First Unitarian Church of Albuquerque
with branches in Socorro and Edgewood

Ministerial Search Committee Report

April 1, 2017
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Acknowledgements

Completing this Congregation Record would not have been possible without the dedicated efforts of the Search Committee. The Search Committee realizes that their work would not have been possible without the participation of church members, friends, and guests who completed the Congregation Survey or who participated in the various small group listening sessions. Your active engagement was essential in this successful discernment process for selecting our next senior minister.

We also want to acknowledge the many people outside the committee who provided guidance, assistance and support. We wish to thank Angela Merkert who facilitated our initial training and provided on-going assistance in this important process. The Rev. James Koko-Komoto, Regional Lead from UUA’s Pacific Western Region, also provided essential guidance on UUA procedures and requirements. Other important contributors, supporters and encouragers include: Jake Barkdoll, Paul Browne, Beth Elliot, Laira Magnusson, Steve Phillips Sarah Manning, Mikaela Renz-Whitmore, Alana Rodriguez, and Linda Skye.
Ministerial Search Committee Members

Ian Carrillo

Ian has attended First U since middle school and been a member since 2015. He has been a member of the Worship Team, the church band Spare Parts, and the Young Adult group, as well as the Leadership Succession Committee and the Radical Generosity team. Ian is a college student with a major in Religious Studies, and holds First U very close to his heart. Over the past few years, Ian has been working with the church leadership and the congregation to promote intergenerational communication and fellowship, and to help create a space for fellow young adults to meet, work, worship, and socialize.

Emma Elliot

Emma has been attending First U with her family since 2002 and proudly joined as an independent member in 2016. She has been an active Worship Leader on the Worship Team for three years. She has also been a part of numerous committees, social justice groups, Coming of Age, and volunteer activities. Emma is very thankful for this church and all of the wonderful opportunities and experiences she has found here. She has always been inspired by the message of this church. She wishes to give this church all the love and support that it has given her and the best future possible.

Geri Knoebel, Chair
Geri joined the church in 1994 and has served in a broad and diverse range of lay leader positions including Board president and treasurer, and chair of several committees and task forces. Her wife of 26 years is Linda Skye, also a very active member. Since the mid-2000s, Geri has been active in Church activities including governance, management, finance, religious education, programs, and social activities. Currently, she is chair of the Religious Education Council and of the Policy Governance Task Force. Socially, Geri participates in many activities, including 20 years in the Penguin Extended Family, SipNSup dinners, and landscape work. She also has prior experience, having chaired the Search Committee that selected Angela Herrera in 2009.

**John Kwait**

John has been a member of First Unitarian since 2008. He currently serves on the Radical Generosity Team, which conducts the pledge drive. He has also served on the Board of Directors, Leadership Succession Committee, and Strategic Planning Task Force. John participated in several covenant groups and enjoys being a member of the Mindful Parenting group. John and his wife Kathy have a teen daughter who currently participates in the church’s RE programs Coming of Age and OWL. John is retired from a career in federal government wild land fire management and administration.

**Tyler Mason**
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Tyler became a UU more than 40 years ago when he joined the Alamogordo Fellowship. He joined First Unitarian in 1977, when it was without a minister, and has experienced several different ministries. Tyler has served this church as an usher, RE teacher, chair of the (then) Social Concerns Committee, member of the Church Building Committee, church treasurer, member of the Minister Search Committee that recommended Christine Robinson for Minister, and member of the (then) Ministerial Relations Committee. More recently, Tyler helped establish our East Mountain branch.

James Probasco

James Probasco grew up as a "military brat" in Alamogordo. He spent several years in California on active duty as an Air Force doctor. Now permanently settled in Albuquerque, James is a family practice physician. James and his wife, Kathryn, have been members of First U for a year. He is a practicing Wiccan, has led multiple Wiccan education circles for the military, and is active in the local pagan community. At First U, James is an advisor for the mid-high youth group. He and Kathryn have three children in the RE program.

Kristin Satterlee

Kristin has been a member of First Unitarian since 2003. She was on the church staff for eight years as Director of Member Development, and currently serves on the Worship Committee, the Worship Arts Team, and the Food Pantry. Kristin has also participated in Covenant Groups, the LEAD Team, and other church groups. She is a fiction writer, copyeditor, and food blogger, and looks forward to helping First U move through its ministerial transition.
I. Calling Our Senior Minister

a. Discernment process

Rev. Christine Robinson is retiring this summer after 30 years as our Senior Minister. Rev. Angela Herrera, minister with First Unitarian since 2010, is interested in being an internal candidate to be called as our Senior Minister. As a result, she is the first candidate considered. On behalf of the Congregation, the Search Committee is responsible for conducting a Congregational Discernment Process as a foundation for the selection of our next Senior Minister.

A Congregational Discernment process was developed by the Search Committee to assist members with determining the Church’s strengths, challenges, and future directions as a foundation for this selection. The Congregation identified what qualities, interests, and traits we sought in our next Senior Minister. Opportunities were created for congregation input to the process and a document was created, to be shared with Angela. Angela, in turn, will present the Search Committee with a record outlining her skills, credentials, and desired direction for the ministry.

If the Search Committee and Angela determine that there is a match, the Committee will, after a week of events giving Angela opportunities for dialogue and sharing with the Congregation, present Angela as the ministerial candidate for a vote at a Special Congregation Meeting on May 7th.

First Unitarian bylaws require that the Senior Minister be chosen by a vote of the Congregation at a Special Congregation Meeting at which a quorum of 30 percent of the Church members in good standing is present (about 240 people). An 80 percent affirmative vote of those voting is required for calling a Senior Minister.

b. Selection of Ministerial Search Committee members

According to Article 3 Section 01 Senior Minister (a), Selection, a new Senior Minister is selected through a search and candidacy process recommended by the UUA. In advance of the search, the Board determined the following requirements:

- The Search Committee members would be members of the Church, nominated by the Leadership Succession Committee and elected by the Congregation at a duly called Congregational Meeting.

- The Church’s Senior Minister must be in fellowship with the UUA.
The Board determined that a Search Committee would be nominated by the Leadership Succession Committee from members submitting applications by December 7, 2016. Twenty-five applications were submitted. The LSC nominated seven members to the Committee considering diversity of age, time as a UU, and types/range of experiences in the church. The congregation elected the Search Committee at its annual meeting on January 29, 2017: Ian Carrillo, Emma Elliott, Geri Knoebel (chair), John Kwait, Tyler Mason, James Probasco, and Kristin Satterlee.

The Search Committee was charged with developing methods for determining the congregation’s desires for the future direction of the church and the qualities of our new Senior Minister.
II. Our Senior Minister

a. Senior Minister profile

We are looking for a minister who provides well-researched, thought-provoking, inspiring Sunday services that make us think about our own spiritual growth, as well as our place in our congregation, denomination, and the wider community. In service of these areas, the respondents seek a minister who is a great speaker and writer, intelligent, scholarly, spiritual, charismatic, creative, and courageous.

We also want a senior minister we can relate to, and who cares about us. We seek a minister with empathy, energy, and a sense of humor, whose personal integrity serves as a model for us to follow. Our future minister is committed to that personal integrity and to UU values, as well as to this church and its individual members.
Our congregation seeks a minister that is active for social justice, in touch with current events, connected into and visible in the broader community, and collaborative with interfaith and other action groups – and we want them to help us put our faith into action as well. We also want a minister who is inclusive and open to the views and spiritual traditions of all of our members. A few people warned of becoming too political or too attached to a specific agenda. Indeed, our members deeply desire that our senior minister seek out and respect diversity of faith, opinion, race, age, sexual orientation, etc.

We want a leader who can build and unify our community, and who is a sensible and adaptable administrator who can delegate, trust, and recognize staff and volunteers, and not micromanage – a good communicator not just in the pulpit, but as a leader of staff, in small groups, and one-on-one, as a listener, counselor, and guide.
b. Achievements: “I’m glad the minister is among us”
Most responses to this question fall into categories of leadership, relational qualities, social justice, worship services, and community. We hope for a minister who can: inspire and guide the congregation to be healthy and growing; show warmth and empathy; support social justice; create strong and inspiring worship services (much like they are now); and be a presence in our wider community.

Three themes were very prevalent among responses to this question, each noted by at least one quarter of respondents. First and foremost, those surveyed indicated a desire to maintain a visible presence in the local and wider community. This would include integrating in interfaith activities and becoming more widely known as a congregation. Secondly, consistently good and inspiring sermons with thoughtful theology were important to respondents. Finally, respondents desired a strong commitment to activism and social justice work.

Most talked about wanting memorable and intelligent sermons that would provoke spiritual growth and have emotional impact, so they would leave the sanctuary feeling inspired and thankful for this church. The minister must stay true to UU beliefs while still welcoming and teaching other religions and spiritualties.

Other common themes included: fostering a tightly-knit, close congregation; inspiring congregational growth; demonstrating effective management; actively practicing pastoral care; increasing congregational diversity; and being well-respected and liked by her or his peers.

c. Unspoken expectations
We are sensitive to the needs of our minister to spend time on personal and family life. As a group, we have no specific expectations on the minister’s family’s activities or presence, but hope that their family life is a supportive and happy one helping to keep them grounded despite the many demands of such a large congregation.

d. Worst mistakes new minister could make
Our greatest concern would be with a minister who betrayed their own integrity and sense of UU values, or who engaged in harmful or inappropriate relationships with congregants, or who led the church without sensitivity to the views of all of our members. Most responses referenced either relational qualities or leadership.

Most responses regarding social justice were positive and encouraging more, but there were half a dozen or so comments cautioning about the congregation becoming too political. Other comments showed concern about the minister not burning out by doing too much, respecting what the church is now and not trying to change things too quickly (but being unafraid to take risks!), making any member or visitor feel left out, or hiring the wrong assistant minister.
III. Our Congregation: First Unitarian

a. About us

Over half of our membership responded to our survey. The majority was evenly divided between those that have been in the congregation between 1-5, 6-10, and 11-20 years, though some have been with us for more or less time than that. More than half of respondents were between 60 and 80 years of age, and about a quarter were between 30 and 60. More than a third had been UUs for more than 20 years. More than half come from a Protestant Christian background, with a fair number that grew up Catholic or unchurched. Most found affiliation with Unitarian Universalism and this congregation in particular to be a great source of strength and comfort. More than two-thirds of our respondents were female, and about 80% identified as heterosexual.

Q29 How long has your family been in the United States? Answered: 375 Skipped: 70

About 5% of survey respondents have a parent born outside of this country, and 6% were born outside the United States themselves. Over 90% identify as non-Hispanic white. More than 90% have completed at least one college-level degree.

b. Our worship services

All aspects of Sunday worship services are important to us, though we place particular importance on sermons, multicultural sensitivity, meditation, singing, and working with visiting musicians. We like a wide range of worship topics, particularly those involving perspectives on social issues (including social justice work), personal and spiritual growth,
and new philosophical or psychological perspectives. We particularly enjoy sermons that help us to understand ourselves better.

Q11. How important are the following specific items which may be part of a Sunday worship service?

