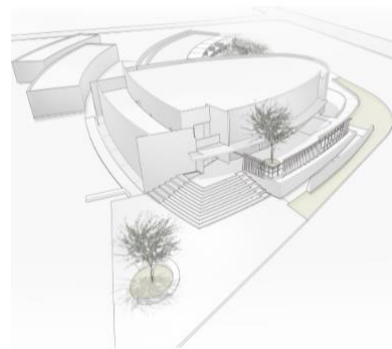
The entire project involved three phases: Planning, Fundraising and Construction. The committee began its work in Fall 2015, and intentionally reduced in size once fundraising was completed, and the focus turned to construction. Members in 2018-19 are Bunny Hodas, Dale Wiebusch, and Dale Fischer, along with Rev. Margret and

Administrator Lora Gustafson. Lora Gustafson is owners' representative, and Richard "Duke" Plattner remains as chair.

The 2017-2020 UUCP Capital Campaign raised a total of \$1,518,687 from 205 pledges. As of June 2019, 77% of pledges have been paid with \$347,634.29 still outstanding. We received an additional \$4,000 from the 2017 Auction proceeds and \$22,200 in additional contributions.



Construction began with groundbreaking in December 2018. Many complications and delays have occurred, so that completion of all three phases (HVAC, Patio and parking lot, and front entry renovation) is anticipated for Fall 2019.



## ***Finance Committee***

### **Members:**

Larry Reed, Chair  
Diana Ashley  
Jay Bastani  
Sarah Carlson  
Christine Marshall  
Vince Waldren  
Margret O'Neill, ex officio  
Lora Gustafson, ex officio

### **Goals for 2018 – 2019:**

- (1) fill the positions on the committee
- (2) begin the conversion to an all-electronic form of reporting, which we began slowly
- (3) review monthly accounting data for accuracy
- (4) review the annual budget
- (5) assist during the changes in personnel in the business administrator position
- (6) assist in finding financing for the construction project
- (7) convert the accounting system to QuickBooks-on-line, (which is just starting)
- (8) begin the search for a CPA to audit our books on an annual basis

The committee was not able to find acceptable financing for the construction project due to the low outcomes in the operating fund drives over the previous two years which resulted in our debt service coverage ratio being below that acceptable to banks. We anticipate that our campaign for 2019 – 2020 will be successful and will enable UUCP to find acceptable financing.

The conversion of our accounting system to QuickBooks-on-line was delayed due to the requirement that our Congregational Administrator oversee the construction project which began this year. We have now found volunteer support for this project and will start it before the present fiscal year ends.

Our financial reviews have continued as planned and will be enhanced when our accounting system is fully converted.

Plans for the future will be reviewed with our new settled minister and will include in that review the need to revise the form of our reports to the Board of Trustees so that non-financial data is featured along with relative financial information. Also, we plan to initiate more formal 5-year plans that are used to guide our future activities and programs. These issues go beyond the scope of the Finance Committee and will involve staff input.

In general, the Finance Committee has functioned very well with its expanded membership and we are looking forward to the progress that can be made in the year ahead.

## ***Earth Justice Ministry (Green Sanctuary)***

**Submitted by** Laurel B. Hardin, Chairperson

**The Green Sanctuary group** has had between 2 and 5 or 6 active members: Laurel Hardin, Mark Grenard, Todd and Stephanie Haughton, Ted Myers, Dan Hunn, Bud Froelich-Freeman, Wanda Lamm, Joan Roberts, and Mark Stambaugh. Lately, Sharon Day (until April), Mira Shaw, Carolyn Lowther, Mary Plettenberg, Tamara Reed, Kay Welch, Fawn Palmer, and Jezz Putnam have been attending. The attendance at meetings increased after February when we moved the day and time to the Second Sunday after the service (or second service). However, there are about 40 members and friends of UUCP who receive our emails. Some (maybe 12 total) have participated (in putting on a community night dinner, participating in Justice Lunch talks, attending field trips, etc.) over the last year.

Our purpose is to promote environmentally sustainable practices, educate about and advocate for environmental justice, and to help with environmental projects, especially in conjunction with our local partner organizations (CHISPA, UUJAZ, UUMFE, AFN Earth Care Commission and now, Public Policy Commission, AZIPL, Sierra Club)

### **Events and Programs:**

- **Border Wall-** In July and ever since, we've passed out postcards that protest the spending of \$5-50 Billion for a border wall which is said to be absurd, and inadequate, plus which blocks animal migration also. This was a follow-up to a 6/24

Justice Lunch talk by Dan Millis of the Borderlands division of the Sierra Club which was attended by 34 people.

- **LED Bulbs and low-Flow shower heads-** Bud Froelich-Freeman purchased LED bulbs and resold them at a profit June-Aug, making about \$45, part of which was used to buy long clipboards.
- **Clean Energy for a Healthy AZ** petitions were on our table July and Aug for people to sign. APS funded an opposition effort and it didn't get on the ballot.
- **Justice Sunday Service-** We contributed a 4-min. segment to this service on 8/26/18. About 4 or 5 members also helped set up for and take down after the service.
- **Single-use Water Bottles-**In 9/18 we recommended that UUCP stop purchasing or offering these and use water in pitchers and re-useable bottles. The choir provided glass and metal or plastic re-usable bottles for their own use.
- **Community Night Dinner and Talk about water future-** On 11/1/18, about 8-9 members of Green Sanctuary put on the Community Night Dinner and hosted a talk afterward. It was about Ecological Water, and was given by Kristen Wolfe, a leader of AZ Water Future. About 65 people attended the dinner and 21 people attended the talk.
- **Art Resource Center-** We recommended this 501c3 for a Share the Plate Sunday. It was accepted and scheduled for 12/18. We started collecting art supplies and recycled items for the center at that service and chose to continue collecting these indefinitely.

#### **Partnership activities:**

- **UUMFE-** In September/October, Laurel noticed that books were being offered by Rev. Karen Brammer of the Green Sanctuary office of the UUA. Some were free, so 8 of those books ("An Indigenous People's History of the United States") were requested. They have been distributed to people, and now the Rev. Brammer and Aly Tharp of the UU Ministry for Earth are co-facilitating webinar/discussions based on peoples' reading of that and another book about Justice.
- **CHISPA-**All year we attended CHISPA meetings and gave families Christmas gifts to support their effort to have VW Settlement monies (\$57 Million) given to AZ designated to purchase electric (clean) school buses due to exceedingly high rates of respiratory ailments in certain inner-city districts. In April, the Phoenix Union High Board heard their stories and voted to purchase one electric bus and build one charging station. They also are submitting a grant to buy 5 more! Congratulations CHISPA!
- **UUJAZ Water Team-** We kept in touch with this team and supported their efforts to help pass HB2581 and companion Senate Bill to recognize and consider the health of ecological water. Neither these bills nor the amendment to HB2013 (same issue) passed. They continue to monitor drought contingencies, etc. Laurel and Tamara attend via Zoom. Now Janine Gelsinger is coordinating UUJAZ.
- **Faith, Equity and Inclusion Event-**AFN asked each of its commissions to put on an event with this theme. On 10/6, about 4-5 Green Sanctuary members helped with and/or attended the one put on by the Earth Care Commission at the Pueblo Grande Museum. Members of the Tohono O'odam nation spoke mainly about the Doctrine of Discovery (a tool for colonialism in America), then played drums and danced, then

shared food. It was well attended. Now there is no ECC. It is now a part of the Public Policy Commission of AFN.

#### **Goals for the next 12 months:**

- **Generate a list of Resources to add to the L.O.V.E. curriculum-** We are looking for a volunteer to do this. A list of books, articles, webinars and talks is available on the UUMFE website. It just needs an organizer.
- **Develop a Monarch Butterfly garden/sanctuary-**The Casa did this in conjunction with the Desert Botanical Garden. Kay Welch, who volunteers there, will head up this effort, with Jezz Putnam helping. More helpers will be needed, but we need to wait till Fall.
- **Arrange another Community Dinner-**Mira Shaw volunteered to set this up. Many people will be needed once we have a date.
- **Schedule Speakers and Films-** for Justice Lunch Talks after service and/or on different dates. A coordinator and helpers are needed. Some refreshments may be involved (as before).
- **Write “Green Hero” articles** – which will be on our part of the website, but a link to them will be put in different Compass publications. Harriet Williams volunteered to write but can’t until June. Jezz Putnam can start now with Dale Fisher and all that UUCP has done to reduce energy and water use. Then we’ll highlight various members with everything from solar installations to saving trash for art purposes.
- **Hold Recycle Art Classes-** including finishing the water bottle chandelier, weaving or knitting sleeping mats for the homeless out of strips of plastic shopping bags, making octopi out of plastic bags, creating art pieces from old political signs and colorful plastic bottle caps, etc.

#### **Goals beyond 12 months:**

- Rainwater harvesting at UUCP
- Solar installation at UUCP
- Planting fruiting trees in the streambed out back at UUCP

#### **Decisions we made:**

- Change the name of our organization to **Earth Justice Ministry at UUCP**. We did this when we had a re-organization meeting in February 2019 after no-one came to the January meeting.
- Hold our meetings on **the second Sunday of each month after service**.
- To reapply as a justice ministry, which needs to be done every 2 years per the bylaws. We completed this by the end of March 2019 and it was accepted. A copy of the application is on our part of the website as it helps all see who we are and what we’re about.
- To update our part of the website. Thanks to Margret and Leslie Stallcop, that is in progress. Check it out sometime!

## ***Inclusion Team***

### **Name of Leader of Group/Committee:**

Vincent Waldron (part-year), Jonathan Lifshitz (part-year)

### **Members of Group/Committee:**

Vincent Waldron, Jonathan Lifshitz, Rev. Margret A. O'Neill, Amanda Rogers, Anthony Johnson, Cyndi Young, Judy Mitzner, Katie Quinn, Katie Resendiz, Larry Reed, Lynne MacVean, Sidney Avery Harrison, Beth Desmarais, Ashley Perez, Courtney Flanagan

### **Please list all special events/classes/workshops that your group held between July 2018 and June 2019, including date and number attending:**

Held regular Team meetings on the first and third Saturday of each month at 12 noon

Formed in response to strategic end to form inclusion team, add pronoun stickers to name badges (Oct 4, 2018), and reassign bathroom signs to be inclusive

Viewed and discussed the 6-part Transforming Hearts Collective webinars (January 2019)

Hosted the Transforming Hearts Collective (February 2-3, 2019)

### **What were the group's goals for 2018-2019?**

The Inclusion Team is a strategic end to live into the vision for UUCP to be radically inclusive. Although the first action item for this team was to lead the congregation through an evaluation of bathroom signage, the team is not a bathroom committee. The team is dedicated to the multiple marginalization's that define each of us and finding tangible ways to be inclusive and welcoming. The tumult of 2018-2019 did not allow for specific goals, but rather brainstorming of action items to move the congregation towards radical inclusion.

### **What key decisions were made in 2018-2019?**

- Multiple proposals and revisions were made for restroom signs for the existing restrooms. Feedback was solicited through post-it notes, email, and conversation. Restroom signs included iconography, text, and consideration for language and neurodivergent people.
- Consultation was arranged with Transforming Hearts Collective to act as advisors. Opportunities were made for congregation members to meet with the consultants.
- The restroom discussion was extended to include Basic Human Needs and a draft map was proposed to highlight areas of refuge, sanctuary, hydration, etc within the UUCP premises.
- Programming for the Inclusion Team will focus on neuroinclusion. Efforts are made to collect photos, narratives, and videos of the UUCP experience that will assist guests in learning what to expect in specific events.
- Introversion was identified as a marginalization, where affirming community is a challenging activity. Words were suggested to change the invitation during service.

### **What challenges did the group face in 2018-2019 and how did you overcome them?**

Finding a time for a diverse team to meet is exceptionally challenging. As new members join to work on specific action items, new regular meeting times are considered. The restroom signage is a particularly challenging congregational decision, with members' views that range from full support to full opposition.

**Please list any people whom you would like to thank for their contributions to your group in 2018-2019.**

All members of the congregation for their courage to live into the vision of radical inclusion.

**What does the group have planned for 2019-2020 and beyond?**

- Develop a mission statement/objective statement for the Inclusion Team
- Create space for our introvert UUs. We want to create opportunities to allow introverts to connect with others as they are comfortable
- Execute a living our vision everyday curriculum centered on neuroinclusion
- Finalize a Basic Human Needs map
- Install permanent signs on the restrooms

## ***Leadership Development Committee***

**Committee leader:** Susan Goldsmith

**Committee members:** Smoot Carl-Mitchell, Glen Lockwood, Kim St. Clair, Margret O'Neill, Janine Gelsinger, Anthony Johnson

Our group began meeting in June of 2018 with the goal of exploring the leadership development interests and needs of UUCP and available materials for use in leadership training and then moving toward a plan of action. Most of our meetings focused on questions such as what is leadership anyway? What other UUCP groups and committees are linked to this work? What should the focus of a leadership development committee be? Shall we focus on a leadership pathway that members might follow? Or should we focus on general capacity building, providing multiple opportunities for individuals and for the congregation as a whole to expand our capacity to live into our mission and vision? Should we follow a UUA format or use UUA provided online classes, or do we know enough to build on our existing leadership skills and training? We spent some time on the question "What will it look like if we are successful?"

We have *drafted* some vision/mission statements, a list of values, some preliminary goals and we have a list of possible actions. In the spring we decided that since we are anticipating the departure of Margret and Anthony, and since Janine is no longer on the staff, and since we anticipate the arrival of a new minister this year, we would put further discussions and work on-hold so that we might recruit more congregation members to the work and work closely with our new minister.

In terms of action, we assisted with formulating and conducting leadership development sessions with the UUCP Council including a survey of leadership competencies and skills, a discussion of strategies to maximize resources and minimize barriers, how our committees relate to and work toward fulfilling the vision and mission of the congregation, how to use Realm to make committee work easier, and what kinds of expectations the congregation might have for committees to report, keep records, work within the framework of the mission and vision.

In addition, a couple of us and a couple members of Nominating Committee and of the Board signed up to test out a beginning UUA leadership training class this spring. That class is in progress as this report is written.

**Challenges:** Our challenges were typical – busy people with little time, and especially little available and overlapping time for meetings. Our lack of clarity about the direction of a leadership training or development program also kept us from actually formulating a plan of action.

**Plans going forward:** In the coming year we hope to recruit new members to the committee, to collaborate with our new minister, to continue bringing leadership questions to the Council, and to create a long-term capacity building program for UUCP.

## ***Maryland School Task Force***

**Submitted by** Cathy Kim, Maryland Task Force Facilitator

**Congregation members and friends** who have been especially involved in using their gifts for Maryland School Task Force are: Marina Hoffman, Gary Ezzell, Joan Myer, Jane Ramsberger, Joy Kaplan, Joan Roberts, Victoria Snively, Linda Vance, Sue Baird, Susan Morris, Ruth Crowley, Christine Carmona, Debbie Carr-Taylor, Michael Taylor

You might wonder how partnering with a public urban elementary school relates to the justice ministry of a UU church. Certainly, we respect the inherent worth and dignity of all the children at Maryland School, but why not just let the teachers do their job, helping these students gain the academic knowledge and social skills they need to function as citizens of our democracy?

When you visit the school, meet the students, the teachers, the staff, talk with the administrators, tour the neighborhood, you get a better picture of why they need our help. The dire situation that predominates in urban schools is a result of decades – decades – of economic, racial, social injustice that runs counter to our principles of respecting worth and dignity of all, justice for all.

So many urban schools sit in neighborhoods that are, in effect, racially and economically segregated, because of government and private economic policies, and business and social practices. Funding for schools in Arizona has in recent decades been inadequate overall, and in neighborhoods of color and poverty, extremely so. Thus, we have schools, like Maryland, that are working with children and families who need extra resources to become their best – academically, socially, and emotionally. Low wage earners, food insecurity, domestic and criminal violence, substance abuse, dysfunctional families, single parenting, lack of parental educational background to support student achievement, refugee resettlement – all these are typical issues schools must deal with on a daily basis.

Although we do not have regular meetings, through our Community Partnership with the school, which includes Church of the Beatitudes and Beatitudes Campus, where a good number of our congregation's seniors live, we are attempting to provide some of these extra resources throughout the year:

- **Tutors and mentors**

Tutors have been recruited who work with individuals and small groups during the school day and after school, helping students who are at risk, functioning below grade level, mentoring and supporting them. This year we have about thirty-eight tutors, the highest



number ever, and program coaches provided more orientation and support as a way to sustain our efforts. Some come for an hour, some stay at school all morning, all day, helping in a number of classes. They report frustrations, but overwhelmingly are very pleased that they are having an impact on the academic, social, and emotional growth of these children, and feel personally very rewarded in their efforts. For the next school year we hope that more members of the congregation will use their gifts to tutor and mentor students at Maryland. There are so many children who need our attention!