Number of 'very' or 'extremely important' responses

Our congregation seems evenly divided between attendance at the first and second services. (The Search Committee inadvertently overlooked including the Sunday worship times at our branches in the East Mountains and Socorro) We have a great many reasons for attending services, most prominently our ministers, a sense of community, intellectual stimulation, and personal growth.
c. Congregation profile

1. Number of members certified to UUA (January 2017) 801
2. Average Sunday attendance 487
3. Children and youth enrollment 180
4. Average children and youth attendance 89
5. Total operating expenditures $786,171
6. Total operating pledge income $685,582
7. Number of pledge units 502
8. Number of Sunday services (including branches) 4
9. Others during the week 0
10. Months per year at full operations 12
11. Pacific Western Region
   a. Rev. Dr. James Kubal-Komoto, Regional Lead
12. APF contribution
   a. UUA $14,282 (not Fair Share)
   b. MDD $10,407 (not Fair Share)

d. Our branches

First Unitarian Church has established branch ministries in New Mexico. Our first two branch congregations, which joined us in 2007, are located in Socorro and the East Mountains. (A third branch in Carlsbad operated from 2009 to 2017.) The Congregational Survey had several responses in favor of building stronger bonds with our fellow Unitarian Universalists around the state.

Other responses regarding the branches mentioned getting them more involved with the Albuquerque congregation, making everyone feel appreciated and connected. Many had ideas on how to do this, for example: "Would like to see more Branches." Additionally, some want more events/get-togethers among the branches and Albuquerque. Staying in better contact with East Mountains and Socorro – and even creating more branches in New Mexico – were other suggestions.

The need for some improvements at the East Mountain facility was mentioned, as well as establishing a live feed and other technology. "Direct live feed for sermons at East Mountain branch, so we can watch the current sermon instead of last week’s." Technology like this would foster a closer relationship with our branches, despite the distance. Most who commented on the branches said we should have more connection, consider greater technology, and of course, build community.
### Current Church Staff

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<th>Position</th>
<th>Reports To</th>
<th>Hire Date</th>
<th>Terms</th>
<th>Health Benefit</th>
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f. Staff organization chart

First Unitarian of Albuquerque
Organization Chart: Staff March 2017

Congregation

Board
President: Larry Alei

Senior Minister
Christine Robinson

Director of Finance and Operations
Paul Brosseau

Director of Membership Development
Beth Elliott

Minister
Angela Herrera

Ministerial Intern
Dan Lélie

Director of Religious Education
Mia Lassen

Director of Music
Suan Perk

Pianist
Amy Woolley

Church Administrator
Leira Magnusson

Communications Specialist
Jane Weider

Accountant/Bookkeeper
Alan Clawson

Religious Education Admin Assistant
Alana Rodriguez

Religious Education Aide
Brie-Anne Stout

Youth Program Coordinator
Colin Sprouse

Childcare Staff
Various

Custodial Staff
Manuel Arvizo
John Signer-Romero

Facilities Manager
Mark Fickler

3/26/2017
IV. Congregational Life

a. Our glowing center

The glowing heart of First Unitarian is the Sunday experience. Beautiful, high-quality worship services inspire us with thought-provoking sermons from wise and eloquent ministers. Our spirits are fed by diverse music and singing together. We also provide meaningful religious education for our children and youth every Sunday.

Strong, passionate ministerial and lay leadership makes all this happen every week, pulling us together into an invigorated, open-minded community moved to improve our own lives and make a difference in the world around us.

b. Our strengths

We have a lot of talent in our congregation, from wise and able ministers, to helpful and professional staff, to active and committed volunteers. We have “good bones” in the form of clear policies and strong leadership providing a foundation from which our congregation can thrive. Everyone agrees that if it weren’t for our dedicated volunteers, we wouldn’t have most of what makes our church what it is today.

Our new music director and the growing music program are a highlight for our congregants. They love our thriving music community, and they want to get more involved and see more beautiful and artistic worship.

Our families and staff all love our religious education program for kids, and hope to see it continue to grow. Our Whole Lives – our sexual, family, and relationship education program – is popular both within our congregation and nationwide.

There are many social justice activities and service opportunities in our large and active community. Our ESL and after-school tutoring programs are loved by our congregants and those they serve. Many of us also participate in our food pantry to serve our local community.

Diverse worship services with great sermons inspire our congregation toward personal growth. This helps us to create an inclusive, welcoming, compassionate, and open environment in which we can share our liberal religious values. We hope to continue that work and strengthen our ties within our congregation, to our branches, and to the wider UUA.

c. Our challenges

We have a number of challenges and opportunities ahead of us. An area of strong concern to us is increasing the diversity of our congregation by including more underrepresented groups, including more young members to balance our large number of older congregants. There is also some concern that a growing congregation can lose the sense of personal connection with other members and with the ministers. This has already been felt by many of us, and we hope to work further on building those social bond connections.
Another concern about the growing congregation is the need to upgrade our facilities and address parking needs while also maintaining financial stability. Part of the parking problem is that there is insufficient time between the 9:30 am and 11:00 am services to allow the parking lot to clear out before there are new arrivals.

Our youth groups would like to work toward more involvement between age groups. Our mid-high kids would like to spend time helping the younger children, and the high-school group would like to work more with the mid-high kids. All of our children would like to spend time with more hands-on service projects in our community, and would like more opportunities for our ministers to be a part of their regular classes.

There was a divide between some members wanting to go further with direct social action as a church, particularly in what they feel as a particularly stressful political climate, and others who are religiously liberal but more politically conservative. This group feels somewhat isolated and unheard by our largely politically progressive congregation.

d. Five years from now

We work to be a welcoming and respectful community, and many of us hope to see continued membership growth. Additionally, we have a strong desire to become a more diverse community. We want to be seen as a safe space that advocates kindness and respect, and we want to continue our outreach in many ways, through local campus ministries and to other local communities. Further, we hope to build stronger connections with our congregational branches, with other churches in our region, and with our denomination as a whole.

There was an overwhelming common theme among responses to this question: to have either First Unitarian or Unitarian Universalism in general be associated in the community with social action, tolerance, and acceptance. Those polled indicated that being seen as a leader in the interfaith community for social issues was important, as was welcoming all newcomers with open arms. Taking political stands and having congregation-wide political involvement was also a shared desire. A common suggestion for achieving this was turning First Unitarian into a sanctuary space for immigrants.

Other sentiments included: promoting racial diversity in the congregation; growing membership; creating a sense of community within the congregation (particularly through the use of small groups); expanding the youth and young adult presence and incorporating more young families; expanding and connecting with church branches; improving buildings and landscaping; and providing online services.

e. Our beliefs

Our congregation has a wide variety of spiritual beliefs and practices, with many members finding meaning in more than one religious tradition. 411 members responded to the question, “In addition to UU, what faith traditions are important to your religious
development?" There were a total of 1,451 responses, for an average of 3.5 choices per member; our conclusion is that our members generally find multiple faith traditions important to them. Buddhism, Christianity, Religious Humanism, and Agnosticism are strong theological sources in our congregation, each cited as important by 40% or more of respondents. While many in our congregation wishes to see such diversity, it can contribute to discord regarding worship, some responses to open-ended questions demonstrated direct tension between desires for more and less inclusion of specific traditions.

Among the comments received on this question were the following:

- Earth based spirituality including concept of divine feminine.
- Lessons of science and reason are crucial to understanding and being the best we can in the world.
- All have something to teach us.
- Meditation is very helpful in assisting me in connection to the essence within each of us.
- I feel inspiration from all faith traditions.
- Pagan/Wiccan.

Question 1 on the survey asked “How much do you agree with the following statements?” about various statements of faith. 438 members responded, with the greatest agreement to the following statements about our spiritual life:

- My spiritual life is grounded in a sense of the fullness and connectedness of all things.
Ministerial Search Committee Report

- My spiritual life is lived in response to the sacred circle of being and the effort to live in harmony with the rhythms of nature.

Among the comments were the following:

- I believe our minds are way too small to take in the universe in its entirety.
- My teacher, Jesus, said “Go thou and do likewise.”
- A strong belief in science.
- I can appreciate others’ traditions but want my own.
- Love is the only thing that is, and God is Love.
- All things have spirits and all of them are interconnected and interdependent.
- Deist – belief in the enormous intelligence of Natural Systems.
- I find my solace in my fellow humans.

Question 3 asked “What religious practices are important in your personal life and how frequently do you engage in them?”. Most of the respondents (437) chose almost all of the practices (prayer, meditation, yoga, journaling, covenant groups, and small group ministry). Many of the comments received mentioned small groups (such as Theology on Tap) or covenant groups as important. Also mentioned were pagan rituals, nature, sports, meditation, study and reflection, Tai Chi, art, music and singing, interaction with other people (and small furry animals), mindfulness, and religious education.

f. Difficult issues

The desire of many of us to continue a politically engaged progressive agenda within our religiously liberal congregation is sometimes at odds with members of our congregation who have more conservative political views. We want to be a church that welcomes all views and all people, but these differing political views may cause friction as we work to create change in our communities.
V. Our History: 1950 - Present

a. Congregation founding

The congregation began as a vision of two Albuquerque educators looking to form a liberal church in the late 1940’s. A teacher and an administrator at Grants High School asked a group of other interested people to explore the potential of various denominations. They decided on the American Universalist faith and formed a fellowship under the guidance of the American Universalist Association. The congregation was lay-led and services were held in various rented locations around Albuquerque. By 1952, the group yearned for a home and minister of their own.

b. Important events in our history

Ministerial Leadership

With a grant from the AUA, the congregation called its first minister, Franklin Smith, in 1952. As the congregation grew in size and diversity, it suffered the normal growing pains associated with these changes. See below for the full listing of called ministers.

In 1988, the congregation called its first female minister, the Rev. Christine Robinson, who is now retiring after 29 years of service. Over that time, the church has grown from 450 to over 800 members. Rev. Robinson guided the congregation through substantial change. Among the church’s achievements are two major capital campaigns and campus expansion projects; sponsorship of eight UU ministerial interns; the iMinistry technology program to record and distribute sermons; and the establishment of three branch congregations in New Mexico, two of which are still meeting.

Called Ministers (1952 – present)

<table>
<thead>
<tr>
<th>Name</th>
<th>Arrive</th>
<th>Depart</th>
<th>Reason for Departure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christine Robinson</td>
<td>1988</td>
<td>Aug 2017</td>
<td>Retirement</td>
</tr>
<tr>
<td>Todd Taylor</td>
<td>1982</td>
<td>1987</td>
<td>Resigned</td>
</tr>
<tr>
<td>Daniel Panger</td>
<td>1978</td>
<td>1981</td>
<td>Interim (temporary)</td>
</tr>
<tr>
<td>Leon Fay</td>
<td>1966</td>
<td>1977</td>
<td>Resigned</td>
</tr>
<tr>
<td>Jim Wilkes</td>
<td>1962</td>
<td>1965</td>
<td>Resigned</td>
</tr>
<tr>
<td>Franklin Smith</td>
<td>1952</td>
<td>1961</td>
<td>Retirement</td>
</tr>
</tbody>
</table>
Beginning in 2002, the congregation had grown to over 600 members, who decided they needed additional professional leadership. Our first Assistant Minister was Angela Herrera, hired in 2010. (See chart below for full listing). Due to her qualities and expertise, she was promoted to Associate Minister and then to Minister.