- **Staff Support**

Leaders at Maryland have worked diligently, passionately, in the last four years to build staff community, to recognize and support each member of the team as a valuable asset to meet the many challenges that are inherent with this population of families. The Partnership has added to this support in a number of ways to show staff that the larger community is appreciative of their hard work: catering a back-to-school lunch for staff, writing notes of thanks and encouragement during the year, providing small gifts, putting on a luncheon for all staff during teacher appreciation week. In the next year we plan to continue our staff support in similar ways and be creative in new ways of helping these teachers nurture these special students.

- **Garden Program**

The garden program at Maryland School has been in place for ten years now, is a certified schoolyard habitat, with raised boxes of vegetables and flowers, an eight-tree orchard, birds and bees galore, and a new pollinator garden to attract butterflies. With the help of Master Gardeners, Partnership and community volunteers, 200 students participate in twice a month garden classes (eating what they grow), and all teachers are invited to bring classes out to observe the ever-changing habitat and connect students to nature, which research shows aids in stress reduction. The school has plans to expand outdoor education, having received a grant to begin creating an outdoor classroom space that can be used in many ways. We plan to help facilitate that new effort.

- **Additional Needed Resources**

School budgets are never adequate, and as mentioned previously, urban schools such as Maryland, need extra resources which community and governmental leadership has been very slow to recognize and advocate for. The school leadership team knows that they can come to the Partnership with some of their requests and that we will continue to reach out to Partnership members and the community for grants and donors to provide some of the needed resources. This year our contributions have included:

- School supplies, food and hygiene supplies for refugee families, field trip scholarships, garden class materials, books, incentives and rewards for positive student behavior and academic achievement. Many of these things would otherwise be paid for by individual teachers from their own pockets.
- Materials and volunteers for family events, focused on bringing families from this diverse community for after-school gatherings to experience a variety of ways they can be together to learn and have fun.
- Arizona tax credit donations for a variety of school programs. You give the money to the school and receive a state tax refund for the amount.
- Contacts for major funding beyond school budget, for programs that they can impact students and family. An example: this year staff has received training in “Yoga For the Classroom”, to give teachers skills in teaching stress reduction and positive social behavior to replace the anger and violence that is so disruptive to growth and learning. We hope to expand the sources of funding next year for additional special

projects the school would like to undertake. Perhaps you have a connection that could help with this.

Each year we listen and try to respond to what this school needs from us as community partners. We appreciate all the support our congregation has given and hope that more of you will recognize that you have something to offer children at Maryland, whether it is time, financial or material contribution, or connections to resources.

### **Systemic Change**

Our help at this school is *direct action* for today's needs, helping today's children. We are very much aware that the system of educating all children in this country, in this state, needs attention and updating in ways that are not happening very fast. UUJAZ and our Civic Engagement ministry are regularly engaged in identifying ways in which members of the congregation can learn about educational policy and directly influence thinking of our policy makers – to *change the system*! We appreciate those efforts and hope that you will be watchful for ways that you can learn and be in touch with the legislature and governor to make that change happen.

## ***Pathway to Membership Team***

**Pathway Coordinator:** Katie Ventura

**Assisting on the pathway:**

- Membership office assistant (prepared folders, name tags, etc.): Pat Reed
- Membership database helper: Don Weir
- Membership name tags: Lydia Yanak

### **What were the group's goals for 2018-2019?**

A new design for the Pathway to Membership was introduced in Fall 2018 by Janine Gelsinger; Phoebe Dubisch created a new graphic for the initiative. This innovative design provides flexible components including the Inquirers gatherings on Sunday mornings, and varied activities to assure that prospective members engage with congregational life in ways that are theologically diverse, radically inclusive, justice centered, covenantal and include the commitments of deep stewardship. The pathway includes opportunities for newcomers to connect with each other and with long-established members.

### **What challenges did the group face in 2018-19 and how did you overcome them?**

The position of Director of Membership and Welcoming was cut in January 2018, and new patterns of voluntary activity and coordination were put in place during the spring to assure program continuity.

### **Please list any people whom you would like to thank**

Many thanks to Katie Ventura, and all those who came forward to present at Inquirers gatherings, lead campus tours and support the program, including Vicki Myers, Charlotte Carl-Mitchell and Cherie Stafford.,

## ***Nominating Committee***

**Group leaders:** Caroli Peterson, Betsy Bradley

**Group Members:** Josh Tures, Kat Dickson, Val Wiley, Lynn Raabe

### **Goals:**

The Nominating Committee is charged with providing nominations for election to the UUCP Board of Trustees, the UU Foundation Board and the Nominating Committee.

The committee was required to nominate three members to serve on the Board of Trustees, three to serve on the Nominating Committee, and two to serve on UUF.

We publicized the open positions in February, as required by UUCP bylaws.

### **Key decisions:**

Our committee was successful in recruiting qualified nominees and have publicized the names, photos and biographical information to the congregation.

### **Challenges:**

As our congregation grows, it can be challenging for each of us to become acquainted with new potential leaders. It was very helpful to meet with UUF, the Board of Trustees and to attend staff meetings to develop a roster of potential nominees.

### **Plans for 2019-2020:**

The Nominating Committee will work closely with the UUF, the Board of Trustees, UUCP staff and the new minister to develop a list of potential leaders.

## ***Personnel Committee***

### **Name of Leader of Group/Committee:**

Kimberly St. Clair, Jonathan Lifshitz

### **Members of Group/Committee:**

Kimberly St. Clair, Jonathan Lifshitz, Trudy Murch, Katie Harris, Rev. Margret A. O'Neill

### **Please list all special events/classes/workshops that your group held between July 2018 and June 2019, including date and number attending:**

The committee started to meet in early 2019, with a regular monthly meeting.

### **What were the group's goals for 2018-2019?**

After meeting with Lora Gustafson, the primary task request was to update the Employee Handbook. The last update was in 2015. The UU Schenectady and the UUA Employee Handbooks were used as guides.

### **What key decisions were made in 2018-2019?**

- Revise the Employee Handbook to be compliant with Federal and State guidelines
- Use language and organization in the Employee Handbook to benefit understanding by employees of all ages and experience
- Address action items identified by Lora Gustafson as urgent

**What challenges did the group face in 2018-2019 and how did you overcome them?**

No significant challenges. The committee has assigned work, met, and continues to accomplish the necessary revisions.

**Please list any people whom you would like to thank for their contributions to your group in 2018-2019.**

Rev. Margret O'Neill and Lora Gustafson

**What does the group have planned for 2019-2020 and beyond?**

To be determined by the administrative office at UUCP and the board of trustees.

***Program Council***

**Group Leader:** Kim St. Clair

**Group Members:** UUCP Professional Staff and Lay Leaders

**Special Events/ Classes:** The Program Council met on the following dates:

- Saturday, September 22, 2018, 9:00 AM-12:00 PM
- Saturday, January 12, 2019, 9:00 AM-12:00 PM
- Thursday, Saturday, April 4, 2019, 6:30-8:00 PM

**Goals:** Lead the congregation through the final year of interim ministry.

**Key Challenges/ Decisions:**

1. The September 2018 meeting featured leadership development activities, including participants identifying their leadership “direction” (North, South, East or West), and practicing applying different leadership styles to a scenario. The September meeting also included a review of the UUCP Guidebook.
2. The January meeting provided members an opportunity to log-in to and practice navigating the UUCP membership management system, REALM. Staff members Geoff Anderla, Janine Gelsinger, and Katie Resendiz were incredibly helpful in orienting lay leaders to the system. The LOVE (Living Our Values Everyday) membership engagement program was launched by Anthony Johnson and Janine Gelsinger.
3. The April meeting focused on Active Shooter Training presented by Jan Kaplan and Vicki Meyers, members of the Safe Congregations Team.

**Looking Ahead:**

1. It has been an honor to serve as the Program Council chair since 2015. I am stepping aside as my duties as Board of Trustees President will require my full attention. The incredibly talented Susan Goldsmith and Diane Targovick will co-chair the Program Council in 2019-2020.

## ***Property Team***

The UUCP Property Team is back after a four-year absence and held its first organizational meeting on April 25, 2019. So far 13 people have indicated an interest in participating and we are looking for others who may have skills or interest in helping. The team leaders are Lora Gustafson, Jake Danforth, and Dale Fisher.

Our goals for the balance of this congregational year are to create a mission statement and scope of responsibility and to begin to define a five-year plan of anticipated property issues and their potential costs. We will also work on some of the more immediate needs such as cleaning up the desert trail. (Hint- we will need help with this on an on-going basis).

- Despite the absence of an organized team, a lot was accomplished around the campus by volunteers in the last year. Some of these projects include:
- Completely rebuilding the two 1965 Annex bathrooms- Jake Danforth
- More incandescents replaced with LEDs around the campus. In the sanctuary alone, we have reduced the electrical load from over 6000 watts to under 1500 watts.
- Beginning to replace ceiling tube fluorescents with the newly affordable LED tubes. This will be done over time as the old bulbs or ballasts fail- Manuel Gomez
- New induction stove installed, (no more gas on campus)- Lynn Ellsworth and Dale Fisher
- Improved wiring for stage area audio cabling- Smoot Carl-Mitchell
- Attended EPCOR meeting at PV Town Hall to learn about coming water distribution line construction on Lincoln Drive. Traffic predicted to be one lane from May to Sept in sections from 36th Street to 52nd Place- Dale Fisher
- Working with the Safe Congregation Team to document locations of fire extinguishers and update emergency exit drawings and to train on the use of walkie talkies
- Installing hard wired ethernet connections along the RE wing and in the main building with a goal of improving our campus WiFi coverage- Alisa Phoenix and Josh Ventura
- And here is what the UUCP Property Team had to say in their 1969 annual report, sound familiar?

### BUILDING AND MAINTENANCE COMMITTEE

This has been a year of "if it can happen, it will happen." The septic tank is now in working order and toilets have new valves and dripping faucets adjusted. There are two water fountains in place with low side-mounts for children. We thank the Circle and others who contributed funds and time so it would not drain the budget. The Auditorium roof will be re-surfaced before church opens in September. Thanks to Muriel Flood's work crews areas have been freshly painted. The President of our Board is working to paint the faceboard on the exterior overhang. George Homuth is working out solutions to present as a means to correct deterioration of plastered overhang and interior water-damaged hall and foyer areas. Mike Clark has been and is servicing the evaporative coolers on the annex. Estimates are being received on the parking lot. We have a great many needs. If we (everyone who is concerned) gives time and financial support to the best of their ability, we can correct problem areas and maintain the building so programs we enjoy can continue to be presented.

Submitted by: Pat Weare

## ***Refugee Assistance Partnership***

The Refugee Assistance Partnership reduced the scope of their activities during 2018-19. Team leaders Libby Walker and Bobbi McGinn and their teams maintained contact with the two Eritrean families as they became more self-sufficient. They have not expanded to take on any more refugees.

## ***Safe Congregation Team***

**Group Leader:** Jan Kaplan

**Group Members:** Dale Fisher, Lynn Ellsworth, Debbie Froelich-Freeman, Lora Gustafson, Anthony Johnson, Jenny Jones, Jan Kaplan, Sam Kirkland, Vicki Myers, Jerry O’Neal, Rev. Margret O’Neill, Karin Quinn, Katie Resendiz, Paisley Rosetti, Cyndi Young

**Special Events/ Classes:** We developed and lead several “Active Shooter” training sessions for UUCP First Responders and Leaders in April-May.

### **Goals:**

1. Define a “culture of safety” at UUCP, and within the UUA’s Safe Congregations framework, to include right relations and emergency response planning.
2. Create an Emergency Response Plan for UUCP.
3. Develop a plan for training key first responders and leaders, as well as all-congregation.
4. Develop a plan for ongoing awareness of, and training in, safety and security at UUCP.

**Key Challenges/ Decisions:** This is the inaugural year our Safe Congregation Team, and we spent quite a bit of time deciding on an overall structure for how we approach “safety and security” at UUCP. The UUA, in its “safe congregation” definition, includes both threats to right relations (e.g. disruptive or abusive behaviors, including sexual harassment and protection of our children and other vulnerable populations) and threats to life or health (e.g. emergency response to weather, fire, medical emergencies, armed intruder, etc.) in its scope.

1. Given that the skillset and interests in both of these areas may involve different individuals, the Safe Congregation Team has evolved into that group which will oversee emergency response planning. Right relations policies have also been developed in draft and submitted to the Minister and Right Relations Ministry Team for further review.
2. We intended to build on current policies and plans, but surprisingly found very few, and essentially developed the emergency response manual from scratch utilizing UUA, other UU congregations, Church Mutual Insurance Company, and other online resources. We consolidated safety and right relations information from our UUCP office “how to” manual, the UUCP Personnel Manual, and Board Policy Manual. It will be important to maintain connectivity and congruence among these documents.
3. In addition to the above, we have:
  - a. Developed emergency response plans for the following: General Security Measures, Active Shooter/Intruder, Fire Emergency, Medical Emergency,

- Electrical Outage, Suspicious Odor or Gas Leak, AC or Heating Failure, Telephone or Internet Outage, Severe Weather, Bomb Threat, Earthquake, Hazardous Materials, Water Emergency.
- b. Purchased walkie-talkies and developed documentation and training for their maintenance and distribution.
  - c. Attended two Paradise Valley Police Department “House of Worship Safety Forums”. This has provided good information and contacts from other churches and what they are doing in the name of safety and security.
  - d. Attended an “Active Intruder” seminar presented by the Church Mutual Insurance Company.
  - e. Updated the First Aid closet in Office 2.
  - f. Suggested preventive maintenance checklists for the Property Team.
  - g. Updated a campus map to familiarize everyone to our building and campus exits.
  - h. Developed a general Incident Report Form.
  - i. Developed a listing of crisis management community resources.
  - j. Developed four hard copy (paper) manuals for easy reference in times of emergency.
  - k. Worked with the Minister and Board to revise the Board Policy Manual to include “safety and security” authorizing policies.
  - l. Started revamping volunteer job descriptions to include safety responsibilities.
4. Vulnerabilities: we need to have a robust Property Team as well as sufficient Congregational Administrator time to assure ongoing maintenance of the facility and attention to safety and security details. The Safe Congregation Team will recommend best practices and assist in any training, but we need the expertise and bandwidth of both staff and Property Team to accomplish this.

#### **Future Plans:**

- Present all-congregation Active Shooter Training throughout the summer 2019.
- Carry out an annual planned fire drill, both during the work week and a Sunday Service (both services).
- Have an annual CPR/ Stop the Bleeding training for Staff and key UUCP first responders.
- Have an annual “Safety Class” for all members, to include an overview of all emergency response plans. (This might be a class on Community Night, a class in-between service, etc.).
- Publish periodic (~ bimonthly?) “safety notes” in Compass and Order of Service bulletin.
- Update campus/ building exit maps after construction is completed.
- Assure that every classroom/ office/ storage closet at UUCP is equipped with campus maps and key safety information.
- Publish the emergency response manual online.
- Expand team membership to include those with safety, law enforcement, or other relevant expertise.
- Revamp volunteer and staff job descriptions to include safety responsibilities.
- Coordinate an on-site safety review check with Paradise Valley Police Department.

## ***Sanctuary Art Team***

**Group Leader:** William Snowden

**Group Members:** Laurel Hardin, Ed Cernek, Sam Kirkland, Joan Gale, Sarah Carlson

### **Special Events:**

We produced the following art displays in the Sanctuary.

- September – November: UUCP Members and Friends (M&F). This year we expanded the M&F to include several artists who had previously shown their work.
- November - January This holiday show included the decorated trees, including decorations from the children, wreaths from our UUCP collection and paintings from Jasu Alagia. Artists from outside UUCP did not show up as planned.
- January - mid March we featured Diversified Artist Collective – AZ, who had several new members including an artist who worked with wood to show scenes from childhood. We did hold a Meet and Greet for these artists.
- Mid-March – May, Laurel Hardin arranged a valley wide show including some artists that used recycled materials. A Meet and Greet was arranged for these artists as well. Their work was until May 11, at which time the children's art went up.

### **What were the group's goals for 2018-2019?**

We intended to have the March-May show be all recycled but falling short of that goal Laurel was able to contact several artists from around the valley who were willing to show.

### **What challenges did the group face in 2018-2019 and how did you overcome them?**

The Sanctuary Art Team doesn't meet as a group. I generally arrange for the dates and supervise the set up and take down while Laurel contacts the artists. The remaining members of the team show up on a designated Saturday morning and use muscle and ingenuity to place the art pieces. If one or more artists we have contacted do not come through, we may use art from the UUCP collection or contact artists who have shown previously to fill the void. This happened for the Members and Friends and the Holiday show.

### **What does the group have planned for 2019-2020 and beyond?**

We have been in touch with an artistic quilting group and tentatively will have their work shown in the spring of 2020. It has been suggested that there are other artists in the congregation who would have valuable input into the process and it is hoped that a group be formed for next year.

## ***Share the Plate Committee***

**Co-leaders:** Stephanie Haughton and Julie Smart

**Members of Committee:** Ceyshé Napa, Phil Slater, Leslie Stallcop

**Advisor:** Rev. Margret O'Neill

**The group's goals for 2018-19:** To foster local charities worthy of support by UUCP



**Key Decisions made in 2018-19:** It was decided to support Black Lives UU by sharing STP funds on three Sundays. This is in addition to the dedication of one STP Sunday for UUSC and one Sunday for UUJAZ.

Challenges: Due to one of our members being chosen for the search committee Ceyshe stepped up to serve an additional year. Another member could not serve out the term and thus we operated with only five committee members rather than six.

**List of people to thank for their contributions:** Each of our committee members has made a unique contribution to the actions of STP. Ceyshe has introduced many worthy organizations and provided constructive corrections to our operations. Phil has been instrumental in giving his expert advice reviewing the proposed organization documents. Leslie has advanced several worthy charities and organized a trip to the homeless campus in Phoenix. Stephanie has updated our Google docs and helped streamline our STP Procedures checklist. Rev. Margaret created a form to coordinate STP collection information for office staff and the STP committee.

### **Charities aided with STP collections in 2018-2019**

July - Liberty Wildlife  
 August - Camp de Benneville Pines  
 September - Abolish Private Prisons  
 October - Black Lives of UU  
 November - UUSC  
 December - Art Resource Center  
 January - BLUU  
 February - UUJAZ  
 March - Voices for CASA  
 April - Lost Our Home  
 May - BLUU  
 June - Morning Star

**Plans for 2019-20:** Continue with stellar works!

### ***Small Group Ministry***

**Submitted by:** Rev. Margret A. O'Neill

#### **Members of Group/Committee:**

Small Group Facilitators 2018-19

Beatitudes: Ellie Anderla, Ellie Murphy

Friendship Village: Libby Walker

Drop-in: Joan O'Connor

Future Masculine: Anthony Johnson (Jake Danforth)

Parents of Teens: Tammy Wheeler-Rhodes

Senior Women's Group: Peggy Paden, Jane Roosen, Val Wylie

Second Wednesday evening: John Wilber

Sunday Night Pot-Luck Group #1: Bunny Hodas, Marjorie Redleaf, Granger Macy

Sunday Night Pot-Luck Group #2: Lynn Raabe, Carol Peterson

**Events and Gatherings:**

The various Small Groups meet on their own schedules, monthly or bi-weekly, some meet year-round, others do not meet in the summer. Facilitators meet as a group once a month.

**What were the group's goals for 2017-2018?**

The goal was to maintain the number and type of groups, responding to the needs and preferences of congregational members and to continue to support the skills and commitment of facilitators.

**What key decisions were made in 2017-2018?**

Rev. Margret provided the staff support role for this program beginning in spring 2018.

**Challenges**

Maintaining an effective Small Group program requires ongoing recruitment and training of facilitators and participants since people's lives and commitments change over time. Facilitators are sometimes unwilling to participate in training or in the facilitator meetings.

**Please list any people whom you would like to thank for their contributions:**

Many thanks to the facilitators who dedicate their time and talents to sustain this important program.

**What does the group have planned for 2019-20 and beyond?**

Small Group registrations through Realm will open in the early fall, and we will be seeking additional group facilitators to sustain and expand the program.

***Stewardship Team***

**Team Leader:** Bunny Hodas

**Team Members and Support-** Diana Ashley, Cherie Stafford, Val Wylie, Sandy Weir, Patricia Reed, Duke Plattner, Sarah Carlson, Lora Gustafson, John-Reed Maffeo, Sarah Moore, Board of Trustee Members: Jonny Lifshitz, Vince Waldron, Mary Dawes, Kim Sinclair, Christine Marshall



**Special Events/Workshops:** Neighborhood Connections

Training, Igniting Stewardship Leadership Event, Stewardship Consultant – Barry Finkelstein, Commitment Sunday Service and Party following.

**Group Goals and Key Decisions for 2018-19:**

We wanted to change the dynamics of how people think of Stewardship and that began a dive into ‘Deep’ Stewardship. Looking at the deeper meaning of “caring for what is important” and working on reducing the angst and fear of asking for the money needed to sustain our community. The Ultimate goal is for people to recognize that financial giving is an investment in UUCP to manifest our Mission, Vision, and Values within our walls and out into the greater community.

Out of the initial discussions it was decided to create a means for more personal connection outside of the building and Sundays. This idea became the new program of “Neighborhood Connections”. Members and Friends are divided into groups by where they live, and “Connector” Captains were recruited and trained to use Realm (our database) to connect their groups, send surveys and ultimately meet and create stronger bonds.

The model of “Celebration Sunday” was chosen for the Annual Fund Drive/Pledge campaign. We changed the wording to “Commitment Sunday” and tried to replace the word “pledge” with “commitment” to aid in the process of a mindset shift. The theme of “Realizing our Mission” was chosen. Commitment Sunday included our service, our Congregational picture, and a lovely follow-up party after the picture. Our base budget goal was set in March as \$560,000. Commitment Sunday was 3/31/19. We reached our budget goal on 6/1/19. As of 6/25/19, we are at \$571,398.

This year we also chose the goal of 100% participation. This was important to encourage everyone to commit to give, no matter how small the actual amount. We wanted to encourage more weekly and monthly giving and using the draft system offered through our database. We hope to lessen the shame that many people feel when they perceive they can’t make a significant financial contribution and create a feeling of pride for committing to participating in our community at whatever level they are capable. We offered financial hardship waivers as an equal choice on the commitment form to alleviate the stress of making that choice.

The goal of cleaning up the membership lists and determining accurate numbers for use in realistic expectations and future forecasting became an integral part of the Stewardship process as the campaign proceeded. 1. We needed to determine who were members in good standing for voting purposes. 2. The number of members giving directly impacts the percentage of participation, which directly impacts our ability to receive a bank loan. 3. Signing a waiver is important rather than not giving to maintain membership status. Many who sign waivers give of themselves in numerous ways. As of 6/25/19, we have approximately 350-360 members, which is different from pledging units. Our predictor chart shows us as having 86% participation. We still have 60 people/units which have not responded in any way. We will continue following up with them during July.

Another key decision was to change how we spoke about money and what it does for us. We changed our written materials to be more inclusive to those who are not the highest givers and tried to become more budget friendly. We created new marketing materials that dropped the UUA Suggested Giving chart and created 7 levels of giving using an adaptation of the UU Children’s 7 principles. We created monthly and annual giving ranges within each category and then showed what gifts in those ranges would pay for in our budget. It was enthusiastically received. We created a new chart in the brochure that showed how many gifts in which ranges would get us to our budget goal. Before Commitment Sunday, we also asked for personal testimonials from some members who give in a lower financial range, give of their time and talents, and what committed giving means to them.

### **Challenges:**

Our Neighborhood Connections program took longer to get up and running than we had hoped. Between creating the program, creating the map, recruiting leaders in each “Neighborhood” and training, it was a bigger task than expected. We had hoped for it to be active before the Annual Drive began, but now it is in its infancy stages and growing.

When we started our planning in the fall of 2018, we had no idea we would have a financial crisis with our lenders pulling our funding at the end of December. That changed everything. We had to cut staff and current budget and running a campaign too soon would have been inappropriate and ineffective. Our leadership event happened in February, but that was too early, also. Rather than starting with the actual Commitment Sunday, we used the weeks in March to build up to the event on 3/31/19. Many people signed their forms on that day. Many did not. As in all previous campaigns, our campaigning continued for the following two months. We reached out by email, text, and personal calls. That system is much improved over past years and is getting results. We received great support from the Board and other volunteers to make this happen. We are much more technology driven with the use of Google Docs.

In preparing forms, we realized that our database was not effective in giving us the actual data we needed, and we had to create additional spreadsheets. The good news in this is that we are closer to accurate membership rolls than we have been in years, and our information is getting more and more accurate in the database. We are moving to a new database system for the upcoming year.

The ongoing challenge is to get volunteers for Stewardship work because “no one wants to ask for money.” Helping people to understand that talking about generosity and investing in our vision and mission is a holy and spiritual conversation, will be key.

#### **Next year:**

We will be meeting in July to do an intensive assessment of this year’s processes and record our actions. We will create a timeline of actions for 2020-2021. Then we will start the process in the fall to make decisions for the Spring activities. Along this process we will also keep the attention on Deep Stewardship and our continued commitment to UUCP and our shared values.



#### ***UMOM New Day Center***

**Name of Leader of Group/Committee:** René Apack

**Members of Group/Committee:** Lots of different volunteers.

**Events:** Serving dinner once a month - First Sundays

**What were the group's goals?**

Help once a month on First Sundays to help serve meals.

**Please list any people whom you would like to thank for their contributions to your group:**

Thanks to all who volunteered to help serve a dinner, whether many times or just once. Your support is greatly appreciated.

## ***Unicare***

**Members of Group/Committee:**

Ellie Anderla, Memorial Services Coordinator

Diana Ashley, Friendship Partners Coordinator

Katie Ventura & Vicki Myers, Co-Coordinators Unicare Email Group

All of the Unicare Program Volunteers including the Unicare e-Group, Friendship Partners and Memorial Services volunteers.

**Events:**

3/23/2019 Unicare Volunteers Recognition Breakfast to honor all the volunteers who provide caring support to our congregants.

**Goals for 2018-19**

- To investigate starting a Lay Pastoral Associate Program
- Update the Unicare e-Group contacts list
- Begin using Sign-Up app for scheduling transportation needs (or other, non-meal related requests)
- Heighten awareness of Unicare services
- Update Friendship Partner pairing list and better coordinate visit reporting

**What key decisions were made in 2018-2019?**

- To add a Co-Coordinator for the Unicare e-group: Katie Ventura
- The Horizons newsletter ended publication. A volunteer is now sending significant updates out to those congregants who are unable to obtain information in other ways.
- Started using Sign Up app for transport requests.
- Kicked off investigation and initial steps for a Lay Pastoral Associate team.

**Thanks to these people for their contributions to Unicare e-Group, Memorial Services, Friendship Partners and the Lay Pastoral Care Workgroup:**

- The many Unicare volunteers (e-Group, Friendship Partners and Memorial Services volunteers) who so generously gave of their time, talents and compassion toward the care of our congregation. It is much appreciated by our congregants.

- The Lay Pastoral Care Workgroup Team who helped to identify our readiness and requirements for this new program: Joan Gail, Katie Ventura, Cyndi Young, Kathy Baughman, Anthony Johnson and Rev. Margret O’Neill

**What does the group have planned for 2017-2018 and beyond? \***

- -Implement the Lay Pastoral Care Associate program when new minister arrives
- -Incorporate Youth into the Unicare programs where appropriate.
- -Grow the Unicare e-Group

## ***Worship Associates***

**Submitted by** Rev Margret A. O’Neill

The Worship Associate team members when we began the 2018-19 year were Ellie Anderla, Amy McKlinton, Katie Harris, Tammy Wheeler-Rhodes, and Sam Kirkland. Judy Mitzner (now Tara Hall) joined the team later in the year, and other members cycled in and out of active participation as their schedules permitted.

Worship Associates provided a welcoming message in the beginning of the service, orienting newcomers to the space and custom here, symbolically representing the strong participation of congregation members in the Sunday services, adding their personal voice with a reflection on the theme for the service. Associates also provided spoken announcements in conjunction with the Offering, weaving a message of connection and participation that is central to congregational life.

We are completing the year with a strong worship team, and the current Associates will host and support summer preachers, and Associates look toward working with Rev. Christine as she begins her service here as Lead Minister. It has been a pleasure to work with such a dedicated team bringing excellence to the pulpit week after week.

## ***YRUU High School Group***

**Name of Leader of Group/Committee:** Jonathan Lifshitz

**Members of Group/Committee:**

Adult Advisors: Jonathan Lifshitz, Bob Davis, Janine Gelsinger, Katie Resendiz Perez

Youth: Phoebe Dubisch, Sarah Rhodes, Sophie Schroer, Chloe Stephenson-Brown, Alex Marshall, Malcolm MacVean, Emily Deignan, Jacob Dodgen, Gabe Dodgen, Naomi Dubisch, Phoebe Dubisch, Maggie Hamilton, Adri Iyer, Dylan Lifshitz, Gabriella Gareau, Alex Marshall, Ben Marshall, Ashley Perez, Nancy Schwartz, Jacob Barnum, Ethan Peacock, David Lester,

**Please list all special events/classes/workshops that your group held between July 2018 and June 2019, including date and number attending:**

- Weekly Sunday meetings during second service and/or at ~11:30 AM

- YRUU Convocation (August 19, 2018)
- YRUU Sunday Overnight (November 10, 2018)
- UUCP YRUU attended PSWD Senior Camp (December 2019)
- UU Day at the Legislature (February 2019)
- YRUU Sunday Service with general topic of mental health (May 19, 2019)
- YRUU Meet with Transforming Hearts Collective for dessert (February 2, 2019)
- YRUU Meet with ministerial candidate Christine Dance (April 28, 2019)

**What were the group's goals for 2018-2019?**

- This year a large number of high school freshman continued to be the nexus of YRUU as sophomores, with a large group of incoming freshmen to join. A few seniors and a few juniors continued the group. Therefore, the main goals of the year were to establish a covenant and continue regular meetings as YRUU. The intention is to create a peer-group and an environment that allows youth to thrive personally during high school years. Additional attention was paid to the recent college students and the seniors who will bridge out of YRUU. A special bridging service was held to honor the seniors.
- Youth were encouraged to participate in congregational activities. Youth participated in choir, orchestra, children's ministry, child care, Kids Kamp, and community night.

**What key decisions were made in 2018-2019?**

No new decisions were made in the current year. YRUU events were added to the congregational calendar where appropriate and a standard format was followed to ensure a rhythm for the freshman and sophomores.

**What challenges did the group face in 2018-2019 and how did you overcome them?**

Communication and time remain as the biggest challenge in working with UUCP youth. Our youth have full schedules with school and other extracurricular events. We currently use Google Hangouts for communication, but the new Tithe.Ly program may work better. Many youth have transportation challenges and time issues, which prevent regular attendance. New challenges emerge with regard to youth prioritizing UUCP and YRUU in their schedules.

**Please list any people whom you would like to thank for their contributions to your group in 2018-2019.**

**What does the group have planned for 2019-2020 and beyond?**

- Develop and maintain a defined calendar of events for 2019-2020
- Engage with seniors and invite experienced members to share in the discussions
- Move the time, perhaps to Sunday evening now that we have more drivers in the group

## **Creativity-Movement-Stillness Groups and Activities**

### ***Open Arts and Crafts Studio***

**Name of Leader of Group/Committee:** Jay Alagia

**Members of Group/Committee:** Cynthia Girard, Val Wylie, Mark Stambaugh, Laurel Hardin, Nina Shah, Joan Myer, Pamela Kielbowicz, Debbie Gordon, Barbara Danielson, Janet Gordon, Carolyn Lowther.

**What challenges did the group face in 2018-2019 and how did you overcome them?**

We created a supply list and a list of Design Principles.

**What were the group's goals for 2018-2019?**

We wanted more members to join us.

**Please list any people whom you would like to thank for their contributions to your group in 2018-2019.**

We thank the UUCP administration for helping us when we needed it. Thanks to Manuel and Belinda for setting up tables.

**What does the group have planned for 2019-2019 and beyond?**

We hope to expand our teaching to include peer teaching between members.

### ***Outdoor Group***

**Name of Leader of Group/Committee:** Bonnie White

**Members of Group/Committee:** Julie and Marshal Smart, Cherie Stafford, Ed Cernek, Phil Slater, Dan Hunn, Jenny Jones, Stephanie and Todd Haughton, Laurel Hardin and Mark Stambaugh, Gary Ezzell, Lynda and Rick Dean, Caroli Peterson, Glen and Leslie Stallcop, Sylvia Tucker, Bonnie and Dave Cunningham, Val Wylie, Jake and Daisy Danforth and family, Kat and Gary Dickson, Judy Flannigan, Mary Lynn and Mike Shroyer, Jim Sorgatz and Josh Tures, Nancy Spence, Barbara Seltzer, John-Reed Maffeo

**Please list all special events/classes/workshops that your group held between July 2018 and June 2019:**

The Outdoor Group had 13 people come together on Saturday, October 13, for a very successful hike of the Inner Basin Trail outside of Flagstaff. Concerned all week about rain, cold, and all-round miserable weather, those of us who braved the elements were richly rewarded with blue sky, dramatic white billowy clouds, golden aspens accented by forest-green pine, perfect hiking temperatures, and the most fun group of people you could choose to hike with. The snow-frosted mountain peaks put the cherry on top, and at final destination, the kids had large patches of snow to play in.