Assistant Ministers (1986 – present)

<table>
<thead>
<tr>
<th>Name</th>
<th>Arrive</th>
<th>Depart</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angela Herrera</td>
<td>2010</td>
<td>Present</td>
<td>Promoted twice</td>
</tr>
<tr>
<td>Ron Hersom</td>
<td>2008</td>
<td>2011</td>
<td>Called to Florida church</td>
</tr>
<tr>
<td>David Grimm</td>
<td>2003</td>
<td>2005</td>
<td>Resigned</td>
</tr>
<tr>
<td>Jim Zacharias</td>
<td>2002</td>
<td>2004</td>
<td>Resigned</td>
</tr>
<tr>
<td>Joseph Willis</td>
<td>1986</td>
<td>1990</td>
<td>Retired</td>
</tr>
</tbody>
</table>

In 2006, in response to the successful internship of Meredith Garmon in 2003, a single generous member donation allowed the church to initiate its Ministerial Intern Training Program. To date, we have selected, housed, trained, and celebrated the developing careers of eight ministerial interns. See below for full listing.

Ministerial Interns (2006 – present)

<table>
<thead>
<tr>
<th>Name</th>
<th>Arrive</th>
<th>Depart</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daniel Lillie</td>
<td>2016</td>
<td>2017</td>
<td>Internship in progress</td>
</tr>
<tr>
<td>James Galasinski</td>
<td>2015</td>
<td>2016</td>
<td>Ordained by First U; called by UU Church of Canton (NY)</td>
</tr>
<tr>
<td>Bryan Elwood</td>
<td>2013</td>
<td>2014</td>
<td>Returned to Dallas, TX</td>
</tr>
<tr>
<td>Carmen Emerson</td>
<td>2010</td>
<td>2011</td>
<td>Ordained by First U; called to Greater UU Nashville</td>
</tr>
<tr>
<td>Andrew Millard</td>
<td>2008</td>
<td>2009</td>
<td>Called to UU Fellowship of the Peninsula, Newport News, VA</td>
</tr>
<tr>
<td>Antonia Won</td>
<td>2008</td>
<td>2008</td>
<td>Called to UU of Central Oregon, Bend, OR</td>
</tr>
<tr>
<td>Ron Hersom</td>
<td>2006</td>
<td>2007</td>
<td>Ordained by First U; retired</td>
</tr>
<tr>
<td>Meredith Garmon</td>
<td>2003</td>
<td>2003</td>
<td>Community UU at White Plains, NY</td>
</tr>
</tbody>
</table>
Our church home

In 1955, the congregation purchased nearly four acres of property at the corner of Carlisle and Comanche in Albuquerque. The site was on the far edge of this city of 100,000, and they built their first sanctuary there in 1956 using the congregation’s capital pledges.

In 1964, membership growth encouraged the congregation to build a new sanctuary plus other support spaces. They contracted with the now famous modernist architect, Harvey Hoshour, to erect a building that recalled the work of Hoshour’s mentor, Ludwig Mies van der Rohe. The brick, steel, and glass building still serves the 800-member congregation today.

In 2000, due to the growth of our religious education program and the congregation’s commitment to providing child care services to families at risk, the church added a religious education wing. This capital campaign was the first in 26 years. Both capital campaigns were substantial. Christine inspired us to “give more,” which resulted in the new RE Wing; the establishment of the Westside Congregation with seed funds; and the new Sanctuary.

In 2012, a $1.8 million capital campaign supported the addition of a new, and much needed, 9,000 sq. ft. 350-seat sanctuary including support spaces. The congregation’s size had reached 800 and was still growing. The congregation’s pledge for sustainability on the project assisted the design team in its work with the architect, ultimately achieving LEED Platinum status, the first such designation for any church in the state. The church property is now located in the midst of a busy and sprawling city with a population of 900,000.

Church growth

The church’s growth is characterized by periods of plateaued membership – at the 500 level during the 1990’s, then, following a 50% increase membership to 753, we have been about an 800-member congregation since 2008. We are now a large congregation with the capacity for excellence as congregants continue to look for relevance, quality, and choices.
c. Special projects

The projects highlighted below illustrate the breadth and depth of the congregation’s efforts to encourage and enact change in our community, state, nation, and world.

*iMinistry Program and Branch Churches*

First Unitarian members have encouraged the growth of the faith in the state of New Mexico through the use of technology to record and distribute sermons and through the building of three branch ministries. The iMinistry program began in 2005 using donated equipment and funds. Video-recorded sermons are distributed to our remaining branch congregations located in Socorro and Edgewood (East Mountain). This mechanism of sharing each week’s sermon frees the branch lay leaders to focus on ways the message applies to branch members and the local area. In 2009, the church was recognized at the UUA General Assembly meeting as a Breakthrough Congregation due to this innovative use of technology, among other accomplishments.

Podcasted sermons are also available to visitors on the church’s website. The congregation approves funding to fully support our branches and our iMinistry Team.
Ministerial Interns

First Unitarian has had a long and distinguished tradition as a teaching congregation since we began our ministerial intern program. Beginning in 2006, through a single generous member donation, the church initiated its Ministerial Intern Training Program. Most often interns are theological students in the process of completing their ministerial training. Interns and ministerial students are supervised by our Senior Minister, offered additional guidance by our Associate Minister, and supported by a Ministerial Intern Committee. A number of strong UU ministers today first experienced preaching from the First Unitarian pulpit as ministerial interns.

Social Justice Commitments

The Social Justice Council coordinates a number of community outreach and assistance efforts, ranging from a weekly Food Pantry, English as a Second Language, Adult Tutoring, and participation in Project Share (meals for the homeless), to participation in demonstrations such as the National Women's March and Gay Pride Marches. In addition, Change for the Future supports local social justice agencies with the loose change collected during Sunday services, and educates members about the agencies’ work in the area.

In 2004, First Unitarian joined Albuquerque Interfaith, an Industrial Areas Foundation broad-based community organizing effort, which continues to this day.

Immigration and Homelessness

In 2011, the church received a grant from the UUA to study immigration issues. In 2013, thirty members attended General Assembly in Phoenix, Arizona, presenting a workshop and participating in the Witness at the Mariposa County Tent City.

In 2015, the church joined a local coalition, the Family Promise of Albuquerque Interfaith Hospitality Network, and began housing homeless families on a rotational basis with other churches. The program assists the families in achieving and sustaining independence. During the day, children are transported to school and adults are taken to day centers where they can shower, do laundry, get mail, and access to the Internet and phones. Volunteers provide job skills training and assist adults with job and housing searches. Participant families typically spend less than 60 days in these shelters and are provided up to 18 months of follow-up stabilization services.

d. Our Community: Albuquerque NM

Stretching from the foothills of the Sandia Mountains across the Rio Grande Valley, Albuquerque has a unique high-desert beauty and terrific weather, with sunshine more than 300 days a year and moderate temperatures. Albuquerque is an old and culturally diverse city: The interwoven threads of over 300 years of Native American,
Ministerial Search Committee Report

Hispanic/Latino, and Anglo history shape its culture in many ways – most visibly in the Pueblo- and Spanish-inspired architecture – and the tapestry as a whole includes more than 70 different ethnicities from around the world in the 900,000-person metro area.

New Mexico’s religious history and milieu is uniquely formed by the intersection of Native American religions and Catholicism. The beauty of the landscape has also attracted a variety of other faith communities for decades, including Buddhist retreats and monasteries, Islamic and Sikh communities, and the Lama Foundation, an interfaith monastery.

New Mexico’s stunning skies make Albuquerque a perfect home for the annual International Balloon Fiesta, featuring mass ascensions of hundreds of hot-air balloons – an unforgettable sight worth getting up at 5:00 a.m. for. The city is proud of its New Mexican cuisine; newcomers learn quickly their answer to the state question, “Red or green?” (“Christmas” will get you both kinds of chile.) Natural and cultural wonders like Sandia Peak and Petroglyph National Monument are a short drive away.

Albuquerque has challenges as well. New Mexico is a poor state, with high rates of child poverty and a widening income gap. The city struggles with crime and policing. Homelessness is highly visible, and the state has the 2nd-highest rate of teacher turnover in the country.

Despite these challenges, Albuquerque is a unique and vibrant city, with a long history, a diverse culture, natural beauty, friendly people, and a laid-back way of life.
VI. Lay Leadership

Growing into a large congregation challenged First Unitarian. Sunday services were overcrowded, and membership had outpaced our physical capacity. Our governance structure encouraged micromanaging and was inadequate for a large congregation. Members were feeling disconnected. In response, the congregation took many forward-looking steps that engaged and supported the church. Members participated in forums, brought forward innovative and creative ideas, and supported the church financially to make the necessary changes. As a result, the church hired a second minister, improved campus facilities, implemented shared governance models for the church and RE, and adopted 5-year strategic directions.

The table below summarizes different actions that the church has taken to have large congregation infrastructure both in regards to our buildings and our governance structures, ministry, and programs. For the most part, it is the active role of the congregation to make these changes. We are a can-do congregation that, committed, will raise the funds ($200K for Music Futures).

First Unitarian is a large congregation: with 800 members, it is the 11th largest congregation of over 1,000 congregations in the UUA. Membership growth has not been a goal at First Unitarian, but we have certainly evolved to a large, vibrant, invigorated congregation.

<table>
<thead>
<tr>
<th>Year</th>
<th>Area</th>
<th>Covered</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>10-Year Campus Master Plan</td>
<td>2009 - 2019</td>
<td>New sanctuary built in 2013 when membership was 753; old sanctuary converted into larger Social Hall. Campus could support 1000 members.</td>
</tr>
<tr>
<td>2014</td>
<td>5-Year Strategic Directions</td>
<td>2015 - 2019</td>
<td>Strategic plan focuses on social justice, volunteer development, religious education, social bonds, communication technology, and volunteer development.</td>
</tr>
<tr>
<td>2014</td>
<td>Music Futures</td>
<td>2015 - 2018</td>
<td>Survey supported hiring a Director of Music; $200K in 3-year pledges raised for expanded program.</td>
</tr>
</tbody>
</table>
Ministerial Search Committee Report

In the 1990’s, membership plateaued at 500. A campus master plan was created in 1997 when we had 550 members. As a result, the RE building and offices were built in 2000. That plan became inadequate fairly quickly when the church experienced a 50% spurt in membership to the 800 level in the 2010’s.

We were not ready to be a large congregation. A third service was added temporarily. Parking was inadequate. We had to do something. The congregation participated in the development of a 10-Year Master Plan for the campus. A major decision in that process was to stay at our current location. The Plan concluded that our campus could serve up to 1,000 members.

Phase I of the 10-Year Master Plan was mainly building the new sanctuary. Construction bids were higher than hoped. We needed another $250,000 in pledges to have a project that met our needs. Our senior minister held a Sunday service called “Miracle Sunday.” If we did not raise the funds, we would have to delay the project. $300,00 was raised!

Phase I of the plan implementation was the building of a new sanctuary, which included a family room, AV equipment, bathrooms, foyer, and ministerial prep room.

For many years, La Puerta Day Care Center was a facility renter during the week, limiting our utilization of that space primarily to Sundays. The Center outgrew the space and found another location in 2013. This enabled the church to utilize the facilities full time. The facility was upgraded and is now used by not only RE but also other church programs such as Adult ESL and After-School Tutoring.

The new sanctuary was dedicated in 2013. Moving our beloved 5,000-piece mural from the old sanctuary (now Social Hall) to the new sanctuary was a major challenge. We had more space overall – but what did the church want programmatically?

a. Five-year strategic directions

Following the addition of the new sanctuary, the congregation took on another large project: determining the future directions of the Church by creating a five-year strategic plan in 2015. Smaller-scale changes were recommended that could improve our church without involving a major capital campaign. The Strategic Directions recommendation had two focuses: program focus and foundational focuses.

Program Focus

- **Religious Education**: Supporting the faith development of youth and adults and nurturing their bond to the UU faith through RE programs.
- **Social Bonds**: Enriching the opportunities for meaningful personal connections within a large church.
- **Social Justice**: Taking action in the broader community to make the world better.
Foundational Focus

- **Communication Technology**: Using our gift for technology and innovation to extend the benefits of our congregation to others.
- **Volunteer Development**: Being more intentional about leadership succession within the church, both in terms of generational transitions, and in skill development to help support all groups to be more effective in their work.

The Board provides regular updates and progress reports regarding the implementation of these strategies.

**b. Church’s government structure**

First Unitarian is a self-governing, democratic congregation of our members governed by congregational by-laws. The elected Board of Directors represents the congregation and conducts the business of the congregation, subject to the authority granted under our Bylaws. The Board governs through Board policies and acts on behalf of the congregation’s mission. The Senior Minister serves as our spiritual, programmatic, and administrative leader.

The congregation elects members to serve on Standing Committees, including:

- Leadership Succession Committee (7 members): Nominates candidates for congregationally elected Standing Committee positions and the Ministerial Search Committee members.
- Finance Review Committee (3 members): Conducts reviews of the Church’s financial health and related policies and procedures, and provides a report to the congregation at its January annual meeting.
- Endowment Committee (5 members): Oversees distributions from the Endowment Fund, and encourages and accepts gifts to the Fund.
- Board of Directors (11 members): Is responsible for the church’s strategic planning and direction; operations and policy development; finance and budgeting; risk management; by-law review; and ministry goal-setting and review.

The Board forms, establishes a charge for, and oversees these committees on behalf of the Congregation:

- Building and Grounds Committee (5 members): Anticipates and evaluates the need for maintenance and improvement projects that are beyond the scope of the Facilities Manager.
- Finance Committee (5 members): Serves as the Board’s experts on the church’s financial condition, on the soundness of budget preparation, and on the ongoing financial condition of the church.
- Healthy Community Committee (5 members): Creates and oversees implementation of the church’s Safe Congregation policies to protect vulnerable persons in our community from abuse.
• Membership Committee (5 members): Welcomes visitors, initiates or assists with programs to increase membership, develops individual member involvement, and responds to needs of new members as they become involved in the congregation.
• Personnel Committee (3 members): Assists the Board in its oversight of the congregation’s personnel matters.
• Radical Generosity (stewardship) Committee (7 members): Designs and conducts a campaign to educate the congregation about the church’s funding needs each year, as determined by the Board and, organizes the annual stewardship (congregational giving) function.

c. Shared governance

The Board establishes goals, adopts policies, and delegates authority to the Senior Minister for the operations and programs of the church. The Senior Minister serves as head of staff. The management of church operations is shared between staff through the Senior Minister and the Board, with areas of responsibility changing from time to time by mutual agreement. Our shared governance structure is illustrated in the organization chart below. This depicts the governance roles of the congregation and the Board, as well as the church’s program and its ministry programs.
VII. Religious Education Programs

a. Children and Youth

Our 2015 Strategic Plan (2015-2019) affirmed the congregation’s belief that religious education is one of the most important things we do as a church. This was re-affirmed by overwhelming support for RE programs expressed in the four RE-related small group meetings and responses to the Congregation Survey. In the open-ended questions in the Survey, RE was mentioned nearly 80 times in statements such as: “support of lifelong religious education/exploration,” “provide a dynamic RE program for all ages,” “grow RE opportunities.”

Overall, survey respondents felt that greater diversity is needed in all forms including attracting more young people and families. Others felt that youth and young adults want to “feel valued in our Church so that they want to continue being part of us.” An active RE program prepares our next generation’s UUs.

b. Strategic Plan and RE

Strategic Plan recommendations included: building up the staff and volunteer capacity; tailor RE program to meet the needs of 21st-century families; strengthen connections between the sanctuary and the RE program, and improve communications. Many have been implemented, resulting in a stronger, invigorated RE program.

c. RE Council

The RE Council is responsible for organizing, promoting, and supervising the religious education program for children and youth. The RE Staff collaborates with the RE Council concerning issues of policy and direction of the RE program, and operates as a working group providing lay leadership to the Church’s RE programs. Last year was the first full year of shared leadership with RE Council members, each holding a portfolio in support of the Director of Religious Education. They are Curriculum Lead, Community Connections, Recruitment, Program Evaluation, UU Kids Camp, RE Buildings and Grounds, and OWL. This has been an effective RE leadership model that other UU RE programs have inquired about.

d. RE Council participation in the search process

The RE Council participated in a small-group meeting with the Search Committee. Comments from the Council include:

- More younger families coming to RE, averaging 3 new families visiting each Sunday
- How to bring the curriculum to the 21st century through technology; example, develop an electronic game around our UU faith
- Considering reactivating mentoring program pairing youth with an adult
- Have more children at 9:30a service; no 9:30a service for mid-high because youth do not come in earlier
In the past, La Amikoj was at 9:30 am and had social built into program; could OWL be held at 9:30 am?

Current Youth Program Coordinator has only 10 hours weekly; need more hours; increase hours for Administrative Assistant to expand responsibilities

Difficult to recruit and train Youth Advisors

e. Children and youth

Through religious education programs and the inclusion of children in worship, social justice work, and multigenerational gatherings, we nurture truth-seeking, spirituality, and progressive moral values that will support children and youth as they grow. The RE program is a cooperative community, planned and organized by staff but led by parents. Each family registering children or youth in our programs is required to provide at least 16 volunteer hours.

Children’s programming usually occurs on Sunday mornings. The church has a nursery for babies and toddlers during worship, and offers age-specific programs from preschool on up. Our religious education program combines story, song, art, movement, discussion, and play in order to engage children with many learning styles and activity levels.

Youth RE programs aim to grow people who know themselves and are valued for who they are. Programs build social confidence, personal and religious identity, and friendship bonds that cross generations and last into the high-school years and beyond. Youth programs include Mid-High (6th & 7th grades), 8th-grade Coming of Age, and La Amikoj (9th to 12th grades).

f. Our Whole Lives (OWL)

This UUA-developed human-sexuality education program, known by its acronym OWL, is offered for our Church’s young people in four courses: kindergarten and 1st grade (parents and children), 4th-5th grades, 7th – 8th grades, and 9th – 12th grades. The program’s goals are developmentally appropriate for each age level. Volunteer trainers are trained by UUA.

g. UU Kids Camp

UU Kids Camp is a week-long, overnight summer camp for 3rd graders to high-school seniors in an environment centered on UU values. The Camp is held at the Sacramento Methodist Assembly camp in Sacramento, NM. For the last 25 years, the Camp has operated separately from the church and was coordinated by church volunteers, who are now retiring. As a result, the leadership for Camp will now be the RE Department under the guidance of the Director of Religious Education; it will be a part of the First U operating budget, and camp staff will be First U staff.
h. Registration and attendance numbers

Last year, 162 children registered in RE, plus 46 unregistered children attended. The RE program is supported through 59 volunteers, 13 paid child-care workers, and 4 staff. Attendance for the year for first service totaled 1,152, and for the second service totaled 1,875. OWL and Coming of Age individual attendance for the year equaled 338. Total RE child attendance was 3,365 individual occurrences. Adult participation in children’s RE totaled 1,258.

i. Significant RE events

- The UUA’s Religious Education Credentialing Program accepted Mia Noren, our Director of Religious Education (DRE), in January 2017. The program entails several days-long trainings, extensive study, and mentorship. The church continues its efforts to build up staff capacity, overall quality of RE, and staff retention.
- Our DRE has developed a regional collaboration with DREs in New Mexico.
- Teachers operate in teaching teams, part of a strategy to not only support volunteers and build up their capacity, but also to increase the sense of community in RE by bringing people together.
- Children’s chapel continues monthly, with leadership rotating among ministers and DRE, and support from the Director of Music.
- The third annual minister-led, family-centered Worship in the Wilderness will take place next summer.
- A children’s table in the back of the sanctuary, a well-equipped family room with a live video/audio relay of worship, and regular family-friendly announcements from the pulpit continue to nurture the connection between RE and the sanctuary.
- Our annual RE BBQ in May was a big success—families, staff, and all volunteers were invited and volunteers were honored. We began having a monthly RE Family Picnic as an informal gathering, and that has been successful at building community. We had an RE Pool Party in June, which was attended by 80. A new family group was formed—Ohana joins the Mapalos and Mindful Parenting.
- RE is working with the Buildings & Grounds Committee on playground improvements, including two picnic tables and two benches permanently installed. Playground area security issues are being addressed and fencing will be increased to 8’ high.
- Significant refurbishing is planned for the La Amikoj, Wesson, and Arnold Rooms. Survey respondents expressed concerns about the current conditions of these rooms, where a number of youth programs are held.

j. Mid-high and youth participation in search process

The Search Committee met with the Mid-High and La Amikoj youth to discuss their dreams and challenges facing First U. Some of their responses were:

- Would like to have the ministers in class with us occasionally and get to know us
better.

- Embrace diversity: engage youth of color, encourage hiring diversity, connect youth to church.
- Going to Cons, the involvement of the other churches with each other builds a sense of unity that I don’t see here.
- A closer-knit community would be nice; closer within groups and closer ties between groups.
- Mid-high and La Amikoj work together more, and work more with RE.
- A minister that encourages me to be involved, and that helps me be involved
- Ministers stopping by and participating in La Amikoj
- Genuinely caring about what I have to say

The following are comments made about children, youth, and RE-related programs from Congregation Survey open-ended questions:

- Need larger community involvement in children’s programs, allowing parents time to participate in worship rather than just assist in RE
- See more intergenerational interaction
- Need more integration of youth/children into congregation
- Improve RE buildings
- Increase children’s involvement in services
- Religious Education is on an upward trajectory that is important to the future strength of the church; Strong improvements in RE programs; caring RE staff
- The most involved families I saw growing up are the ones whose kids stuck around through youth and young adulthood
- Challenges
  - Clearly the silvering of the congregation is a challenge and we need the vitality of new families and kids
  - Difficulty finding enough volunteers to sustain RE program
  - Building new and diverse membership, particularly amongst younger people. I'm a "young adult," and I believe UU values have a lot to offer other young adults who may not identify with more traditional, spiritually focused faith communities.
  - Are we able to see what we can provide to young adults that will make this congregation vital to their lives?
  - How do we keep the RE and family involvement momentum going?

k. Adult RE

RE programs for adults provide opportunities to broaden and deepen intellectually, socially, ethically, and spiritually. From workshops to community service, covenant groups to discussion groups, meditation to music, all in the context of a supportive spiritual community. There are a variety of opportunities for adults to learn more about Unitarian Universalism beyond our Sunday services.