As we enjoyed our snack at the summit of the hike, we all kept a close eye on the weather moving in on the mountain. The hike down was as dramatic as the hike up. With the changing light, the golden aspen leaves were stunningly beautiful shimmering in the light



breeze. Back at the Lockett Meadow campground, we shared stories and laughter as we ate our packed-in lunches. Watching the weather closely, it became obvious after everyone was finished eating that we couldn't linger much longer. The storm was coming in fast.

Back in our cars and headed down the mountain, we did get some pretty impressive rain. Driving through a bit of slushy snow that wasn't there when we drove up, it was obvious that the storm had been at the lower elevations first. Safely down we went our separate ways to rest and see what the afternoon would bring.

The cook-out was not to be. Being innovative UUer's that we are, we all opted to go to a trendy Flagstaff restaurant, complete with fire in the fireplace, for dinner. The camaraderie continued, and the evening was a huge success.

The Lost Dutchman State Park campout April 12 was a huge success on all fronts! The weather could not have been more favorable with cool temperatures in the mornings and evenings and never getting truly hot in the afternoons. What a spring we are having! The brittle bush was in full bloom and covered the hillsides in brilliant yellow. The park is so close yet put us all in another world.

The potluck on Friday night was well attended and no one went away hungry. As we enjoyed our evening meal, the sun was setting on Flatiron, turning the mountain to a rich, golden edifice appearing to be lit from within. The lights of Apache Junction were winking on in the far distance. As night fell, the half-moon lit our campsite while the fire crackled in the fire pit. We all kept track of a light, probably a headlamp, ascending Flatiron in the dark. That had to be a challenge for someone!

We had several options for our hike on Saturday morning. Everyone seemed pleased with the cooler weather that allowed a later start time. Several in the group made it up to Preying Hands, while others did an easier hike back to the campground.

Even though we didn't have a formal plan for Saturday night, we still had several staying over to enjoy another evening of sharing food, storytelling, music, and watching the magic of the flames in the campfire. We couldn't have asked for better weather, better food, or better people to share this great experience with.

The campouts were perfect bookends to a great hiking season. Our hikes are the second and fourth Saturdays of the month. Horton Creek outside of Payson was a beautiful late October hike. The Barnhardt Trail in the Mazatzal Mountains continued the fall hiking season in November. A perfect after Thanksgiving hike enjoyed the Fall Foliage Festival at Boyce-Thompson Arboretum. Our December hike enjoyed the views from Sunrise Peak in the Sonoran Preserve.

New Year's Day found 30 of us on Sidewinder Trail in the Phoenix Sonoran Preserve. Meridian and Pass Mountain in Apache Junction was a new trail for the group that was a great hike through beautiful saguaros. We are always looking for that challenging hike, and Black Mountain filled the bill for the second hike in January. Brown's Ranch in the Scottsdale Mountain Preserve came next followed by another hike in the McDowell's out of Tom's Thumb Trailhead. Wildflower season was thoroughly enjoyed on a hike around Granite Mountain where the flowers were more spectacular than they have ever been in recent history. This was the spring for wildflowers starting in January and continuing in full glory right into April.

**What were the group's goals for 2018-2019?** The goal of the Outdoor Group is to have fun outdoors while enjoying the great company of fellow UUer's and friends. To that end, we are always aspiring to attract new hikers into our number. We did, in fact, have an excellent turnout for both hiking campouts, and we have had good attendance at all other events. The

group is making more strenuous hikes available for those folks wanting more exercise while offering an easier hike, when possible, for people interested in a less strenuous pace. We are also having an option to go to lunch after our Saturday hikes for anyone wanting to continue the conversation and fellowship.

**Please list any people whom you would like to thank for their contributions to your group in 2018-2019.** A huge thank you goes to our hike leaders, Todd and Stephanie Haughton, Dan Hunn and Phil Slater, Julie and Marshal Smart, Jim Sorgatz and Josh Tures, Mark Ashley, and Cherie Stafford. A special shout out to Nancy Spence who organized an extraordinary weekend camping experience at the Lost Dutchman State Park. Without a hike leader coming up with the idea of where to hike, doing the pre-hike, sending the details about the hike, this group would not function!

**What does the group have planned for 2018-2019 and beyond?** The campout is such a great coming together into community around the campfire. Having a season opener and a season finale campout is definitely part of the plan going forward. It has even been suggested to have a midwinter campout closer in to the valley. Our goal is to continue finding new ways to strengthen the connection to members of the UU community who like being outside. Thanks to the efforts of Daisy and Jake Danforth, we hope to continue to reach out to the families with children to include all age groups within our numbers.

### ***Poetry Coffeehouse***

**Name of Leader of Group/Committee:** Tish Gauntt

The Poetry Coffeehouse met on the Second Sunday of the month, October through April, with varied attendance.

### ***Saturday Meditation Group***

**Name of Leader of Group/Committee:** Jay Alagia

**Members of Group/Committee:** Bill Snowden, Mark Stambaugh, Dale Fisher, Mike Peterson, Mike Sheffer, Robert Baltes, Sue Kennedy, Mary Dokes, Donna Featherston, Pamela Kielbowicz, Claudia Myers, Judith Swift, Jay Alagia, John-Reed Maffeo

**Please list all special events/classes/workshops that your group held between July 2017 and June 2018, including date and number attending.**

Meditation in Japanese Garden  
Drumming circle and meditation  
Singing of hymns and meditation  
Birthday celebrations

**What were the group's goals for 2017-2018?**

Better meditation and inner peace.

**What key decisions were made in 2017-2018?**

Limit the group size to 12 members, while allowing for part-time memberships to help maintain a steady level from month to month to accommodate temporary member absences.

**What does the group have planned for 2018-2019 and beyond?**

Continue in the manners of the recent past.

## ***Traveling Second Fridays***

**Name of Leader of Group/Committee:** Barbara Cawthorne

**Members of Group/Committee:** There are usually 35-50 attending the Traveling 2<sup>nd</sup> Friday presentation.

**Events/classes/workshops:**

We meet the 2nd Friday of every month January through May.

January 11 – Ecuador, On Our Own by Laurel Hardin

February 8 – Landscape Photo Safari by Todd Haughton

March 8 – A Summertime Cruise from Chile to Argentina With Stops in Antarctica And South Georgia by Kathy Manker and Bruce Gardner

April 12 – Turkmenistan And Uzbekistan by Barbara and Dave Cawthorne

May 10 – England: From London And Oxford to Devon And Cornwall by Joy and Bill Mee

**What were the group's goals for 2018-19?**

The goals are to provide an enjoyable and informative program, lasting for around an hour, of a trip the presenter has experienced.

**Please list any people whom you would like to thank for their contributions to your group in 2017-2018.**

I wish to thank those presenting a travel show in 2018: Laurel Hardin, Todd Haughton, Kathy Manker and Bruce Gardner, Barbara and Dave Cawthorne, Bill and Joy Mee. Thanks to Smoot Carl-Mitchell and Dale Fisher for helping with technology, and all the guests who come to our presentations which make it all worthwhile.

**What does the group have planned for 2019-20 and beyond?**

We have the same format, but we will have different presenters.

## ***Walking Conversation Lovers***

**Name of Leader of Group/Committee:** Jay Alagia

**Members of Group/Committee:** Judy Curtis, Mike Sheffer, Bill Snowden, Jerry O'Neal, Marina Hoffman, David Wood, Debbie Gordon, John-Reed Maffeo, Carol Manetta, John Abbot

**What were the group's goals for 2018-2019?**

Continue to enjoy walking, fellowship, Conversation and poetry

**What key decisions were made in 2018-2019?**

We changed the focus of the group to emphasize conversation while keeping a strong element of poetry reading and discussion. Our traditional breakfast stop was closed so we changed to a new one across the street.

**Please list any people whom you would like to thank for their contributions to your group in 2018-2019.** We would like to thank the enabler of our meetup.com listing, Artie, for including our walk as an event under her group's umbrella.

**What does the group have planned for 2018-2019 and beyond?**

Continuing to walk and talk and enjoying breakfast after the walk at Verandah. This is a simple format and seems to work well.

***Women's Ritual***

Group Leader(s): Patricia Reed

**Group Members:** (regulars) Patricia Reed, Donna Talbot, Brenda Nelson. Uli Boecker-Grieme, Christine Carmona, Diana Edwards, Maggie Fergusson, Annalyse Foerster, Joan Gale, Joan Myer, Sierra Nelson, Erica Nickerson, Joanne Pamprin. A number of others have come a time or two to check us out or fulfill pathway to membership requirement.

Events: Monthly ritual on the 3rd Thursday of every month

**What were the group's goals for 2018-2019?** Increased involvement of group members. We had 8 different people leading this year, the most ever

What key decisions were made in 2018-2019? To continue to meet year-round.

**What challenges did the group face in 2018-2019 and how did you overcome them?** No child care when no community night. One participant brought her son sometimes.

**What does the group have planned for 2019-2020 and beyond?** Continue to encourage new people to lead ritual.

## **UU Congregation of Phoenix Financial Reports**

2:49 PM  
06/21/19  
Cash Basis

**Unitarian Universalist Congregation of Phoenix**  
**Final Balance Sheet**  
As of May 31, 2019

	May 31, 19
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1030 - Mutual of Omaha - Ckng 3697	573,620.30
1070 - Pay Pal Account	-84.48
1080 - Change Fund	50.00
Total Checking/Savings	573,585.82
Total Current Assets	573,585.82
Fixed Assets	
1300 - Building Improvements	911,991.81
Total Fixed Assets	911,991.81
<b>TOTAL ASSETS</b>	<b>1,485,577.63</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2010 - Accounts payable	-168.86
Total Accounts Payable	-168.86
Other Current Liabilities	
2100 - Payroll Liabilities	
2110 - Net Paychecks	-214.74
2112 - Pension Deductions	2,759.85
2113 - Benefit Deductions	94.30
2100 - Payroll Liabilities - Other	64.29
Total 2100 - Payroll Liabilities	2,703.70
2310 - Prepaid Pledge Contributions	58,220.00
Total Other Current Liabilities	60,923.70
Total Current Liabilities	60,754.84
Long Term Liabilities	
2400 - Mortgage	
2401 - Mortgage	594,906.34
Total 2400 - Mortgage	594,906.34
Total Long Term Liabilities	594,906.34
<b>Total Liabilities</b>	<b>655,661.18</b>
Equity	
3010 - Unrestrict (retained earnings)	222,627.53
3110 - Capital Funds	25,957.60
3111 - Capital Building Fund Account	458,267.77
3112 - Maintenance Reserve Fund	42,349.19
3113 - Mini Capital (Sound Equipment)	2,630.05
3185 - Memorial Garden	6,198.09
3190 - Ministerial Innovation Fund	1,236.70
Net Income	70,649.52
Total Equity	829,916.45
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,485,577.63</b>

2:44 PM  
06/21/19  
Cash Basis

**Unitarian Universalist Congregation of Phoenix**  
**Final Profit & Loss by Class**  
July 2018 through May 2019

	<u>AZIM</u>	<u>Capital Fund</u>	<u>Congregation</u>	<u>Kids Kamp</u>	<u>TOTAL</u>
Ordinary Income/Expense					
Income					
4010 · Annual Pledges	0.00	215,545.63	497,495.13	0.00	713,040.76
4012 · Mid Year Pledges	0.00	0.00	8,695.00	0.00	8,695.00
4013 · One Time Gifts	0.00	0.00	5,386.00	0.00	5,386.00
4020 · Special Service Contributions	0.00	0.00	13,017.31	0.00	13,017.31
4050 · Fundraising					
4051 · Auction	0.00	0.00	14,973.00	0.00	14,973.00
4053 · Other Fundraising	0.00	0.00	4,074.67	0.00	4,074.67
4054 · Coffee Hour	0.00	0.00	35.53	0.00	35.53
Total 4050 · Fundraising	0.00	0.00	19,083.20	0.00	19,083.20
4090 · Other Contributions	0.00	2,792.00	51,834.17	0.00	54,626.17
4092 · Processing Donation	0.00	0.00	52.40	0.00	52.40
4095 · Plate Cash Donations	0.00	0.00	9,979.02	0.00	9,979.02
4225 · Minister's Discretionary Fund	0.00	0.00	6,650.26	0.00	6,650.26
4226 · Minister's Innovative Fund	0.00	0.00	7,020.00	0.00	7,020.00
4230 · Debt Service Contribution	0.00	53,166.63	0.00	0.00	53,166.63
4300 · Ministry & Stewardship					
4315 · Music & Choir	0.00	0.00	300.00	0.00	300.00
4320 · Adult Religious Ministry	0.00	0.00	180.00	0.00	180.00
4325 · Children's Religious Ministry	0.00	0.00	710.00	0.00	710.00
4330 · 7th & 8th Grade Programs	0.00	0.00	2,075.00	0.00	2,075.00
4370 · Memorial Garden	0.00	0.00	2,545.00	0.00	2,545.00
4395 · Community Nights	0.00	0.00	2,986.42	0.00	2,986.42
4300 · Ministry & Stewardship - Other	0.00	0.00	20.00	0.00	20.00
Total 4300 · Ministry & Stewardship	0.00	0.00	8,816.42	0.00	8,816.42
4800 · Congregation Sponsored Groups					
4890 · Maryland School Partnership	0.00	0.00	60.00	0.00	60.00
Total 4800 · Congregation Sponsored Groups	0.00	0.00	60.00	0.00	60.00
5 · Earned revenues					
5010 · Commissions	0.00	0.00	382.74	0.00	382.74
5310 · Interest-savings/short-term inv	0.00	-2,922.31	4,089.21	0.00	1,166.90
Total 5 · Earned revenues	0.00	-2,922.31	4,471.95	0.00	1,549.64
5020 · Use of Facilities					
5021 · General Use of Facilities	0.00	0.00	402.50	0.00	402.50
5022 · Ceremonies	0.00	0.00	2,640.00	0.00	2,640.00
5025 · EEC Facility Use	0.00	0.00	32,083.26	0.00	32,083.26
5026 · DVLC Facilities Use	0.00	0.00	51,216.00	0.00	51,216.00
Total 5020 · Use of Facilities	0.00	0.00	86,341.76	0.00	86,341.76
5100 · Kids Kamp					
5110 · Registration Deposit	0.00	0.00	0.00	7,350.00	7,350.00
5120 · Tuition Only	0.00	0.00	0.00	14,760.00	14,760.00
5130 · Tuition & Aftercare	0.00	0.00	0.00	1,650.00	1,650.00
5140 · Discounts	0.00	0.00	0.00	-1,350.00	-1,350.00
5170 · Single Week Campers	0.00	0.00	0.00	3,530.00	3,530.00
5180 · Scholarship Donations	0.00	0.00	0.00	600.00	600.00
Total 5100 · Kids Kamp	0.00	0.00	0.00	26,540.00	26,540.00
6910 · Restricted Funds Transfers					
6911 · Capital Fund	0.00	264,816.77	0.00	0.00	264,816.77
6912 · Maintenance Reserve	0.00	12,802.83	3,188.98	0.00	15,991.81
6925 · AZIM	1,998.40	0.00	0.00	0.00	1,998.40
6990 · Ministerial Innovation Fund	0.00	0.00	378.80	0.00	378.80
Total 6910 · Restricted Funds Transfers	1,998.40	277,619.60	3,567.78	0.00	283,185.78
Total Income	1,998.40	546,201.55	722,470.40	26,540.00	1,297,210.35