The Self-Directed Aging group emerged from a book discussion with topics on ageing at
home, compassionate dying, legal documents to prepare, etc. Socially zip code groups and studies of Village to Village—in support of aging at home—are occurring in 3-4 areas of the metro led by First UU members. Explorations sessions focus on UU history and theology, ethics and morality, spiritual practices, and topics from world religions and religious/ethical responses to social justice issues.

Survey results show a wide range of familiarity with, and interest in, adult education. The need for a “rigorous and active” adult education program was mentioned. Often mentioned was the need for more programs for young adults. Suggested programs included building your own theology, self-improvement, spiritual programs, and social justice themes. Holding programs at times convenient for working adults was urged. Many group discussions occur during worship times, creating a conflict.

- Maintain an increase membership opportunity for adult education at times other than during the church service.
- Expand adult spiritual development opportunities for our members and beyond.
- Increase the offering of Sunday morning activities for adults. There are presently too few options for group discussions, and they are too often held at the same time as the early service, creating a conflict.
- Have programs for working adults.

1. Young adult ministry

Young UU Adults of Albuquerque is a group for members of the First Unitarian community aged 18-35+ to share, live, grow, and love together. YUUAA typically meets twice per month for sermon discussions, game nights, potlucks, and other adventures. The Search Committee met with the Young Adult Ministry Group. Aspirations and challenges expressed by participants include:

- Get out of the Unitarian bubble -- have more visibility in the city.
- Using the camp model, it would be nice to have some sort of retreat space -- e.g. a cabin in the wilderness, or some other permanent location for nature-minded UUs to rent or have available.
- Have more adult education programs, including adult OWL.
- Maintain what we’ve got going -- recognize and build on our current music programs, children’s religious education, and membership development programs.
- We want a minister that inspires resilience and makes us recognize and utilize our own strength, particularly in these difficult times.
- Also, one who inspires hope, and encourages us to find and travel our own path out of despair.
- To encourage these outcomes:
  - Connect the church to the city at large with a non-proselytizing outreach
  - Sermons with specific calls to action
  - A minister who shows more than she tells

Comments made in the open-ended survey questions were:

- How are we inviting and encouraging youth, young adults, and working families to take a larger role in the UU tradition?
Ministerial Search Committee Report

- Enhance participation by young adults.
- I LOVE our vibrant RE programs! I love the youth programs, as well as the various programs reaching out to young adults. I’m proud of these things. While I don’t participate in covenant groups, I know that they are proving very meaningful for so many in our congregation, as do the adult RE programs.
- Help grow and strengthen the Church’s support of youth and young adults
- Need more involvement with and by young adults.
- I’d love to see a strengthened Young Adult community as well as more awareness.
- How are we inviting and encouraging youth, young adults, and working families to take a larger role in the UU tradition?
- Need to continue to develop youth and younger adult leadership.
VIII. Our Music

The mission of the music program at First Unitarian is “to inspire and support worship through high quality music in a variety of styles, encourage members to participate in congregational music, and build connections with the wider community through music.”

The program has seen tremendous growth in the last 15 months, beginning with the hiring of Susan Peck as Music Director in January of 2016. In that time the Chalice Singers choir has expanded from 30 to 48 members and taken on ambitious projects like the Missa Gaia Earth Mass.

Susan leads the congregation in learning new songs, leading to much faster mastery, and plays in the Spare Parts church contemporary band, which provides music in service once a month. Guest musicians and piano accompanist Amy Woolley round out the Sunday music program. Opportunities to coordinate more music with our children’s RE are being explored. Other endeavors include a pastoral-care choir launched in March of 2016, a monthly meditative singing service, and a monthly open mic/coffee house concert with local singer-songwriter Gwendy Joysen as community outreach and a fundraising opportunity for the choir.

The church’s program of visiting musicians was high supported by respondents. 74% considered visiting musicians as very or extremely important.

Survey comments from congregants indicate excitement about the growing music program, specifically mentioning our “terrific” new music director and the “advancement” in the “fabulous,” “strong” music program that has “increased a sense of belonging.” Several people mentioned enjoying the coordination of music with sermon topic. There were some suggestions for changes or improvements as well: Some congregants would like more “familiar” or “singable” music; not everyone enjoys the more contemporary music style; and there were a couple of suggestions for an “African-American choir.”
IX. Our Profile in Numbers


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<thead>
<tr>
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<tr>
<td>Membership</td>
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<tr>
<td>Annual Census</td>
<td>801</td>
<td>790</td>
<td>782</td>
<td>796</td>
<td>804</td>
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<tr>
<td>Attendance</td>
<td></td>
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<td>Average Sunday</td>
<td>487</td>
<td>480</td>
<td>472</td>
<td>467</td>
<td>434</td>
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<td>Enrollment</td>
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<td></td>
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<tr>
<td>Child/Youth</td>
<td>180</td>
<td>162</td>
<td>139</td>
<td>140</td>
<td>142</td>
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<tr>
<td>Attendance</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Child/Youth</td>
<td>279</td>
<td>250</td>
<td>307</td>
<td>281</td>
<td>234</td>
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<tr>
<td>Pledging</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Units</td>
<td>509</td>
<td>470</td>
<td>449</td>
<td>457</td>
<td>434</td>
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<tr>
<td>Pledging</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Operating $</td>
<td>$685,582</td>
<td>$658,438</td>
<td>$633,421</td>
<td>$605,230</td>
<td>$563,231</td>
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b. Sources of operating income (2012 – 2016)

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<th></th>
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</thead>
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<tr>
<td>Operating Pledges</td>
<td>$685,245</td>
<td>$658,388</td>
<td>$631,989</td>
<td>$605,230</td>
<td>$563,231</td>
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<td>Non-Pledge Gifts</td>
<td>$63,578</td>
<td>$57,826</td>
<td>$106,679</td>
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<td>Rentals</td>
<td>$28,654</td>
<td>$32,785</td>
<td>$20,140</td>
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<td>Designated Funds</td>
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<td>$26,540</td>
<td>$29,756</td>
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<td>Endowment</td>
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<td>$11,223</td>
<td>$10,430</td>
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<td>Other</td>
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<td>$658,438</td>
<td>$5,046</td>
<td>$5,089</td>
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<td>TOTAL</td>
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<td>$802,408</td>
<td>$804,040</td>
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c. Major financial support

<table>
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<tr>
<th>Ten Largest Pledges Received in 2016</th>
<th>Percent of All Pledges</th>
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<tr>
<td>1 $24,000</td>
<td>3.50%</td>
</tr>
<tr>
<td>2 $11,649</td>
<td>1.70%</td>
</tr>
<tr>
<td>3 $11,200</td>
<td>1.60%</td>
</tr>
<tr>
<td>4 $11,200</td>
<td>1.60%</td>
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<tr>
<td>5 $11,040</td>
<td>1.60%</td>
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<tr>
<td>6 $9,000</td>
<td>1.30%</td>
</tr>
<tr>
<td>7 $9,000</td>
<td>1.30%</td>
</tr>
<tr>
<td>8 $8,820</td>
<td>1.30%</td>
</tr>
<tr>
<td>9 $8,800</td>
<td>1.30%</td>
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<tr>
<td>10 $8,700</td>
<td>1.30%</td>
</tr>
<tr>
<td>$113,409</td>
<td>16.60%</td>
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</table>


Start Date: January 2011
End Date: December
Pledge Payments: $1,760,756
Gifts: $3,544
TOTAL DONATIONS: 1,764,300

Bank Cash: $550,000
Member Loans: $134,000
TOTAL BORROWING: $684,000
### d. Operating expenses (2012 – 2016)

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<tbody>
<tr>
<td><strong>Staff Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Ministers’ salary and benefits</td>
<td>$241,331</td>
<td>$224,611</td>
<td>$218,256</td>
<td>$217,554</td>
<td>$208,423</td>
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<td>Staff salary and benefits</td>
<td>$388,878</td>
<td>$349,631</td>
<td>$369,359</td>
<td>$320,904</td>
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<td><strong>Total</strong></td>
<td>$630,209</td>
<td>$574,242</td>
<td>$587,615</td>
<td>$538,458</td>
<td>$494,586</td>
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<td><strong>Administrative Expenses</strong></td>
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<td>Office</td>
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<td>$28,140</td>
<td>$25,660</td>
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<td>$30,000</td>
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<td>Utilities</td>
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<td>$38,481</td>
<td>$42,667</td>
<td>$37,117</td>
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<td>Physical Plant</td>
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<td>$26,843</td>
<td>$21,146</td>
<td>$25,761</td>
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<td><strong>Total</strong></td>
<td>$99,572</td>
<td>$93,465</td>
<td>$89,473</td>
<td>$91,623</td>
<td>$87,640</td>
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<td><strong>Program Expenses</strong></td>
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<td>Religious Education</td>
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<td>$7,483</td>
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<td>$4,665</td>
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<td>Music Program</td>
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<td>$10,628</td>
<td>$8,669</td>
<td>$8,122</td>
<td>$11,275</td>
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<td>Sunday Services</td>
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<td>$3,673</td>
<td>$4,104</td>
<td>$6,402</td>
<td>$5,417</td>
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<td>Councils and Committees</td>
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<td>$6,566</td>
<td>$4,709</td>
<td>$4,455</td>
<td>$2,761</td>
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<td>Branches</td>
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<td>$8,164</td>
<td>$8,502</td>
<td>$7,941</td>
<td>$9,575</td>
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<td><strong>Total</strong></td>
<td>$29,873</td>
<td>$36,514</td>
<td>$28,017</td>
<td>$31,739</td>
<td>$33,693</td>
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<tr>
<td><strong>Other Operating Expense</strong></td>
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<td></td>
<td></td>
<td></td>
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<td>Rental Program</td>
<td>$7,270</td>
<td>$6,748</td>
<td>$268</td>
<td>$0</td>
<td>$0</td>
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<td>Miscellaneous</td>
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<td>$18,392</td>
<td>$16,172</td>
<td>$12,527</td>
<td>$9,778</td>
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<tr>
<td><strong>Total</strong></td>
<td>$26,541</td>
<td>$25,139</td>
<td>$16,441</td>
<td>$12,527</td>
<td>$9,778</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSE OPERATING</strong></td>
<td>$786,195</td>
<td>$729,360</td>
<td>$721,545</td>
<td>$674,347</td>
<td>$695,139</td>
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</table>

| **Applications of Operating** |       |       |       |       |       |
| Denomination Commitments    | $25,687 | $24,239 | $41,084 | $47,380 |       |
| Mortgage Payments            | $37,315 | $30,639 | $30,000 | $30,000 |       |
| **TOTAL CASH OUTLAYS**       | $849,197 | $784,238 | $792,629 | $751,727 |       |
X. Condition of Campus Facilities

The First U campus encompasses over 3½ acres of land and a number of buildings totaling over 30,000 square feet of space. This includes the Arnold/Wesson rooms and Memorial Hall constructed in the 1950s, the Social Hall built in the 1960s, the Office and RE Buildings in the 1990s, and a recently constructed Sanctuary of almost 9,000 square feet. The Sanctuary received LEED Platinum rating by the U.S. Green Building Council.

The campus hosts a wide variety of diverse activities: In 2015 the buildings accommodated approximately 3,251 activities (an average of 9 per day) plus office facilities housing the church staff. The church is blessed with a cadre of individuals dedicated to maintaining the existing facilities and looking to the future. The individuals dedicated to the operation and upkeep of the campus include:

- Director of Finance and Operations
- Facilities Manager assisted by two part-time Custodians
- Landscape Committee
- Volunteers from the RE community
- Buildings and Grounds Committee

The Buildings and Grounds Committee has actively monitored the condition of the campus for the past two years. Three lists of projects have been maintained: (1) proposed improvement projects, (2) maintenance projects, and (3) completed projects. Recently completed projects and projects underway include improved lighting in parking areas, fence repair/replacement, refurbishing of the La Amikoj, Wesson, and Arnold (LWA) wing, and reconfiguration of office space.

The continued growth of the church’s membership and activities has necessitated continued attention to the campus infrastructure. In addition, the forward-looking and expansive nature of the congregation has precipitated a substantial number of “nice to have” ideas and projects. However, only one of the current projects (addressing the uneven concrete in the memorial garden) is considered urgent. Plans for addressing this modest project are currently being developed by the B&G Committee.
Appendix 1: Overview of Data Collection Process

The Ministerial Search Committee was formed by the Congregation to conduct a discernment process for nominating a new Senior Minister and to consider Angela Herrera as an internal candidate. Through the discernment process, the Search Committee was to assess the church’s strengths, challenges, and future directions as a foundation for this selection. The congregation identified the qualities, interests, and traits they congregation sought in our next Senior Minister.

Opportunities were created for congregation input into the process. This included the Congregation Survey and 12 small-group meetings, including two Town Hall meetings. This appendix includes the results of the Congregation Survey and the outcomes of the numerous small-group meetings.

The Congregation Survey was constructed using a template from the UUA modified to fit First Unitarian Church as a large congregation. The Survey consisted of 36 questions, eight of which were open-ended narrative questions. Several weeks were spent editing survey questions and response selections. The Survey was organized into the following areas:

- Your spiritual beliefs and attitudes (3 questions)
- Your views on ministry (7 questions)
- Your views on worship services (3 questions)
- Your part in congregational and denominational activities (7 questions)
- About you -- and us (16 questions)
- What you would like our Ministerial Search Committee to consider? (1 question)

Survey Monkey was used to conduct the survey. Survey period was February 23 – March 13, 2017. During this time, several methods were used to promote opportunities to participate and to encourage a meaningful response rate:

- The February 25th Order of Service included a Ministerial Transition insert, which detailed the schedule of discernment activities and provided the URL link to the Survey.
- Members of the Search Committee staffers an informational display about the discernment process during both services on three Sundays during this period, providing the URL to the survey and paper surveys as well.
- One Announcement and 2 Leadership Moments were made from the pulpit over a four-week period.
- 12 small-group meetings and 2 Town Halls were conducted.

The survey URL was distributed via the UUABQ e-Broadsheet and posted on the UUABQ webpage, and the QR scan code was placed in the Social Hall and on the Order of Service during the three-week period.
The active engagement of the congregation is reflected in the level of participation in the Survey and group meetings:

- Members as of January 1, 2017: 801
- Responses to survey: 445 (56% of membership)
- Participants in group meetings: 120

The open-ended questions resulted in 2,146 responses, which are broken down by question in the table below.

**Response Rate to Open-ended Questions**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answered</th>
<th>Skipped</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q7. What qualities (professional skills/expertise and personal) should our next minister possess? What is your profile for our hoped-for minister?</td>
<td>302</td>
<td>141</td>
<td>443</td>
</tr>
<tr>
<td>Q8: What achievements will make you say, &quot;I'm glad the minister is among us?&quot;</td>
<td>299</td>
<td>144</td>
<td>443</td>
</tr>
<tr>
<td>Q9: Describe the worst mistake that our new senior minister could make.</td>
<td>300</td>
<td>143</td>
<td>443</td>
</tr>
<tr>
<td>Q10: Do you have any unstated expectations about the minister's family and personal life?</td>
<td>283</td>
<td>160</td>
<td>443</td>
</tr>
<tr>
<td>Q18: Five years from now, what do you want to see that we have done within our congregation and our branches, and in our larger community?</td>
<td>269</td>
<td>174</td>
<td>443</td>
</tr>
<tr>
<td>Q19: What current strengths does our congregation possess that you would like to either see maintained or developed in the immediate future?</td>
<td>267</td>
<td>176</td>
<td>443</td>
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<tr>
<td>Q20: What current church challenges concern you? What challenges are likely to be pressing in five years?</td>
<td>263</td>
<td>180</td>
<td>443</td>
</tr>
<tr>
<td>Q36: Are there any special issues that you would like our Ministerial Search committee to consider?</td>
<td>163</td>
<td>280</td>
<td>443</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td>2,146</td>
<td>1,398</td>
<td>3,544</td>
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Appendix 2: Notes from small group meetings

a) Board input into Senior Minister discernment process

February 21, 2017
Notetaker: Geri Knoebel
11 attended meeting

Questions
- What are your dreams for First Unitarian over the next 5 to 10 years
- What challenges do you think the Church faces or will face?

Triple-balk! Minister internship program is a First Unitarian legacy

Dreams
- Make Member Development staff position full time; social bonds
- Stronger music ministry –
  - choir great in every service; integrate with community and the service
  - form a multigenerational handbell choir
- Stronger bonds with the community
  - social justice
  - become a sanctuary church
- Make UU Kids Camp a part of the First U operating budget and camp staff become First U staff
- Have a ‘close-by’ nature retreat (purchase property?); short retreats, workshop
- Re-energize Westside UU; community large enough to support two churches
- Continue being environmental leader
- Example Tulsa UU joined forces with an Afro-American Church; example for us – should we have a Spanish-speaking service?

Minister roles active in social justice; fearless pursuit of racial diversity; thinks outside of box; good preacher; effective Head of Staff;

Challenges
- Provide adequate compensation for Senior Minister in a large congregation
- Fulfill 10-year Campus Capital Master Plan; Provide sufficient campus space and adequate parking
- The Church needs to be comfortable with technology and have a “virtual real time presence”; people get information differently today; make specific to audience
- Need more staff; add a financial development director staff position
- Our future is RE; ministers need to be engaged with RE and Camp
- General UU message needs to be more well known
- Promote legacy giving – needs more visibility
- Visit branches more often; start more?
• Maintain a LGBT presence

b) Mid-high
2/26/2017
Notetaker: James Probasco
8 attended

1. Imagining five years into the future, what would make you proud of First Unitarian’s involvement in our wider community?
   • Being involved in women’s rights, LGBT rights, and immigrant rights.
   • Helping different communities, like with Roadrunner Food Bank, the Gay Pride Parade, etc.
   • In addition to going out and helping places, maybe we could raise money for places like that and for helping animals, like helping in shelters and helping raise money for them.
   • Helping homeless families and helping them find education.

2. What are your dreams for First Unitarian’s worship services, social and activity groups, and other elements of congregational life?
   • Remain free of religious dogma where you have to believe a certain thing.
   • With OWL, more people should get involved with that and people don’t always show up and that makes other people sad.
   • It is awkward for kids to be forced to go to OWL and some kids might like to have all girls together and all boys together because it would be less awkward, especially in 4-5 and up.
   • There were different opinions on whether kids should be forced by their parents to take OWL and whether they learned anything from it.
   • It would be cool if the whole congregation could get out there and go more things and get involved, even spending congregation time with that where we all go do something together.
   • The field trip to Roadrunner was enjoyable and they would like to do it more.
   • Some kids are also interested in helping with the younger kids.
   • Animal Advocates or Critter Club grew at some point but is now small again and there is a suggestion to recruit both kids and adults to participate. Discussion about how to get more kids more interested and involved in the church and activities.
   • One idea was to have more activities, such as volunteer activities, that families could do together and all levels of the kids can do together. Other kids weren’t sure the ages would mix well and expressed concern that the younger kids might be afraid of the older kids.
   • Several kids were interested in having the older kids’ choir return and have interaction with younger and older kids.

3. What sort of person do you want your minister to help you to be? What could she or he do to encourage that outcome?
   • Encourage us to be ourselves and not who other people want us to be and give us support in doing that.
Ministerial Search Committee Report

- Would like to have the ministers in class with us occasionally and get to know us better.
- Maybe once a month, could visit a classroom so s/he spends time with each class at least once per year. Another idea is to combine two groups so s/he could get to know more of the kids at once.
- Learn how to be a more accepting person and not judge others and for the ministers to teach by example.
- A suggestion was made to separate fourth and fifth grade because the maturity level is really different. Perhaps the groups could somehow be separated by maturity rather than grade level.
- It is very important that the kids feel comfortable in the classes. A suggestion was made that kids should be able to go into a different grade level if they have friends in that grade level.
- It was pointed out that most people feel like they are more mature than they actually are, they could self-select different activities at different levels based on their interests and people could rotate through the activities if they wanted to. Suggested topic included religion, politics, or acceptance / equality. There was disagreement with this idea because people might not get to know new people or people different than themselves.
- The kids were glad to hear that everyone in the church gets a say in this process. It is democratic and consistent with our values.

c) Social Justice Council
Group Discussion: 5 People in Attendance
March 2, 2017
John Kwait

1) Imagining five years into the future, what would make you proud of First Unitarian’s involvement in the wider community?
   - More publicity on what SJ does in the larger community. Letting the wider community know what we do and who we are.
   - 10% more diversity in the church (people of color).
   - Church newsletter has articles written by church members on SJ topics and other committees work.
   - Church is financially stable and on a good footing.

2) What are your dreams of First Unitarian’s worship services, social and activity groups, and the other elements of church life?
   - More community after the services
   - All church retreat (use to do this a long time ago).
   - Church Picnic at park (fun games laughter).
   - We have lost connections and community with our growth.
   - More Forums and Explorations.
Ministerial Search Committee Report

- Like the worship services the way they are.
- Have day trip events i.e. museums talks, concerts etc. to build community.
- Church Directory with pictures of members to be able to put a name to a face.
- Worship service with humor balanced with morals and social justice.
- Increase in Lay ministry.

3) What sort of person do you want your minister to help you to be? What could she or he do to encourage that outcomes?

- Be more aware of what is going on in the world.
- Minister would make me think and inspire me to do more in the world.

d) First U staff
February 28, 2017
Notetaker: Tyler Mason and John Kwiat
14 staff

SUMMARY OF CHARACTERISTICS AND QUALITIES OF HEAD OF STAFF

Senior Minister is spiritual leader of congregation and leader (Head of Staff) of the institution, dual roles. Institution is underfunded; congregation has a wealth of gifts and talents to draw upon. Head of Staff should build relationships, develop leadership, empower staff and volunteers, engage congregation in programs and community, and provide strong vision. Qualities include clarity of communications, being cooperative, encouraging, inspiring, trusting, able to delegate and monitor, innovative, able to train, has a forward-looking vision, collaborative, adaptable to change, challenges staff to grow, supports a managerial culture.

Issues Identified: Need a Volunteer Coordinator; clarity of communications between staff and congregation and community.