2:44 PM  
06/21/19  
Cash Basis

**Unitarian Universalist Congregation of Phoenix**  
**Final Profit & Loss by Class**  
July 2018 through May 2019

	<u>AZIM</u>	<u>Capital Fund</u>	<u>Congregation</u>	<u>Kids Kamp</u>	<u>TOTAL</u>
Gross Profit	1,998.40	546,201.55	722,470.40	26,540.00	1,297,210.35
Expense					
1660 - Construction					
1662 - Permits and Fees	0.00	16,822.01	0.00	0.00	16,822.01
1665 - Construction Contracts	0.00	439,864.38	0.00	0.00	439,864.38
1666 - Professional Fees	0.00	17,560.68	0.00	0.00	17,560.68
1667 - Supplies and Services	0.00	6,061.28	0.00	0.00	6,061.28
1672 - Loan Fees	0.00	2,500.00	0.00	0.00	2,500.00
1680 - Interior Renovations	0.00	8,952.99	0.00	0.00	8,952.99
Total 1660 - Construction	0.00	491,761.34	0.00	0.00	491,761.34
7100 - Minister's Package					
7110 - Minister Salary	0.00	0.00	66,212.02	0.00	66,212.02
7120 - Minister Housing Allowance	0.00	0.00	19,176.93	0.00	19,176.93
7130 - Pension - Minister	0.00	0.00	7,072.47	0.00	7,072.47
7140 - Minister Benefits	0.00	0.00	7,092.88	0.00	7,092.88
7145 - Minister Benefits-LTD	0.00	0.00	99.98	0.00	99.98
7150 - Minister PE Allowance	0.00	0.00	5,568.24	0.00	5,568.24
7160 - Minister's In-Lieu FICA & MCare	0.00	0.00	6,324.25	0.00	6,324.25
7180 - Search/Relocation Expenses	0.00	0.00	10,016.91	0.00	10,016.91
Total 7100 - Minister's Package	0.00	0.00	121,563.68	0.00	121,563.68
7200 - Staff Salaries & Related					
7210 - Salaries & wages - staff	0.00	0.00	251,362.17	200.00	251,562.17
7230 - Pension plan contr - Staff	0.00	0.00	14,785.65	0.00	14,785.65
7240 - Employee benefits - not pension	0.00	0.00	37,126.69	0.00	37,126.69
7250 - Payroll taxes	0.00	0.00	18,491.16	15.30	18,506.46
7260 - Workers Comp Insurance	0.00	0.00	2,413.00	0.00	2,413.00
7270 - Flexible Spending Act Admin	0.00	0.00	150.00	0.00	150.00
7200 - Staff Salaries & Related - Other	0.00	0.00	2,323.00	0.00	2,323.00
Total 7200 - Staff Salaries & Related	0.00	0.00	326,651.67	215.30	326,866.97
7500 - Other personnel expenses					
7520 - Accounting fees	0.00	362.25	14,490.00	488.25	15,340.50
7530 - Legal fees	0.00	0.00	448.98	0.00	448.98
7550 - Contract Services					
7551 - Contract Services - Music	0.00	0.00	1,175.00	0.00	1,175.00
7552 - Contract Services - ASL	0.00	0.00	990.00	0.00	990.00
7550 - Contract Services - Other	0.00	0.00	230.00	0.00	230.00
Total 7550 - Contract Services	0.00	0.00	2,395.00	0.00	2,395.00
7560 - Staff Development-RE	0.00	0.00	2,507.64	0.00	2,507.64
7561 - Staff Development-Music	0.00	0.00	2,480.17	0.00	2,480.17
7563 - Staff Development-Admin	0.00	0.00	529.16	0.00	529.16
7565 - Staff Development-Assistant M	0.00	0.00	5,095.52	0.00	5,095.52
7566 - Staff Development-Member Coord	0.00	0.00	56.00	0.00	56.00
7570 - Payroll Processing	0.00	0.00	5,360.98	0.00	5,360.98
7500 - Other personnel expenses - Other	0.00	0.00	11.00	0.00	11.00
Total 7500 - Other personnel expenses	0.00	362.25	33,374.45	488.25	34,224.95
7900 - Financing Expense					
7910 - Mortgage Principle Expense	0.00	23,879.22	0.00	0.00	23,879.22
7920 - Interest Expense	0.00	40,543.13	0.00	0.00	40,543.13
Total 7900 - Financing Expense	0.00	64,422.35	0.00	0.00	64,422.35
8100 - Non-personnel expenses					
8110 - Supplies	0.00	0.00	4,546.15	0.00	4,546.15
8130 - Telephone & telecommunications	0.00	0.00	4,645.28	0.00	4,645.28
8140 - Postage, shipping, delivery	0.00	0.00	536.75	0.00	536.75
8150 - Computer & Software	0.00	0.00	5,764.16	0.00	5,764.16

2:44 PM  
06/21/19  
Cash Basis

**Unitarian Universalist Congregation of Phoenix**  
**Final Profit & Loss by Class**  
July 2018 through May 2019

	AZIM	Capital Fund	Congregation	Kids Kamp	TOTAL
8160 · Equip rental & maintenance	0.00	0.00	5,711.35	0.00	5,711.35
8190 · Bank Charges & Fees	0.00	0.00	4,560.55	0.00	4,560.55
<b>Total 8100 · Non-personnel expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>25,764.24</b>	<b>0.00</b>	<b>25,764.24</b>
8200 · Furn, Fixt & Equipt	0.00	0.00	340.58	0.00	340.58
<b>8250 · Fundraising Expenses</b>					
8251 · Auction	0.00	0.00	761.88	0.00	761.88
8250 · Fundraising Expenses - Other	0.00	0.00	600.00	0.00	600.00
<b>Total 8250 · Fundraising Expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>1,361.88</b>	<b>0.00</b>	<b>1,361.88</b>
<b>8500 · Misc expenses</b>					
8530 · Mem dues/Accreditation Renewal	0.00	0.00	38,480.00	0.00	38,480.00
<b>Total 8500 · Misc expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>38,480.00</b>	<b>0.00</b>	<b>38,480.00</b>
<b>8600 · Occupancy expenses</b>					
8620 · Utilities	0.00	0.00	35,731.54	0.00	35,731.54
8640 · Insurance Property & Liab	0.00	0.00	5,115.53	0.00	5,115.53
8650 · Debit Service-Mortgage interest	0.00	0.00	53,166.63	0.00	53,166.63
<b>Total 8600 · Occupancy expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>94,013.70</b>	<b>0.00</b>	<b>94,013.70</b>
<b>8700 · Building and Grounds</b>					
8710 · Grounds Maintenance	0.00	0.00	5,245.78	0.00	5,245.78
8720 · Custodial & Kitchen					
8721 · Coffee Hour Supplies	0.00	0.00	1,286.66	0.00	1,286.66
8722 · Janitorial	0.00	0.00	1,559.99	0.00	1,559.99
<b>Total 8720 · Custodial &amp; Kitchen</b>	<b>0.00</b>	<b>0.00</b>	<b>2,846.65</b>	<b>0.00</b>	<b>2,846.65</b>
8730 · Building Service/Repairs					
8731 · Bldg Service/Repair Labor	0.00	0.00	568.04	0.00	568.04
8730 · Building Service/Repairs - Other	0.00	13,534.83	28,518.03	0.00	42,052.86
<b>Total 8730 · Building Service/Repairs</b>	<b>0.00</b>	<b>13,534.83</b>	<b>29,086.07</b>	<b>0.00</b>	<b>42,620.90</b>
8750 · Building Repair/Improve.-Major	0.00	0.00	3,507.50	0.00	3,507.50
8760 · Exterior Renovations	0.00	0.00	9.77	0.00	9.77
<b>Total 8700 · Building and Grounds</b>	<b>0.00</b>	<b>13,534.83</b>	<b>40,695.77</b>	<b>0.00</b>	<b>54,230.60</b>
<b>8800 · Ministry and Stewardship</b>					
8811 · Brochures	0.00	0.00	172.00	0.00	172.00
8812 · Worship Expense	0.00	0.00	306.79	0.00	306.79
8813 · Minister's Discretionary Fund	0.00	0.00	5,560.01	0.00	5,560.01
8814 · Minister's Innovative Fund	0.00	0.00	5,775.62	0.00	5,775.62
8815 · Music & Choir	0.00	0.00	1,973.66	0.00	1,973.66
8820 · Adult Religious Ministry	0.00	0.00	75.00	0.00	75.00
8825 · Children's Religious Ministry					
8827 · Teacher Screening	0.00	0.00	334.97	0.00	334.97
8825 · Children's Religious Ministry - Other	0.00	0.00	2,451.37	0.00	2,451.37
<b>Total 8825 · Children's Religious Ministry</b>	<b>0.00</b>	<b>0.00</b>	<b>2,786.34</b>	<b>0.00</b>	<b>2,786.34</b>
8830 · 7th & 8th Grade Programs	0.00	0.00	709.84	0.00	709.84
8835 · YRUU	0.00	0.00	377.81	0.00	377.81
8845 · Community Outreach	0.00	0.00	10,833.03	0.00	10,833.03
8850 · Publicity	0.00	0.00	293.75	0.00	293.75
8855 · Newcomer and Membership	0.00	0.00	939.11	0.00	939.11
8857 · Community Nights	0.00	0.00	1,380.60	0.00	1,380.60
8860 · Unicare	0.00	0.00	37.16	0.00	37.16
8865 · Stewardship	0.00	0.00	326.52	0.00	326.52
8885 · Memorial Garden	0.00	0.00	2,801.91	0.00	2,801.91
8800 · Ministry and Stewardship - Other	0.00	0.00	30.00	0.00	30.00
<b>Total 8800 · Ministry and Stewardship</b>	<b>0.00</b>	<b>0.00</b>	<b>34,379.15</b>	<b>0.00</b>	<b>34,379.15</b>
<b>8900 · Church Sponsored Groups</b>					
8910 · Justice Ministries	317.29	0.00	375.00	0.00	692.29
8913 · New Day Center	0.00	0.00	1,350.00	0.00	1,350.00



2:44 PM  
06/21/19  
Cash Basis

**Unitarian Universalist Congregation of Phoenix**  
**Final Profit & Loss by Class**  
July 2018 through May 2019

	<b>AZIM</b>	<b>Capital Fund</b>	<b>Congregation</b>	<b>Kids Kamp</b>	<b>TOTAL</b>
8930 - Maryland School Project	0.00	0.00	135.23	0.00	135.23
Total 8900 - Church Sponsored Groups	317.29	0.00	1,860.23	0.00	2,177.52
8999 - Uncategorized Expenses	0.00	0.00	6,409.30	0.00	6,409.30
Total Expense	317.29	570,080.77	724,894.65	703.55	1,295,996.26
Net Ordinary Income	1,681.11	-23,879.22	-2,424.25	25,836.45	1,214.09
Other Income/Expense					
Other Income					
6800 - Mortgage Principle					
6810 - Capital Fund Portion	0.00	7,947.49	0.00	0.00	7,947.49
6820 - Congregation Portion	0.00	15,931.73	0.00	0.00	15,931.73
Total 6800 - Mortgage Principle	0.00	23,879.22	0.00	0.00	23,879.22
9760 - Capital Seed Fund	0.00	0.00	45,837.00	0.00	45,837.00
Total Other Income	0.00	23,879.22	45,837.00	0.00	69,716.22
Other Expense					
9930 - Program admin allocations					
9932 - AZIM	1,681.11	0.00	-1,681.11	0.00	0.00
Total 9930 - Program admin allocations	1,681.11	0.00	-1,681.11	0.00	0.00
9999 - Voided Checks	0.00	0.00	0.00	0.00	0.00
Total Other Expense	1,681.11	0.00	-1,681.11	0.00	0.00
Net Other Income	-1,681.11	23,879.22	47,518.11	0.00	69,716.22
Net Income	0.00	0.00	45,093.86	25,836.45	70,930.31

2:47 PM  
06/21/19  
Cash Basis

**Unitarian Universalist Congregation of Phoenix**  
**Final Capital Profit & Loss**  
May 2019

	May 19	Jul '18 - May 19
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
4010 · Annual Pledges	1,184.13	215,545.63
4090 · Other Contributions	307.00	2,792.00
4230 · Debt Service Contribution	4,833.33	53,166.63
<b>5 · Earned revenues</b>		
5310 · Interest-savings/short-term inv	0.00	-2,922.31
<b>Total 5 · Earned revenues</b>	0.00	-2,922.31
6910 · Restricted Funds Transfers		
6911 · Capital Fund	-718.46	264,816.77
6912 · Maintenance Reserve	0.00	12,802.83
<b>Total 6910 · Restricted Funds Transfers</b>	-718.46	277,619.60
<b>Total Income</b>	5,606.00	546,201.55
<b>Gross Profit</b>	5,606.00	546,201.55
<b>Expense</b>		
1660 · Construction		
1662 · Permits and Fees	0.00	16,822.01
1665 · Construction Contracts	0.00	439,864.38
1666 · Professional Fees	2,860.00	17,560.68
1667 · Supplies and Services	237.98	6,061.28
1672 · Loan Fees	0.00	2,500.00
1680 · Interior Renovations	0.00	8,952.99
<b>Total 1660 · Construction</b>	3,097.98	491,761.34
7500 · Other personnel expenses		
7520 · Accounting fees	31.50	362.25
<b>Total 7500 · Other personnel expenses</b>	31.50	362.25
7900 · Financing Expense		
7910 · Mortgage Principle Expense	3,451.28	23,879.22
7920 · Interest Expense	2,476.52	40,543.13
<b>Total 7900 · Financing Expense</b>	5,927.80	64,422.35
8700 · Building and Grounds		
8730 · Building Service/Repairs	0.00	13,534.83
<b>Total 8700 · Building and Grounds</b>	0.00	13,534.83
<b>Total Expense</b>	9,057.28	570,080.77
<b>Net Ordinary Income</b>	-3,451.28	-23,879.22
<b>Other Income/Expense</b>		
<b>Other Income</b>		
6800 · Mortgage Principle		
6810 · Capital Fund Portion	1,177.80	7,947.49
6820 · Congregation Portion	2,273.48	15,931.73
<b>Total 6800 · Mortgage Principle</b>	3,451.28	23,879.22
<b>Total Other Income</b>	3,451.28	23,879.22
<b>Net Other Income</b>	3,451.28	23,879.22
<b>Net Income</b>	<b>0.00</b>	<b>0.00</b>

3:20 PM  
06/21/19  
Cash Basis

**Unitarian Universalist Congregation of Phoenix**  
**Profit & Loss - Construction Project**  
August 2016 through May 2019

	<u>Aug '16 - May 19</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
4010 · Annual Pledges	1,171,052.71
4050 · Fundraising	
4051 · Auction	4,108.00
<b>Total 4050 · Fundraising</b>	4,108.00
4090 · Other Contributions	22,289.08
5 · Earned revenues	
5310 · Interest-savings/short-term inv	-2,922.31
<b>Total 5 · Earned revenues</b>	-2,922.31
<b>Total Income</b>	1,194,527.48
<b>Gross Profit</b>	1,194,527.48
<b>Expense</b>	
1660 · Construction	
1662 · Permits and Fees	26,680.04
1665 · Construction Contracts	439,864.38
1666 · Professional Fees	107,758.37
1667 · Supplies and Services	6,061.28
1668 · Miscellaneous Expenses	175.00
1672 · Loan Fees	2,500.00
1680 · Interior Renovations	8,952.99
<b>Total 1660 · Construction</b>	591,992.06
7500 · Other personnel expenses	
7520 · Accounting fees	819.00
7550 · Contract Services	275.00
<b>Total 7500 · Other personnel expenses</b>	1,094.00
8100 · Non-personnel expenses	
8150 · Computer & Software	143.83
<b>Total 8100 · Non-personnel expenses</b>	143.83
8250 · Fundraising Expenses	
8251 · Auction	314.28
8250 · Fundraising Expenses - Other	1,291.84
<b>Total 8250 · Fundraising Expenses</b>	1,606.12
8700 · Building and Grounds	
8730 · Building Service/Repairs	732.00
<b>Total 8700 · Building and Grounds</b>	732.00
<b>Total Expense</b>	595,568.01
<b>Net Ordinary Income</b>	598,959.47
<b>Net Income</b>	<u>598,959.47</u>

## **Affiliate Reports**

### ***UU Foundation of Phoenix***

**Name of Leader of Group/Committee:** Diana Ashley, President of UUFP Board

**Members of Group/Committee:**

Diana Ashley, President

Terry Lockwood, Treasurer

Pierre Tariot, Secretary

Jan Wise

Ellie Anderla

Diane Targovnik

Mary Dawes, UUCP Board Representative

Vince Waldron, UUCP Board Representative

Rev Margret O'Neill

Lora Gustafson, Congregational Administrator

**Please list all special events/classes/workshops that your group held between July 2018 and June 2019, including date and number attending.**

- Chalice Keeper Reception on Sunday, April 28, 2019 at the Costello Childs Gallery, with approximately 25 people in attendance. Many thanks to UUCP Archivist, Charlotte Carl-Mitchell for creating a fascinating interactive display of our Congregation's history.
- The Foundation sponsored the annual UUCP All-Families picnic on Sunday, March 31.
- The annual End of Life Planning (Ethical Wills) workshop has been scheduled for the Fall of 2019.

**Key goals for 2018-19:**

- Resolution of the Flaskered estate property issue;
- Resolution of the UUF 501-c-3 status;
- Determine mission/vision for the UUF to guide future strategic planning;
- Investigate market for Northern AZ property for current value;
- Raise the visibility of the UUF within the Congregation to promote future legacy giving.
- Update UUF and Chalice Keepers brochures.

**Key events and decisions 2018-2019:**

- The Flaskered estate property issues were resolved with the UUF obtaining clear title (and title insurance) for the property due to the tireless effort of Robert Back, Esq. Robert received the equivalent of the UUCP Sherlock Holmes sleuthing award of an official hat, pipe and round of applause to commemorate the resolution of the issue.
- The UUF 501-c-3 status remediation is under research with Mary Dawes and a CAP specializing in non-profit tax status issues. Goal is to have this issue resolved in the next 6 months. Options include the UUF reestablishing its own

501-c-3 status; or, opting to become an Integrated Auxiliary of the UUCP (should UUCP receive 501-c-3 status separate from the UUA umbrella.