DETAILED NOTES

- RE: strong programs, facilities a challenge. Should have 400 in programs. Staff and volunteer support. Active engagement, not isolated. 60 volunteers.
- Facilities: behind in upkeep, need vision. Long range planning skills.
- Membership: competent staff; Head of Staff to be cooperative, encouraging, inspiring, trusting, no micromanagement. Strong vision and inspiration. Delegates, but able to pull in reins and stay on track. Growth, need more staff? Need a Volunteer Coordinator.

- Fund Raising: engaged members give more. Collaboration. Not afraid to talk about money. Able to train, encourage; innovator.
• Publicity: Communicate. Social media, FU Conceptual more identity, software. Collaborative, engage, vision.
• Youth: Adaptability to change, forward looking, avoid reaction. Embrace diversity; engage youth of color, encourage hiring diversity, connect youth to church.
• Admin: delegation, volunteerism base is aging out, program leaders. Rental income important opportunity. Fully booked facilities. Community resource.
• General: supportive, challenges staff to grow, respects limitations, delegate, supports supervisors, managerial culture. Communication clarity, channels are identified but functional roles differ from the organization chart. Confusing for programs and volunteers, who coordinates, who leads? Variety of communication, but inconsistent quality. Technology can be overwhelming.
• Dan: vision-focused, how community is served (all of Albuquerque). Senior Minister is spiritual leader and institution leader. Leadership development, empower, draw on gifts and talents, relational and building relationships.
• Finance: church is underfunded, no slack, scarcity mode, lead with trade-offs; compensation not quite to UUA guidelines, Fair Share below guidelines. Power of volunteers.
• The minister needs to have a broad view of all the programs and be able to mediate between the programs.
• Needs to trust staff.
• Innovation in all areas especially fundraising and technology for communication and engagement.
• Needs to believe in all programs.
• Support leadership development.

e) Town Hall meeting 1
Facilitator: Mikaela Renz-Whitmore
Notetaker: Kristin Satterlee
March 4, 2017
6 attended

1. Imagining five years into the future, what would make you proud of First Unitarian’s involvement in our wider community?

Music & Art
Put more songs/words on the screen
Events that bring others to our church (Music coffee hours, concerts, etc.)

Religious Tolerance & Collaboration
Continued interfaith work

Political Engagement on Issues (outward facing)
Voice in police policy
Influence in city government
Support members in dealing with political strife going forward
Be a progressive voice
World peace

Outreach & Services
Ministerial Search Committee Report

- Support marginalized people locally
- Helping with homelessness
- Helping immigrants
- ESL / Tutoring - Adding programs
- Supporting minority groups underrepresented
- Outreach to at-risk communities

**Web of Life / Interconnectedness**
- Worth of all beings, not just people
- Animal advocacy
- Green gardening

**Congregational Culture & Hospitality**
- Happiness and joy
- Warm welcome / openness
- Inner peace
- Diversity - more other races and nationalities (Hispanic but also Japanese, Chinese, etc.)

**Our Brand = Social Justice**
- Social justice
- Be a sanctuary
- Name recognition for social justice

2. What are your dreams for First Unitarian's worship services, social and activity groups, and other elements of congregational life?

**Knitting Community**
- Working together for community locally
- Stronger social bonds
- More visibility about small groups - purpose and activities

**Increasing Accessibility / Welcome**
- Church to be more handicap accessible - ramps, etc.
- Welcoming facilities - chairs for disabled, big print, sound

**Continuing Great Sermons / Worship Services**
- Continued high-quality worship
- Inspiration and passion in sermons
- Work Sundays as service 2 x per year
- Familiar songs - at least one per service
- Committee for entire Worship environment (sermon, music, flowers, etc.)

**Acknowledging & Teaching Multiple Faiths**
- Greater acknowledgment of different religious teachings
- Diversity of influences on sermons (pagan, Islam, etc.)

**Increasing Diversity**
- Diversity with age
- Engagement with youth
- Congregational diversity

**Inspiring Involvement & Doing**
Easy to get involved
More participation in volunteering
Monthly coffee house
More involvement
Volunteer with musicians - donated snacks, etc.

3. What sort of person do you want your minister to help you to be? What could she or he do to encourage that outcome?

**Pastoral Care**
- Balanced: personal counseling

**Ministerial Involvement**
- Small group leadership and involvement

**Ministerial Qualities**
- Inner peace
- Be a good leader
- To have inner peace themselves
- Nurturing by example
- To be inspirational
- Be approachable
- Encouragement (to all)
- Well-read and learned - share knowledge

**Inspiring Engagement**
- Walk the walk
- Never give up - remain actively involved
- Community-minded through example
- Teach me/keep me more aware
- Sharing in sermons ways to get involved
- To help me find more ways to be involved

**Spiritual Growth**
- Create more outlets for spiritual growth
- Encouragement of weekly study groups
- Increasing mindfulness via meditation, etc.
- Adult church camp
- Mini covenants
- Mini religious teachings & trainings (bible, Buddhism, etc.)
- Meditation training

**Learning & Teaching**
- Advancement of travel and sharing
- Open-minded: sharing breadth of experiences
- Sermons should re-enforce UU guiding principles
- Compassionate - sharing moving stories
f) Young Adults Group
Notetaker: Ian Carrillo
March 5, 2017
10 attended

1. Imagining five years into the future, what would make you proud of First Unitarian's involvement in our wider community?
   - Seeing more boots-on-the-ground activism among both our ministers and our congregation
   - More diversity -- age, ethnicity, and spiritual/political backgrounds
   - Getting out of the Unitarian bubble -- having more visibility in the city

2. What are your dreams for First Unitarian's worship services, social and activity groups, and other elements of congregational life?
   - Using the camp model, it would be nice to have some sort of retreat space -- e.g. a cabin in the wilderness, or some other permanent location for nature-minded UUs to rent or have available
   - More adult religious education programs (including adult OWL)
   - Maintain what we’ve got going -- recognize and build on our current music programs, children's religious education and membership development programs

3. What sort of person do you want your minister to help you to be? What could she or her do to encourage that outcome?
   - We want a minister that inspires resilience and makes us recognize and utilize our own strength, particularly in these difficult times
   - Also, one who inspires hope, and encourages us to find and travel our own path out of despair
   - One who helps us be more intentional
   - To encourage these outcomes:
     - Connect the church to the city at large with a non-proselytizing outreach
     - Sermons with specific calls to action
     - A minister who shows more than she tells

g) La Amikoj small group meeting
3/5/2017
Facilitator: James Probasco
7 attended

1) Imagining five years into the future, what would make you proud of First Unitarian's involvement in our wider community?
   - Going to Cons, the involvement of the other churches with each other builds a sense of unity that I don't see here. I would like to see us more connected to other UU churches.
   - I would like to see more recruitment of members to give people a place where they could worship safely.
Ministerial Search Committee Report

• continue participation in the Gay Pride parade.
• be inclusive of people even when they can’t afford membership payments

1) What are your dreams for First Unitarian's worship services, social and activity groups, and other elements of congregational life?
• A closer knit community would be nice; closer within groups and closer ties between groups.
• Mid-high and La Amikoj work together more, and work more with RE.
• First Sunday of each month combine La Amikoj and Mid-High to build that connection (maybe less frequently, but a regularly designated time, maybe a potluck lunch once per month, or some other activity to mix the groups).
• Find a way to value the input of youth.
• Create opportunity for intergenerational groups to interact.
• Empowering the youth to provide input, ideas, and come up with projects that can be carried out by both the small group and the larger church community. Empower youth to be advocates for their ideas and values.
• Improve communication.
• Valuing the youth advisors.
• Allow for positive confrontation so that problems can be resolved, instead of labeling people who have concerns and complaints as “confrontational,” and devaluing their contribution.
• Work toward more meaningful activity, rather than just discussion groups.

2) What sort of person do you want your minister to help you to be? What could she or he do to encourage that outcome?
• I would like the minister to be more available as an individual
• A minister that encourages me to be involved, and that helps me be involved
• Ministers stopping by and participating in La Amikoj
• Normalize the presence of the minister in La Amikoj, rather than it being only for special occasions or urgent issues
• Genuinely caring about what I have to say
• I want to be a person who can say what I need to say and not be scared to express myself

h) Worship Committee
Kristin Satterlee and Emma Elliot
March 8, 2017
7 attended

Search committee's questions:

1. What are your dreams for First Unitarian's Worship, Social Services, Activity Groups and other elements of the congregational life.
Ministerial Search Committee Report

Ideas/Answers-
- Other service times for particular people who are busy on Sunday mornings.
- Bringing more meaning and love into services. Creating Emotion.
- More racial, cultural an age diversity.
- More intergenerational services. Getting more youth involved.
- Having a physical presence at UNM. Campus Ministers?
- More lighting on the pulpit. A spotlight on the speaker?
- Balance new songs and familiar songs.

2. Imagining five years into the future, what would make you proud of First Unitarian involvement in our wider community?

Ideas/Answers-
- More social causes.
- Presence at UNM.
- More social media communication. (Snapchat, Instagram and Twitter.)
- Put more about the services on Facebook. Videos, quotations, etc.

3. What sort of person do you want your minister to help you to be? What could they do to encourage that outcome?

Ideas/Answers-
- To be challenged. To help grow and progress.
- To help your passions.
- Someone who isn't afraid to stand in the pulpit and challenge the congregation with difficult subjects.
- For a minister to not be fearful.
- Must excel at worship.

Note from an absent Worship Team member:

Because I believe that the political and economic climate in this country will get progressively more dreadful over the next few years, I think that this congregation and its new senior minister will have to do what UU churches have always done during trying times. It’s one reason I am proud to be a UU.

Anyway, I would have answered this question very differently a year ago, with a much less pessimistic answer. Last year at this time my main concern was more how our congregation can continue its growth in a healthy and organic way. Also bringing in a new senior minister who is friendly to Pagans is pretty important to me as well. But given how diverse this congregation is, I can’t imagine a senior minister being chosen who wasn’t Pagan friendly.
i) Town Hall #2

3/12/2017
Two sessions, 11 AM -8 attendees and 12:30 PM 5 attendees:

Tyler’s Notes:
- Release survey results before the Special Congregational Meeting (SCM)? [yes, summary]
- Branch Participation in SCM? [Board]
- Add Sanctuary Resolution to Agenda for SCM? [Probably would be a separate SCM immediately following the SCM for Sr. Minister call]
- Hiring of new Minister? [Interim Minister to serve to allow time for a formal hiring process; Sr. Minister leads hiring process]
- Role of previous Sr. Minister? [Christine’s term ends in August; Board promotes new Sr. Minister to position through contract. Christine wants a good transition]
- Committee recommendation to Board? [Angela was hired in 2010 as an assistant Minister, then promoted to Associate Minister and Minister, Board involved; while Board will be informed Committee recommends call directly to the Congregation]
- Need to staff to congregation size. How accommodating growth? Parking!
- Committee on track, timeline? [yes, early April to have preliminary findings]
- How does Angela see her role, her desires? Give a sermon on “why her?”. [Ministerial Record; Strategic Plan, 5 key elements, need Angela’s response to the Plan and to the survey results and her vision 5 years into future.]
- Disseminate data from all meetings; appreciate having a voice in choice.
- Attendance at SCM is important [Board]
- UU Retirement Village? Age diversity? Contraction due to aging out of congregation?
- Hard to feel connected
- More for working families, connections
- Outstanding internal candidate
- Avoid lectures, more spirituality
- Strong RE program (growth)
- “Find Your Theology” class to introduce to community

Linda’s Notes (questions asked):
1. Background questions:
   a. How did we first hire Angela? How did she get into position to be our internal candidate?
2. Search process questions:
   a. Is the Committee’s work on track for the Special Meeting?
      i. How many members has the committee received feedback from?
   b. What will happen between now and May 7th?
   c. Will the congregation get to meet with Angela during the candidating week?
   d. What will happen during the candidating week?
   e. Can individuals meet with Angela?
Ministerial Search Committee Report

f. How will the decision to “Call” be made?
   i. Will the Search Committee consult with the Board?

g. What materials will be released to the congregation in advance of the May 7th Special Meeting? When and how would these be released? Recommended:
   i. Results of the survey, specifically:
      1. How many responders
      2. Demographics of the church
      3. Themes identified
   ii. Angela’s resume/vita
   iii. Angela’s views on our Strategic Plan
   iv. Angela’s views for the next 5 years
   v. Angela’s response to the results of the survey
   vi. Angela’s goals, vision, and her understanding of this new role
   vii. Why can’t you release the document Angela is completing for the discernment process?

h. How will the Branches be part of the Special Meeting?
   i. How will you entice members to attend the May 7th meeting? Ideas:
      i. Ice cream
      ii. Skit during services on May 7th, rather than a pulpit editorial

j. Will there be any other agenda items for the Special Meeting? (e.g. Sanctuary Status)

k. Will the congregation review and approve the new minister’s contract terms?