- With the goal of determining the strategic future of the UUF, a Development consultation was scheduled with Barry Finkelstein for Feb 22-24, 2019 to include education for both the UUCP and UUF Boards and key Congregation staff to increase the proficiency of leadership in all areas of fundraising and development including Stewardship, Capital and Legacy donation growth. Sessions were scheduled with multiple groups of Congregation leadership to identify key concerns as well as determine each groups' needs.
- Terry Lockwood investigated the market for the property in Northern Arizona and found little interest in the property at this time.
- Activities designed to raise the profile of the UUF. Impetus is on the Congregation with emphasis on young families. This year the Foundation began sponsoring the Annual McCormick Railroad Park Family Picnic. This will be an annual sponsored event on the last Sunday in March ongoing. A bounce house was reserved, burgers /hotdogs/buns and condiments were supplied with participants bringing a dish to share. A great time was had by all with almost 100 in attendance.
- Sarah Moore has volunteered to update the existing brochure documents with current verbiage and pictures.

The UUF Board would like to thank our Chalice Keepers listed below. If you would like to be listed as a Chalice Keeper, please notify the office or someone on the UUF Board so you know that you have included UUF/UUCP in your estate plans.

Patrick Allsman  
 Ellie Anderla  
 Geoff Anderla  
 Diana Ashley  
 Robert Back & Laurie Folsom  
 Janice Brunson  
 Smoot & Charlotte Carl-Mitchell  
 Ed Cernek  
 Dan Coleman  
 Lynn A. Ellsworth  
 Gary Ezzell  
 Dale Fisher  
 Tish Gauntt  
 Susan & Richard Goldsmith  
 Lynne Haeseler  
 Gene Harvey  
 Richard & Connie Jahrmarkt  
 Jan Kaplan & Helen Walker

George & Shirley Karas  
 Jerry Kaup  
 Glen & Terry Lockwood  
 Dot Manser  
 Bill Mee  
 Jon (Randy) Miller  
 Ellie Murphy  
 Shirley Odegard  
 William Parker & Betty Sayler  
 Heidi Parmenter  
 Pauline Peverly  
 Richard Plattner & Susan Morris  
 Laida Restrepo  
 Gene Rowley & Audrey Mawson  
 Arlene Salmon  
 Donna Seward  
 Marshall & Julie Smart  
 Kim St. Clair

Margaret Stallworthy  
 Arnold Thaw  
 Vince Waldron  
 Libby Walker  
 Elaine Warner

Sandy & Don Weir  
 Kathryn (Kay) Welch  
 Bonnie White  
 Harriet Williams  
 Janet Wise

We keep those Chalice Keepers who have passed in our loving memories:

Lois Fisher  
 Douglas Odegaard  
 Margaret Herrick  
 Lyman Manser

Bob Murphy  
 Lucienne Rusconi  
 Rev Arnold Thaw

## UUF Financial Reports

---

### Unitarian Universalist Foundation of Phoenix Statement of Financial Position As of December 31, 2018

---

	<u>Dec 31, 18</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
MOO Investment Account	1,009,540.76
Total Checking/Savings	1,009,540.76
Total Current Assets	1,009,540.76
<b>TOTAL ASSETS</b>	<b>1,009,540.76</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Capital Pledge to UUCP	150,000.00
Total Other Current Liabilities	150,000.00
Total Current Liabilities	150,000.00
<b>Total Liabilities</b>	<b>150,000.00</b>
Equity	
General Legacy Fund	823,287.09
Memorial Garden Fund	36,253.67
Total Equity	859,540.76
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,009,540.76</b>

# Unitarian Universalist Foundation of Phoenix

## Statement of Financial Position

As of January 31, 2018

	<u>Jan 31, 18</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
MOO Investment Account	1194041.12
Total Checking/Savings	<u>1194041.12</u>
Total Current Assets	<u>1194041.12</u>
<b>TOTAL ASSETS</b>	<b><u>1194041.12</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
Equity	
Flower Fund	229.17
General Legacy Fund	1158058.28
Memorial Garden Fund	<u>35,753.67</u>
Total Equity	<u>1194041.12</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>1194041.12</u></b>

**Unitarian Universalist Foundation of Phoenix**  
**Statement of Income and Expense**  
**January 2018**

	<u>Jan 18</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Investment Gain/Loss	24,682.09
<b>Total Income</b>	<u>24,682.09</u>
<b>Gross Profit</b>	24,682.09
<b>Expense</b>	
Professional Fees	189.00
Special Events and Evangelism	351.35
<b>Total Expense</b>	<u>540.35</u>
<b>Net Ordinary Income</b>	24,141.74
<b>Other Income/Expense</b>	
<b>Other Expense</b>	
Equity Account Allocation	24,141.74
<b>Total Other Expense</b>	<u>24,141.74</u>
<b>Net Other Income</b>	<u>-24,141.74</u>
<b>Net Income</b>	<u><u>0.00</u></u>





# **UUCP STRATEGIC IMPLEMENTATION PLAN: 2018-19 FINAL REPORT**

Submitted by Interim Lead Minister  
Margret A. O'Neill

June 30, 2019

## Executive Summary

This report provides an overview of program and operational data, along with measures on the progress in the UUCP Strategic Implementation Plan for the planning period that began in Fall 2018. The Strategic Ends (adopted in the fall of 2017) are based on the congregational Vision adopted in June 2016:

***To be a spiritual community for our time:  
Theologically Diverse, Radically Inclusive, Justice Centered***

The sections of this report are:

- Program and Operational Data
- Strategic End - Theologically Diverse -- Six implementation goals
- Strategic End – Radically Inclusive -- Seven implementation goals
- Strategic End – Justice Centered – Six implementation goals

Following the statistical update, the strategic section of the report is presented in three sections, one section for each of UUCP Board's Strategic Ends. Within each End is the interpretation from the initial Strategic Plan (including a logic-model theory of change presentation that explains the basis for the implementation approach), along with a summary of the initial 5 Year Strategic Outcomes.

Implementation goals were developed in each of six core areas of congregational ministry, with a clear expectation that the implementation would be ongoing, both continuous and annually updated, between the 2018-19 and 2022-23 program years.

The ministry areas of implementation are:

- Worship and Music
- Welcoming Ministries and Spaces (including Safe Congregation)
- Adult Faith, Small Groups, Leadership Development
- Children's Ministries
- Pastoral Care
- Social Justice

In all, nineteen broad implementation goals were identified across the three Strategic Ends and the six areas of ministry. For each broad goal, a number of projected activities are identified, designed to move the congregation in the direction of the Strategic End in that area of congregational life.

In this report, each broad implementation goal is listed, along with the proposed activities, with data summarizing the progress on that goal. The goals were developed during a time of ministerial transition, and the significant changes to staffing and congregational leadership during the year are reflected in the varying levels of attention that could be devoted to each of the many goals that were

identified. The goals, processes and measurements are designed to be rolled out over time, to be continued and adapted with a new ministry, in a constantly changing congregational and social context, retaining some goals and developing new goals in each new program year.

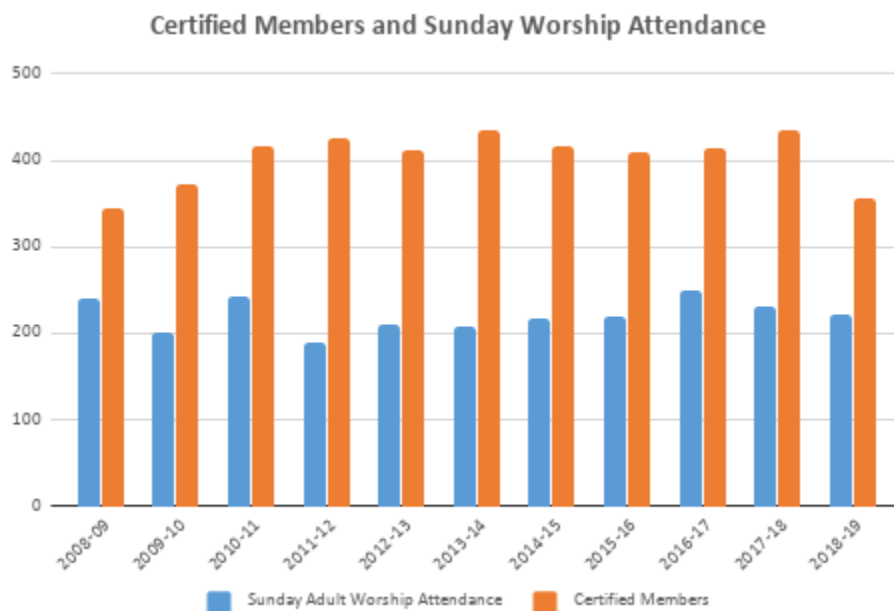
The activities and impacts described in the pages of this report reveal a congregation that has continued to invest and innovate in visionary strategic initiatives during a transitional time. The challenges of this year encompassed not only a transition in ministerial leadership (including a successful search for the next called minister), but also a budget-driven reduction in program staff, changes in administrative processes including a new database and disruptions in statistical tracking, accompanied by the emergence of new congregational leadership, in a state and nation that are in social and cultural upheaval. This first year of strategic implementation has built a stable and resilient foundation for the future, even as it produced remarkable achievements in creating structures and programs that address the vision to live into the identity of a Unitarian Universalist congregation for our time: one that is theologically diverse, radically inclusive and justice centered.

## PROGRAM AND OPERATIONAL STATISTICS, MEASUREMENT AND TRACKING

Standard measures of congregational health and activity include formal membership; Sunday morning worship attendance; registration and attendance in Children's Ministry; participation in congregational programs; median and average pledges as a proxy measure of member commitment to the strength of the congregation; and retention of new members over the years after they join;

### ➤ Membership and Sunday Worship Attendance

"Certified Members" are the membership numbers reported by the congregation to the UUA for official records and are tabulated in January of the year that is listed. Actual membership statistics by the end of the fiscal year in June may deviate based on verification of membership status. Attendance numbers are defined as the average Sunday worship attendance during the period between and including September Ingathering and the last Sunday in May.



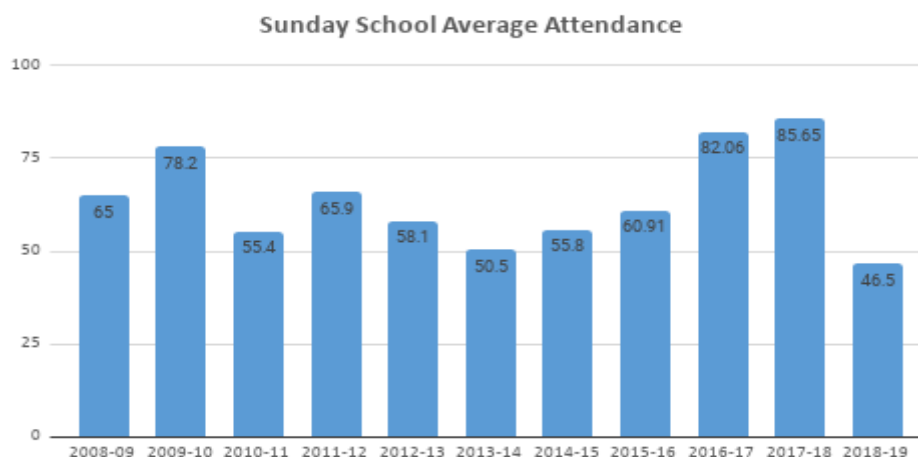
UUCP was certified as having 410 members in January 2019. As part of a commitment to "deep stewardship" an intensive outreach to ascertain current status of all listed members revealed a congregation nearly 100 members smaller than had been listed in recent years, verifying a committed membership 356 as of May 2019.

That more realistic membership number places average Sunday attendance (221) at 62% of the number of members. Looking historically, the 2016-17 year had the highest worship attendance in decades, likely influenced by social and political

conditions. The current worship average is consistent with years prior to the 2016 election.

### ➤ **Registration and Attendance in Children's Ministry**

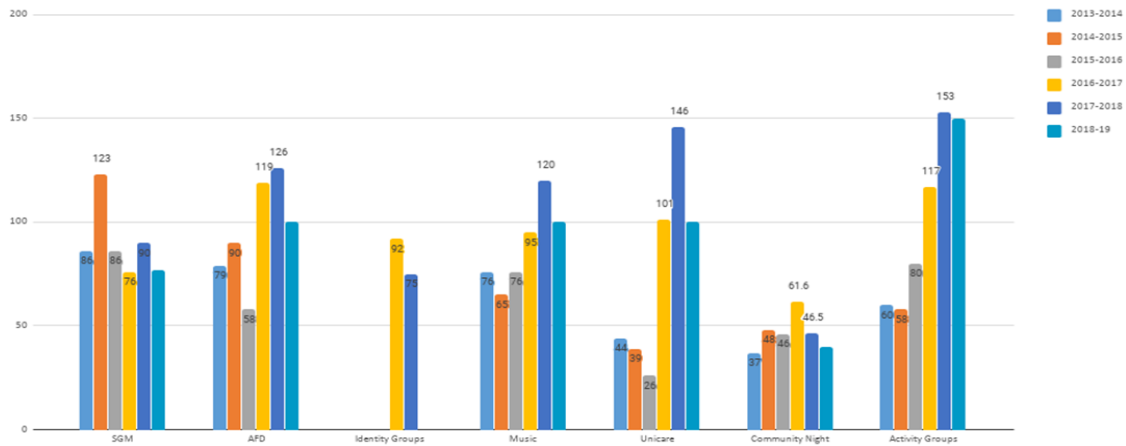
Registration increased across all regular Sunday Children's Ministry programs, to a total of 203 children registered in one or more programs, but attendance declined, with average attendance over this past year dropping to 47 children and youth. On average children attend one programming day per month (this does not include multi-gen services or days they chose to be part of worship in the sanctuary or volunteer on campus). This is consistent with national trends as family patterns change, and regular attendance in Sunday morning programs declines.



### ➤ **Participation in Congregational Programs**

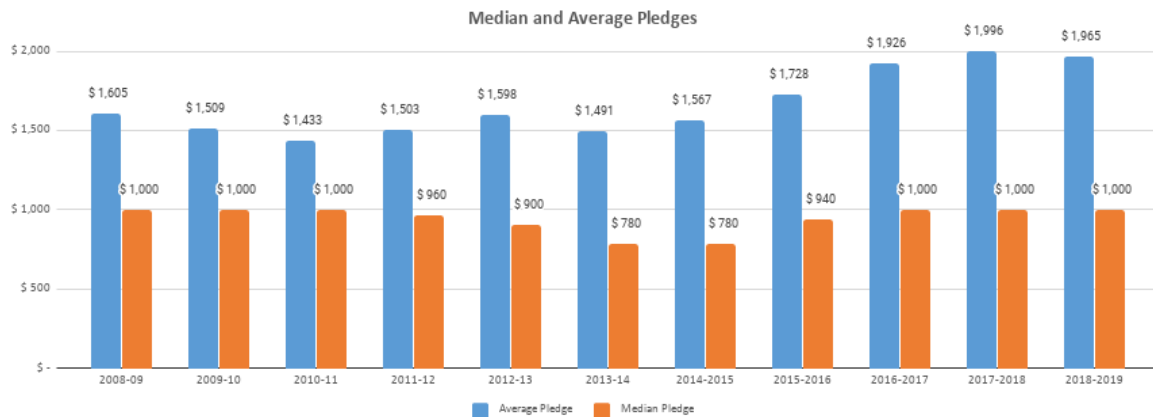
Small Group Ministry, Adult Faith Development, Music and Unicare are participatory programs that have defined membership through enrollment, and encourage ongoing commitment. Participation in those programs is tracked through the UUCP database (Realm).

The programs under Creativity/Movement/Stillness and Community Night are tracked by average number of attendees at events and meetings and can have the same or different people each time. (The Identity Groups were a 2-year program that was not continued after Fall 2017). Since we do not track individual participation there is no reliable count of unduplicated numbers, but the activity levels across programs has remained relatively steady over time.



### ➤ Pledging patterns

Average pledges decreased slightly for the 2018-19 year, while the median pledging level held at \$1,000. The number of pledging units has also reduced somewhat over time, as reflected in the changing membership numbers.



## **STRATEGIC END - THEOLOGICALLY DIVERSE:**

***Rooted in deep understanding of various faiths and traditions, our congregation nurtures personal growth and the search for truth and meaning.***

*UUCP provides, and congregants participate in, opportunities for members and participants to cultivate deep understanding of the cultural context, premises, beliefs and practices of global faith traditions. UUCP offers a range of opportunities for personal and collective exploration and articulation of ultimate truth and meaning in all forms and expressions.*

## **Logic Model and Theory of Change**

### **Outcomes:**

- Congregants develop deep understanding of global faith traditions— cultural context, premises, beliefs and practices
- Congregants engage in exploration and articulation of ultimate truth and meaning
- Congregants accept and celebrate a wide range of theological perspectives within the congregation

### **Intermediate outcomes**

- Congregants participate in learning opportunities about global faith traditions (worship, classes, individual study, engagement with congregations of other faith traditions)
- Congregants explore and develop personal statement of truth and meaning (small groups, classes)
- Congregants develop significant relationships with others holding diverse beliefs, and engage in conversations of mutual respect about beliefs (small groups, workshops and classes)
- Congregants receive pastoral care and support in theologically/philosophically appropriate ways that are flexible and meet their needs.

### **Assumptions:**

- Congregants value theological diversity
- Congregants value the exploration of their own beliefs and perspectives
- Congregants value pastoral care provided with theological sensitivity
- Congregants will take advantage of opportunities to learn and explore
- Congregants value relationships with others of diverse beliefs and world views, and are willing to engage in conversations of mutual respect

### **Tools and resources:**

- Sources of our faith — use as a reference point, preaching and teaching material
- Curricula from UUA
- Course and materials developed by staff and congregants
- The spaces we share at UUCP which can be used to affirm theological diversity

### **Interventions:**

- Offer and actively promote worship, classes, workshops, Children's Ministry & family programs, small-group topics and facilitated conversations that provide opportunities to learn, engage and articulate
- Create changes in the physical environment related to theological diversity (symbols, information)

### **Process measures:**

- Attendance, participation in classes and workshops, etc.

### **Outcome measures:** (evidence of changes resulting from interventions that can be observed or measured):

- *Change occurs at an individual level, so to get true outcome measures we would want pre-post measures of attitudes and behaviors, ideally for the same individuals or a defined group of individuals (anonymous survey responses could be a proxy measure – including standard pre-post measures to be used in each class or workshop — that would provide limited data, but the measures would be linked to the most controlled of the possible interventions)*

## **THEOLOGICALLY DIVERSE: GOALS AND ACTIVITIES**

Six broad goals were identified to support progress toward a congregational identity and reality of being theologically diverse. For each goal, several specific action areas were identified, and activities were tracked for each action area, along with discernible outcomes as those were available to observe or measure.

### **Theologically Diverse: Goal 1. Worship and Music**

UUCP provides and promotes opportunities for congregants to cultivate deep understanding of the cultural context, premises, beliefs and practices of global faith traditions, offering a range of opportunities to experience and express ultimate truth and meaning.

**TD.1.a.** Adopt monthly themes that reflect theological diversity for a unified focus across sectors of congregational life

**TD.1.b.** Create an intentional connection to UU Sources in worship content

**TD 1. c.** Incorporate variety in worship models, music and content that reflect theological diversity

**TD 1. d.** Plan for a music program that more fully incorporates “contemporary” musical styles and which features more music from traditions developed by people of color

**TD 1. e.** Incorporate congregational voices in worship to share personal search and perspective

**TD 1. f.** Incorporate theological diversity in lifecycle rituals (child dedication, weddings, memorial services, rites of passage) in congregational life

### **Goal TD.1 . Processes Implemented in 2018-19:**

- Monthly Themes are in place and are being used for small groups, worship and Children’s Ministries
- Together Time link to sermon and monthly hymn
- All children’s ministry programming utilizes guiding questions based on monthly theme.
- Entrance chalkboard presents and reflects monthly themes
- Sanctuary table activities focus on monthly theme and theological diversity
- Culturally/theologically diverse services: Buddhist speaker, Día de Los Muertos, Kwanzaa Service; each of these included culturally appropriate music, and detail on context and meaning
- Each season (fall or spring), choir sings one song from each of the following categories: a. African American heritage b. classical or pre-classical European c. Jewish heritage d. Spanish-language e. in a language other than English and Spanish f. by a UU g. by a female composer
- Many services this year have altered our standard worship structure



- Rituals: RE teachers commissioned 9/16; Child Dedications 11/25, 3/3, 5/26; High School senior Bridging 4/14, YRUU Service/ Circling Up 5/19; COA service 6/2

**Goal TD.1 Impact Assessment for 2018-19:**

- Community members are able to articulate monthly theme and given opportunities to reflect on it.
- Children in the community integrate the language of theological diversity
- Congregational feedback very positive with plans to make Kwanzaa and Día de los Muertos annual events
- Increased participation in rituals
- Children are able to articulate meaning and importance of rituals
- Greater investment in personal UU Identity (as conveyed in children inquiring about their “turn”)

**Theologically Diverse: Goal 2. Welcoming Ministries and Spaces**

Members and participants have the opportunity to experience and develop respect and understanding of a range of beliefs and faith traditions in all facets of congregational life, demonstrating openness to the exploration and articulation of ultimate truth and meaning in all forms and expressions.

**TD.2.a.** Incorporate theological diversity across communication modalities, including website, visual images in the lobby, Compass, etc.

**TD.2.b.** Explore opportunities to reflect theological diversity in uses of the space, artwork, imagery, etc.

**TD.2.c.** Emphasize theological diversity in content of welcoming and membership programs, and in congregational connective activities

**Goal TD.2. Processes Implemented in 2018-19:**

- The focus on theological diversity in communication and presentation did not receive focused attention in this year due to staffing changes and other areas requiring staff and leader attention

**Theologically Diverse: Goal 3. Adult Faith, Small Groups, Leadership Development**

Congregants have the opportunity to cultivate deep understanding of the cultural context, premises, beliefs and practices of global faith traditions, along with a range of opportunities for personal and collective exploration and articulation of ultimate truth and meaning in all forms and expressions.

**TD.3.a.** Provide a coordinated range of classes and workshops to facilitate knowledge and understanding of theological perspectives, to grapple with complex issues, and to promote individual exploration

**TD.3.b** Provide training for leaders, members, pastoral associates that honors and supports theological diversity

**TD.3.c.** Provide education and support to small group facilitators to deepen exploration and connection

**Goal TD.3. Processes Implemented in 2018-19:**

- The spring LOVE program incorporates the three strategic elements in a “flipped classroom” model with reflective symposiums each month
- Facilitated Spiritual Practice Class. Participants developed personal Spiritual Practices shared in class and discussed over 12 sessions
- Monthly Facilitator meetings (which include an ongoing modeling and training) well attended, with open and accepting discussion on theme topics

**Goal TD. 3 Impact Assessment for 2018-19:**

- Consistent growth in Spiritual Practices class participation
- Small but consistent participation in LOVE program offerings
- Participants increased beliefs and practices along a wider range of truth and meaning

**Theologically Diverse: Goal 4. Children’s Ministries**

Children, youth and families participate in accessible, age-appropriate programs that cultivate deep understanding of the cultural context, premises, beliefs and practices of global faith traditions, along with opportunities to explore and articulate truth and meaning in ways appropriate to all ages and abilities.

**TD.4.a.** Provide opportunity for kids to explore their own faith at ages younger and older than Coming of Age

**TD.4.b.** Realign Coming of Age curriculum with congregation vision, membership expectations, and national UU issues; strengthen delivery and integrate COA principles into other curricula (theological diversity and Radical Inclusion)

**Goal TD.4. Processes Implemented in 2018-19:**

- K-6 Curriculum focus on identity building
- Studio Model Phase II: monthly challenges
- Journaling and tracking methods as well as home link introduced
- Family Individual Faith Development Plans introduced
- Provide families with electronic copies of monthly questions, hymns, and challenges
- “Other Houses of Worship” planned in conjunction with CoA Facilitators
- Provided materials and alternative curriculum to accommodate off campus learning
- Multiple supplemental workshops offered
- Individualized candidate community interview expectations

**Goal TD.4. Impact Assessment for 2018-19:**

- Students can name areas of campus, identify with the Chalice, UU historical figures, and current UUCP leadership as part of personal narratives
- Studio Model phase II to allow for greater depth in reflection and creativity.
- Increased interest in CoA Mentor opportunities

- Greater diversity of “Other Houses of Worship” opportunities
- Youth investment in programming despite irregular attendance
- Easier candidate expectation tracking and accommodations

#### **Theologically Diverse: Goal 5. Pastoral Care**

Pastoral connection and care are provided with understanding of the cultural context, premises, beliefs and practices of global faith traditions, respecting each person’s search for ultimate truth and meaning in all forms and expressions.

**TD.5.a.** Provide training and support to assure that pastoral care is provided to fit the range of theological perspectives in the congregation

#### **Goal TD.5. Processes Implemented in 2018-19:**

- Lay Pastoral Associates team created, with an emphasis on theologically diverse spiritual support; ongoing program development meetings will incorporate theological diversity
- Facilitated care-giver support program based upon the Duet program provided in the fall

#### **Goal TD.5. Impact Assessment for 2018-19:**

- Developing systems to serve the future

#### **Theologically Diverse: Goal 6. Social Justice**

Social justice engagement fosters connection and understanding of the cultural context, premises, beliefs and practices of global faith traditions, in partnerships of mutual respect with those in other faith traditions.

**TD.6.a.** Expand and support partnerships with multi-faith coalitions (AZ Faith Network) and other congregations

**TD.6.b.** Create and support partnership initiatives with congregations and organizations in the Phoenix area for interfaith collaboration

#### **Goal TD.6. Processes Implemented in 2018-19:**

- Congregational leaders and staff attended AZ Faith Network meetings, Synagogue bombing protest
- Initiated congregational relationships
- Partnership relationship expanded between UUCP and Puente and Poder. Attended Police Violence protest. ACLU Smart Justice and Abolish Private Prisons involvement and participation

#### **Goal TD.6. Impact Assessment for 2018-19:**

- Ongoing relationship building and presence
- Increased UUCP recognition and community participation.
- Existing and new partnerships: Abolish Private Prisons was a Share the Plate recipient, ACLU workshop at UUCP

---

## STRATEGIC END: RADICALLY INCLUSIVE

***Reaching out to embrace all, our congregation challenges itself to grow with new voices, ideas and experiences.***

*UUCP provides, and congregants participate in, learning opportunities for members to develop awareness and sensitivity to the needs and preferences of people with a wide range of identities and abilities. UUCP actively invites and cultivates relationships of mutual respect with those of diverse identities and abilities and provides resources for welcoming and inclusion within UUCP buildings and grounds and in the wider community. Inclusion is a priority in inviting participation and leadership development in congregational activities.*

---

### Logic Model and Theory of Change

---

#### Outcomes:

- Congregants, especially those in leadership positions, are aware and sensitive to the needs and preferences of people with diverse identities and abilities
- Congregants experience their presence at UUCP in affirming, dignified interactions and feel comfortable expressing their full sets of identities (seen and unseen).
- UUCP provides programs and resources that increase active welcome and inclusion
- Committees, teams and programs make inclusion a priority for participation and leadership development

#### Intermediate outcomes:

- Congregants, especially those in leadership positions, participate in classes and workshops to increase awareness and sensitivity for inclusion
- Policies, procedures and protocols make inclusion an institutional priority ☐ Decision and development processes are designed to seek out and incorporate new voices, ideas and experiences, especially from those on the margins

#### Assumptions:

- Congregants value inclusion (over comfort and tradition)
- Programs and strategies can be identified and Implemented to raise awareness and sensitivity, and to determine needed changes that will create a more welcoming and inclusive environment
- Resources for inclusion can be made available once needs are identified

#### Tools and Resources:

- UUA Access and Inclusion Ministry program guidelines
- BLUU materials on addressing white supremacy, other UUA materials for multi-culturalism, anti-racism & anti-oppression.
- Materials and resources to define dimensions of inclusion on which to focus
- Worship, courses, workshops, consultants, Children's Ministries programming
- Language Translation resources (ASL, Spanish, etc.)
- Current construction projects – inclusiveness in the built environment

#### Interventions:

- Form an Inclusion Ministry Team to identify best practices, design strategies and lead program implementation
- Offer and promote learning opportunities for congregants and leaders (Welcoming-Antibias-inclusion training)
- Create experiences for congregants in which their whole selves are accepted, seen, and valued.
- Promote and provide financial support for adults and youth to attend state and national training opportunities.
- Incorporate principles of inclusion in Children's Ministry & family programming
- Continue improvements to the built environment for inclusion

#### Process Measures:

- Attendance, participation in classes and workshops, etc. to increase awareness and sensitivity for inclusion
- Elements of the built environment that are changed to be more inclusive

#### Outcome Measures (evidence of changes resulting from interventions that can be observed or measured):

- Measures that tell us whether and how congregational life actively incorporates new voices, ideas and experiences (need definitions and measures)
- The identity profile of the congregation (leadership, membership, participation) reflects more diversity along key dimensions (need definitions and measures)

## **RADICALLY INCLUSIVE: GOALS AND ACTIVITIES**

Six broad goals were identified to support progress toward a congregational identity and reality of being radically inclusive. For each goal, several specific action areas were identified, and activities were tracked in for each action area, along with discernible outcomes as those were available to observe or measure.

### **Radically Inclusive: Goal 1. Worship and Music**

UUCP assures a welcoming environment of diversity and inclusion in worship, making communication, movement and music in the worship service maximally accessible to all identities, preferences and abilities

**RI.1.a.** Apply technology for projection in worship, live streaming Sunday services (perhaps to alternate accessible locations), posting video recording of services

**RI.1.b.** Attend to multiple modalities and accommodations in worship content, delivery, format, materials and spatial design

**RI.1.c.** Create balanced and inclusive internal and external music diversity -- musicians from diverse populations (eg, LGBTQ chorus)

**RI.1.d.** Choir is open to all, and periodic “open rehearsals” emphasize inclusivity

**RI.1.e.** Choir leadership is delegated to increase personal connection

**RI.1.f.** Hymns are chosen, taught and led to promote confidence in singing

**RI.1.g.** “Hymn sing” services are designed to be accessible to all

**RI.1.h.** Instrumental groups include all ages, and a variety of music forms and expressions are supported

### **Goal RI.1. Processes Implemented in 2018-19:**

- Projector and screen installed spring 2018, and projection was used in some services. A few services were videotaped and posted to UUCP’s YouTube channel. Ongoing challenges include the A/V team has failed to recruit enough people to create or run projections or to post recordings, so lead minister is needed for projection to happen, and recordings are backlogged. Live streaming would require additional people, so that project is on hold.
- ASL interpretation provided once or twice monthly as resources allowed
- Participation in UUCP African rhythm drumming group. Kwanzaa celebration led to dancing in sanctuary. Several services were done in the round, and many used projection
- Although connection to outside musical groups was not made, internal diversity is excellent, including choir, orchestra, jazz, drumming, strings, a cappella, and our Ukulele and Friends song circle.

- One open choir rehearsal was provided; but people continued to join choir throughout the year. Orchestra, drum ensemble and jazz band have also grown this year
- Choir leadership provided positive connection and pastoral support - 'Choir shepherds' program is in its third year and is continuing to improve. Shepherds now meet quarterly, and stay in touch with singers in their section
- Time is taken in services and children's classes to teach hymns. Ukulele group repeats key hymns. When Music Director is away, members lead hymns during service
- Hymn sing services were not offered as often as planned, since in the search year other services took priority
- The orchestra, which plays three services each year, is about half youth and half adults. Drum ensemble includes both youth and adults. Choir is open to youth and children, but usually includes only one youth and no children. Small ensembles are encouraged to consider working with youth at some point during the year

**Goal RI.1. Impact Assessment for 2018-19:**

- Increased level of expectation and acceptance of different worship modalities
- Diversity in age and identity in choir, orchestra and other musical groups
- Singing together and musical diversity continue to be an important part of every service

**Radically Inclusive: Goal 2. Welcoming Ministries and Spaces**

Inclusion is a priority in inviting participation and leadership development in congregational activities, cultivating relationships of mutual respect with those of diverse identities and abilities, and providing resources for welcoming and inclusion within UUCP buildings and grounds

**RI.2.a.** Maximize use of the database to support and track involvement and connection

**RI.2.b.** Promote welcoming-involvement-engagement-service opportunities in all communication modes and settings

**RI.2.c.** Track engagement and actively reach out to those not engaged

**RI.2.d.** Recognize and celebrate involvement-service – create a culture of gratitude

**RI.2.e.** Make meeting/event space available to community partner organizations serving diverse populations and needs

**RI.2.f.** Assure access to programs and activities by space and entry accommodations, entryways, scheduling, etc.

**RI.2.g.** Develop a congregation-wide commitment to accessibility

**RI.2.h.** Increase welcoming to those of all gender identities through education, all-gender restrooms, and pronoun use on name tags and during group introductions

**Goal RI.2. Processes Implemented in 2018-19:**

- Hands-on Realm training and intensified focus with January Council meeting to assure outreach and tracking of engagement
- Neighborhood Connections program was created and promoted to increase local connection and inclusion for all members
- Pronoun choices were offered for all member and participant name tags, starting October 14, 2018
- Inclusion Team formed, first year focus on gender inclusion
- Transforming Hearts consultation February 2-3, 2019

**Goal RI.2. Impact Assessment for 2018-19:**

- Congregation awareness of gender diversity increased. Discussions among staff were ongoing and consistent. Survey participation was strong, and results were very favorable
- Ongoing development of Inclusion program with Inclusion Team identifying new focus area (NeuroInclusion) for the coming year.

**Radically Inclusive: Goal 3. Welcoming Ministries and Spaces - Safety**

A safe congregational environment for all ages and abilities spans inclusion and justice, and extends throughout the entire congregation, touching all facets of congregational life.

**RI.3.a (Safety)** Develop and implement Safe Congregations policy

**Goal RI.3. Processes Implemented in 2018-19:**

- Safety Team working on policy update and planning, target to complete first round spring 2019
- Safety Team developed comprehensive policies and processes with staff and congregant participation, and constant attention to inclusiveness in providing a welcoming and safe environment for all

**Goal RI.3. Impact Assessment for 2018-19:**

- Successful rollout of Active Shooter training, development of full range of safety protocols for implementation, first aid supplies in strategic locations.

**Radically Inclusive: Goal 4. Adult Faith, Small Groups, Leadership Development**

UUCP provides and encourages participation in learning opportunities for congregants to develop awareness and sensitivity to the needs and preferences of people with a wide range of identities and abilities, providing deeper capacity and resources for welcoming and inclusion

**RI.4.a.** Provide welcoming-antibias-inclusion training for staff and congregants (develop capacity as “ambassadors” internally and in the community)

**RI.4.b** Create and promote inclusion and leadership opportunities for those with a range of identities and abilities

**RI.4.c** Create a leadership mentoring program

**RI.4.d** Educate for leadership competency in anti-oppression work – being able to ask and handle challenging questions

**RI.4.e** Adult Faith Development expansion across vision components, incorporating multi modalities, and increasing accessibility.

**RI.4.f** Create comprehensive and coordinated anti-oppression work across the congregation, including work on areas including identity, gender, white supremacy

**RI.4.g** Support inclusion among teachers and facilitators by providing needed support and accommodations, including child care

**Goal RI.4. Processes Implemented in 2018-19:**

- Intercultural Development Inventory completed with and workshop presented with Board, Staff and Ministerial Search Committee (October 2018)
- Beyond Categorical Thinking workshop (December 2018)
- Director of Membership and Welcoming met with groups and reported to Leadership Development Team in November on group structure and inclusion patterns
- LOVE Faith Development format with flipped classroom provides flexible access and reflective opportunities
- Racial Justice Collaborative created and meeting on a regular basis.
- *Centering* book study completed
- *BLUU Box* and other classes included in Faith Development offerings

**Goal RI.4. Impact Assessment for 2018-19:**

- Involvement in programs and increased awareness of a wide range of inclusion concepts

**Radically Inclusive: Goal 5. Children's Ministries**

Programs for families, children and youth both support and teach inclusion, with awareness and sensitivity to the needs and preferences of people with a wide range of identities and abilities, in relationships of mutual respect with those of diverse identities and abilities.

**RI.5.a.** Expand offerings for children and families outside of Sunday (beyond Sunday school)

**RI.5.b.** Promote opportunities to attend district cons, camps, and national youth programming at RAs and GAs where MC/AR/AO programming is available



**RI.5.c.** Expand engagement opportunities by use of a teaching team and parent team

**RI.5.d.** Expand childcare offerings to support family engagement in a range of activities

**Goal RI.5. Processes Implemented in 2018-19:**

- Expanded 6th grade curriculum- Race, Worship and Spiritual Practice, media literacy, and OWL
- Hosted Az mUUGs middle school con
- Instituted “Senioritis” Coffee meet ups for older high school age participants
- Initial steps to revamping YRUU structure and support community.
- Instituted Parents of Teens meeting
- “Talking to your parents about Sex” workshop- youth facilitated
- 3rd annual UU HS Political action overnight
- Instituted Dinner in the Park
- Camp- youth presented to YRUU about camp experiences, displayed pictures from camp; post camp information through google hangout group
- Youth collaboration with welcoming ministries director to present workshop at GA
- Parent Team and Teaching Team structures had in the previous year increased community volunteers, parental investment, and on-campus time. This year saw a decline in both; years will vary with groups of parents and children moving through the classes
- New process for child care scheduling with all requests made through Children's Ministry Program Assistant
- Childcare provided by request for Wednesday nights
- Implement improved safety procedures

**Goal RI.5. Impact Assessment for 2018-19:**

- Increased retention of older high school age participants
- Decrease YRUU investment (to be explored further)
- Increase in 6th grade attendance frequency and parent involvement
- Requests from other congregations for UUCP to lead further all state youth programming
- Youth confident in program facilitation
- Youth scheduled own meetings and floor appearances at UU day at the legislature
- Multiple legislators’ comment “the UU Kids are impressive” and conveyed appreciation of annual visit
- Growing interest in college level campus ministry
- Majority of UUCP youth attended either Summer or Winter camp
- Deepened connections between UUCP youth and other congregations
- UUCP invited to participate in UU multi-congregation youth group meetings online
- Stable numbers of UUCP youth attending district cons
- Stronger parent and teacher leadership can allow for individualized engagement

- When promoted and supported, new childcare request process worked well and allowed families to coordinate care

### **Radically Inclusive: Goal 6. Pastoral Care**

UUCP creates and expands pastoral connection and support with awareness and sensitivity to the needs and preferences of people with a wide range of identities and abilities, in relationships of mutual respect with those of diverse identities, abilities, preferences and needs.

**RI.6.a.** Assure that pastoral care is available and accessible, through a combination of minister/staff activities and a lay pastoral care associates team

**RI.6.b.** Educate for anti-oppression perspectives for pastoral care providers

**RI.6.c.** Increase and support the array and accessibility of support through Unicare

**RI.6.d.** Expand perspective of the Unicare Team and pastoral care to be more inclusive – eg, people with kids, people who live far, people who don't drive or who have mobility issues

**RI.6.e.** Provide special support groups, short term and ongoing, for grief, mental health, other support areas

**RI.6.f.** Assure that Joys & Sorrows and other ways to share personal events with congregation for support are inclusive

**RI.6.g.** Assure all ages (including children, youth and the elderly) have opportunities for pastoral care and intergenerational connection

### **Goal RI.6. Processes Implemented in 2018-19:**

- Lay Pastoral Associates Team created, for full implementation in fall 2019
- Unicare providers attended Spiritual Practices 12-Session curriculum
- Increased use of electronic modalities to volunteer for support
- Explored expanded family participation in Unicare; new Unicare coordinator provides increased connection with families with kids
- Series completed with 7 caregivers completed the *Finding Meaning and Hope* series, Sep-Nov 2018

### **Goal RI.6. Impact Assessment for 2018-19:**

- Expanded pastoral care resources to improve inclusion in care provision
- Increased commitment to role of Spiritual Practice in Pastoral delivery
- Increased support for caregivers of individuals with dementia or decline

### **Radically Inclusive: Goal 7. Social Justice**

UUCP actively invites and cultivates relationships of mutual respect in social justice engagement with those of diverse identities and abilities, with awareness and sensitivity to the needs and preferences of people with a wide range of identities and abilities. Provide resources for welcoming and inclusion, and leadership development for a wide range of engagement in social justice activities.

**RI.7.a.** Be a clearly visible UU presence where people need us (show up and have a presence-table-presentation at gatherings where people who are not respected by other faith traditions can learn about our perspective and welcome)

**RI.7.b..** Offer or promote educational opportunities for justice leaders to better understand how white supremacy, patriarchy, and classism impacts faith-based organizing

**RI.7.c.** Consider inclusion in establishing the range and diversity of social justice opportunities

### **Goal RI.7. Processes Implemented in 2018-19:**

- Children's Ministry designed and staffed a child friendly booth for Rainbow Pride Festival 10/20-21
- Promoted use of text alert system for social action opportunities
- Inclusion Team worked inclusively on restroom signs and campus map and signs for basic human needs, creating prototypes and seeking feedback from staff and congregants

### **Goal RI.7. Impact Assessment for 2018-19:**

- Eight UUCP families worked the booth at Pride, distributed UUCP materials, creating conversations and comfort with those attending the festival
- UUCP member families who are invested in Pride activism identify one another and have begun to make moves towards group formation
- UUCP members have a greater awareness of gender inclusion as a basic human right

## STRATEGIC END – JUSTICE CENTERED

***Inspired by our UU values, our congregation is organized and empowered to act in advancing justice in our local and global communities***

*UUCP provides access to, and congregants participate in, opportunities, including orientation, information, training and team-building for members to act individually and collectively for justice. Justice includes creating more equity in society, dismantling systems of oppression, and repairing the harms from those systems. Opportunities to engage with local, regional, national and global justice issues, events and actions are proactively communicated to members who indicate their interest. Congregational participation in events and opportunities is tracked.*

### Logic Model and Theory of Change

#### Outcomes:

- Congregants participate in opportunities to learn, organize and act for justice
- Opportunities are proactively communicated
- UUCP is well represented in justice coalitions, activities and initiatives

#### Intermediate Outcomes:

- UUCP provides opportunities, including orientation, information, training and team-building for congregants to act individually and collectively for justice.
- Congregants participate in classes, workshops, conferences, webinars and other learning opportunities
- Congregants enroll in justice opportunity notification system

#### Assumptions:

- Congregants want to be engaged in justice activities
- Congregants identify with progressive politics and understand political change as an overall democratic process through both civic means and direct action.
- Congregants value the opportunity to expand and deepen their social justice engagement
- Congregants take advantage of opportunities to learn and expand social justice activities

#### Tools and Resources:

- Existing and new partnerships with local, regional, state, national and global social justice organizations
- UU curricula and programming offered through UUA, Side with Love, UU College of Social Justice, and the UU Service Committee.
- Worship, courses, workshops, webinars, consultants
- Text messaging service associated with database

#### Interventions

- Create/expand network of connection with local, regional, national and global partner organizations with congruent justice values
- Offer learning opportunities, including orientation, information, training and team-building
- Children's Ministry & family programming
- Create, promote and enroll congregants in a justice opportunity notification system

#### Process Measures:

- Attendance, participation in classes and workshops, etc. to increase awareness and sensitivity for inclusion
- Number of people enrolled in notification system
- Number of people participating in various justice activities

#### Outcome Measures: (evidence of changes resulting from interventions that can be observed or measured):

- Congregational action for social justice is well organized and responsive to ongoing or emergent situations
- Documented visibility and recognition of Unitarian Universalists active and engaged in justice work (Yellow shirt recognition)
- Congregational mobilization is timely and robust
- Congregants are effectively connected to opportunities for social justice action of various types and levels

## **JUSTICE CENTERED: GOALS AND ACTIVITIES**

Six broad goals were identified to support progress toward a congregational identity and reality of being justice centered. For each goal, several specific action areas were identified, and activities were tracked in for each action area, along with discernible outcomes as those were available to observe or measure.

**Justice Centered: Goal 1. Worship and Music** Worship services regularly include themes of creating more equity in society, dismantling systems of oppression, and repairing the harms from those systems, including opportunities to reflect on issues, events and actions promoting justice in alignment with UU values and UUA areas of focus.

**JC.1.a.** Offer opportunities for testimonies and updates of UUCP involvement in justice work

**JC.1.b.** Create worship services with a justice focus, with active involvement of justice teams

### **Goal JC.1. Processes Implemented in 2018-19:**

- Social Justice focused service in August 2018
- Sunday Announcements routinely include social justice team activities
- Affirmations in spring 2019 included justice affirmations

### **Goal JC.1. Impact Assessment for 2018-19:**

- Sustained awareness of social justice engagement in the congregation

## **Justice Centered: Goal 2. Welcoming Ministries and Spaces**

UUCP provides resources, orientation, information, training and team-building for members to act individually and collectively for justice. Opportunities to engage with local, regional, national and global justice issues, events and actions are proactively communicated to members who indicate their interest. Congregational participation in events and opportunities is tracked.

**JC.2.a.** Make congregational facilities and resources available to justice organizations as needed

**JC.1.b.** Provide UU branded (Side with Love) shirts and banners for participation in public events

**JC.1.c.** Support environmental work and projects on site

**JC.1.d.** Examine budget, finance systems for elements of supremacy and patriarchy

**JC.1.e.** Assure that staff positions and compensation meet justice standards

**JC.1.f.** Provide opportunities for “push” notices to communicate opportunities for participation in justice events

**JC.1.g.** Track congregational participation in justice events and activities.

**Goal JC.2. Processes Implemented in 2018-19:**

- Social Justice opportunity text service available, promoted and in use Spring 2018
- New banner for events, and new transgender welcoming banner Implemented
- Capital construction includes access and environmental justice components

**Goal JC.2. Impact Assessment for 2018-19:**

- Increased visibility for social justice stances and engagement

**Justice Centered: Goal 3. Adult Faith, Small Groups, Leadership Development**

UUCP provides information, training, team-building and support for members to act individually and collectively for justice.

**JC.3.a.** Promote and provide financial support for congregants (youth and adult) to national justice leadership training opportunities (GA, Regional, UU College of Social Justice, UUJAZ Walk the Walk)

**JC.3.b.** Explore praxis model of action-reflection for social justice in small groups or other settings

**Goal JC.3. Processes Implemented in 2018-19:**

- These processes were not Implemented in 2018-19

**Goal JC.3. Impact Assessment for 2018-19:**

- n/a

**Justice Centered: Goal 4. Children's Ministries**

Access and support, including orientation, information, training, team-building and support for members of all ages to act individually and collectively for justice. Justice includes creating more equity in society, dismantling systems of oppression, and repairing the harms from those systems. Opportunities to engage with local, regional, national and global justice issues, events and actions are proactively communicated to members who indicate their interest. Congregational participation in events and opportunities is tracked.

**JC.4.a** Promote and provide financial support for youth to attend Thrive, Shift

**JC.4.b** Expand the Our Whole Lives program to increase accessibility for congregation and community

**JC.4.c** Incorporate guns, supremacy, other justice issues in children's programming

**JC.4.d** Address shaming, including slut-shaming, as an intergenerational justice issue

**JC.4.e** Expand and strengthen all-generations participation in social justice and faith networks locally and UU networks nationally

**Goal JC.4. Processes Implemented in 2018-19:**

- Expanded OWL Programming to offer k-2nd and 5/6th annually, encouraging all children to take these curriculum twice
- 6th grade curriculum on Race
- White supremacy teach ins include CMC programming
- Parent education on “No Gun Play at UUCP” expectation
- Justice issue check in during Grove time
- Current event/justice issues presented during together time
- Resources via newsletters and Facebook page re: weapons, justice, race, etc
- Political monthly progressive religious educator meetings initial meeting January, working toward monthly schedule
- Action overnight speakers: Poor People’s Campaign, EQAZ, OUTVote, Impeach, and UCC Social Justice
- Youth encouraged and provided supplies for social actions

**Goal JC.4. Impact Assessment for 2018-19:**

- Greater facilitator/student connections and stronger trust relationships
- Increased OWL teacher community strength
- Process allows for greater number of OWL students
- UUCP Youth: created a banner supporting TLGBQ Methodists, presented gun control legislation to state representatives, participated in March for Our Lives, Pride March, Women’s March
- Middle and high school youth from UUCP held actions on trans inclusion, school safety, law enforcement perpetrated violence, and sexual assault
- UUCP youth invited to board positions and fellowships in community organizations

**Justice Centered: Goal 5. Pastoral Care**

Pastoral connection and support is provided for those who engage with local, regional, national and global justice issues, events and actions.

**JC.5.a** Organize to offer public pastoral care (templates for vigils, show up after traumatic events), and provide self-care resources for activists and care-providers

**Goal JC.5. Processes Implemented in 2018-19:**

- These processes were not Implemented in 2018-19

**Goal JC.5. Impact Assessment for 2018-19:**

- n/a

### **Justice Centered: Goal 6. Social Justice**

UUCP provides resources, orientation, information, training and team-building for members to act individually and collectively for justice. Opportunities to engage with local, regional, national and global justice issues, events and actions are proactively communicated to members who indicate their interest, and social justice leadership is actively promoted and supported.

**JC.6.a** Create and support partnership initiatives with congregations and organizations in the Phoenix area for social justice collaboration, including UU Justice Arizona Network (UUJAZ) and interfaith organizing groups (AZ Faith Network)

**JC.6.b** Continued focus and work on white supremacy; connect with Phoenix Black Lives Matter leadership

**JC.6.c** Deepen partnership relationships of mutuality and support with Puente, Poder in Action, Aliento, and other immigrant justice groups

**JC.6.d** Continue building legislative relationships, host Q&A with elected official

### **Goal JC.6. Processes Implemented in 2018-19:**

- Staff and congregants maintained and expanded partnerships, and participated in Arizona Faith network and UUJAZ
- Civic Engagement and Earth Justice teams sustained attention on social and legislative issues
- Continued practice of White Supremacy focused worship services
- Supported the Promise and the Practice with financial contributions through Share the Plate
- Participation in Day At The Legislature

### **Goal JC.6. Impact Assessment for 2018-19:**

- Sustained awareness of justice issues