3. First U’s perceived challenges:
   a. Parking!
   b. Age diversity will be a future challenge
   c. Size of the church
      i. Sense of disconnection
      ii. Need more activities for working families (connect them with each other
      iii. Need more extended families

4. Questions about what happens after May 7th:
   a. Will Angela be formally installed? When?
   b. When would Angela start?
   c. Is it true Christine cannot engage with our congregation for one year after she retires?
   d. How can we help Angela be successful in her new role?
   e. What will the process be for getting a new 2nd minister?
      i. What will their status be?
      ii. If they are “interim”, what does that mean?
      iii. When would they start? Will their duties be the same as Angela’s now?
j) Notes from RE Council meeting  
March 18, 2017  
Notetaker: Geri Knoebel  
7 persons participated

- Last year was first full year of shared leadership with RE Council members, each holding portfolios in support of the Director of Religious Education  
- More younger families coming to RE, averaging 3 new families visiting each Sunday  
- Have more children at 9:30a service  
- No 9:30a service for mid-high because youth won’t come in earlier  
- Current Youth Program Coordinator has only 10 hours weekly; need more hours  
- In the past, La Amikoj was at 9:30 am and had social built into program; could OWL be held at 9:30 a?  
- Thinking about combining Coming of Age and OWL for 8th graders – these groups tend to be closed once they start so new 8th would not have a place to go  
- Difficult to recruit and train Youth Advisors  
- Through 5th grade a parent as a teacher their child can be in same classroom; 6th grade up teacher can not be parent to a child in the classroom  
- Considering reactivating mentoring program pairing youth with an adult  
- Parents of RE children commit to provide 16 hours volunteering during the year  
- Need for floaters to sign up rather just show up on Sunday  
- How to bring the curriculum to the 21st century through technology; example, develop an electronic game around our UU faith  
- We have gotten smarter around storage and security  
- Increase hours for Administrative Assistant to expand responsibilities

k) Choir interview  
March 23, 2017  
29 Choir members & 2 staff  
Facilitator: Kristin Satterlee; Notetaker: Sarah Manning

1. What are your dreams of First Unitarian’s worship services, social and activity groups, and the other elements of church life
   - Unity is UU  
   - Incorporate multiple traditions – praxis (do not just tell)  
   - Friday night Cabaret – participatory music with wine & snacks  
   - Able to hear sermon while on stage  
   - Church-wide social opportunities (not group-specific) zoo, events, etc  
   - Flexibility in worship rituals (and adopting rituals from other traditions)  
   - Intergenerational choir and hand bells  
   - Diverse programming welcoming to outsiders, build bridges – make it happen here  
   - Nature retreat  
   - Network in larger community, other faith organizations
2. **What sort of person do you want your minister to help you to be? What could she or he do to encourage that outcome?**
   - Personal invitations to participate – outreach to those hurting
   - Acknowledges the (personal) darkness
   - How to ask for help, then create the help, support group formation
   - Share information “Helping Hands” organization, eg
   - Think more deeply re spiritual questions
   - Thoughtful sermons
   - Coordination in creating worship
   - Lead the congregation re Question 1 above
Appendix 3: Categorized Small Group and Narrative Input

Input from 12 small group meetings and many open-ended survey question responses generated a wealth of information. The Search Committee presented this information in the body of the Congregation Record and in this Appendix. There were over 2,000 responses to the open-ended questions alone. In this Appendix, this input is categorized in 24 categories.

Congregation Input by Category

Adult Religious Education
Several suggestions were made to have more meaningful Forums and Explorations and adult religious education programs (including adult OWL). Also suggested adult church camp.

College Campus Ministry
Several comments were made about increasing the church’s outreach to, and visible presence at, UNM and CNM. Suggestions included reaching out through radio spots on KUNM, having coffee hours to talk with students (meet and greet), and using iMinistry to connect with students. One comment was: “Having raised children, I think we have a gap in our relationship with the university.”

Children’s Religious Education
- Our future is RE; ministers need to be engaged with RE and Camp
- More younger families coming to RE, averaging 3 new families visiting each Sunday.
- RE has strong programs but facilities are a challenge. Should have 400 in programs. Staff and volunteer support. Active engagement, not isolated. 60 volunteers.
- Parents of RE children commit to provide 16 hours volunteering during the year
- More stability in RE in regards to leadership, staffing, volunteers., and curriculum
- Make UU Kids Camp a part of the First U operating budget and camp staff become First U staff
- How to bring the curriculum to the 21st century through technology; example, develop an electronic game around out UU faith.
- Have a ‘close-by’ nature retreat (purchase property?); short retreats, workshops
- Our future is RE; ministers need to be engaged with RE and Camp

Church Dynamics
- Mid-youth were glad to hear that everyone in the church gets a say in this process. It is democratic and consistent with our values.
- Communication clarity, channels are identified but functional roles differ from the organization chart. Confusing for programs and volunteers, who coordinates, who leads? Variety of communication, but inconsistent quality. Technology can be overwhelming.
- Vision-focused, how community is served (all of Albuquerque). Senior Minister is spiritual leader and institution leader. Leadership development, empower, draw on gifts and talents, relational and building relationships.
Community Building

Community was the word most mentioned (nearly 400 times) in the open-ended surveys and small-group meetings. While many felt that the church was warm, welcoming, and open, others expressed concerns that we have lost connections and community with our growth. The need to strengthen our social bonds was a major recommendation in our Five-Year Strategic Directions. Community building involves engagement, leadership, and participation by members and others. Comments included:

- **Size of the church:** sense of disconnection; Need more activities for working families (connect them with each other)
- Need more extended families
- Need Church Directory with pictures of members to be able to put a name to a face.
- Having activities/ getting involved with the whole congregation go do something together and all kid levels of kids can do together. Suggestions included: Church picnic at a park, day trips, go to concerts, work Sundays as service 2 x per year, more community after services.
- Discussion about how to get more kids more interested and involved in the church and activities.
- Mid-high - Animal Advocates or Critter Club grew at some point but is now small again and there is a suggestion to recruit both kids and adults to participate. Discussion about how to get more kids more interested and involved in the church and activities.
- Several kids were interested in having the older kids’ choir return and have interaction with younger and older kids.
- **Publicity:** Communicate. Social media, First U Conceptual more identity, software. Collaborative, engage, vision.
- **Communication is a challenge** (see Communication section)
- Larger congregation through development of community and strong pastoral leadership (think of that remarkable church, Glide, in San Francisco).
- Working together for community locally
- More visibility about small groups - purpose and activities
- Need: Diversity with age; engage with youth;
- Visit branches more often; start more?
- Network in larger community, other faith organizations
- Diverse programming welcoming to outsiders, build bridges – make it happen here.
- Need more programs and activities for working families, connections
- Network in larger community, other faith organizations
- “Find Your Theology” class to introduce to community.

Communication

- **Publicity:** Communicate. Social media, First U Conceptual more identity, software. Collaborative, engage, vision.
- Need more social media communication. (Snapchat, Instagram and Twitter.)
- Need Church Directory with pictures of members to be able to put a name to a face.
- General UU message needs to be more well known
- Put more about the services on Facebook. Videos, quotations, etc.
- General UU message needs to be more well known
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- Communication improvements - Remember when the Messenger was distributed every 2 weeks! Now we get it online monthly with weekly e-broadcasts. Website was improved but needs to be kept current and photos rotated.
- Variety of communication, but inconsistent quality.

Diversity
The need for greater diversity in all forms was a challenge that was commonly expressed in the survey results and group meetings. The 86 comments made about the need for diversity in age, cultural ethnicity, and spiritual/political backgrounds spoke to those concerns.

- A minister needs to be able to reach unrepresentative communities to grow the diversity of the congregation.
- Shouldn’t we have a Spanish speaking service?
- If there was a way to increase the age and cultural diversity of our congregation...wow
- Embrace diversity; engage youth of color, encourage hiring diversity, connect youth to church. Maintain a LGBT presence
- More diversity in the congregation. We're not very representative of NM.
- Example Tulsa UU joined forces with an Afro-American Church

Facilities
- Facilities: behind in upkeep, need vision. Long range planning skills.
- Church building maintenance has improved and issues addressed more quickly.
- Church to be more handicap accessible - ramps, etc.;
- The choir cannot hear the worship service or sermon while on stage.
- Need to have welcoming facilities - chairs for disabled, big print, sound
- Fulfill 10-year Campus Capital Master Plan; Provide sufficient campus space for program and activities and adequate parking.
- Inadequate parking particularly at the 11:00 am service.
- Concerns expressed about the condition of the La Amikoj, Wesson, and Arnold Rooms which are primarily used by our youth and young adults.
- Buildings lack identification – way finding needs improvement; new visitors are often lost on campus as buildings are not/ or are incorrectly identified; say who we are - First Unitarian sign on sanctuary building
- Using the camp model, it would be nice to have some sort of retreat space -- e.g. a cabin in the wilderness, or some other permanent location for nature-minded UUs to rent or have available

Finance
- Finance: church is underfunded, no slack, scarcity mode, lead with trade-offs; compensation not quite to UUA guidelines, Fair Share below guidelines.
- Provide adequate compensation for Senior Minister in a large congregation.
- Promote legacy giving – needs more visibility
- Church is financially stable and on a good footing.
- Rental income important opportunity. Fully booked facilities. Community resource.
- Fund Raising: engage members to give more.
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- Collaboration. Not afraid to talk about money. Able to train, encourage; innovator.
- Need more transparency with the Congregation about the Church’s finances including financial statements in the Annual Report. Make annual report more robust and user friendly
- Church is financially stable and on a good footing

Head of Staff (Senior Minister)
- Senior Minister is spiritual leader of congregation and leader (Head of Staff) of the institution, dual roles.
- Ability to manage the church by understanding its organizational culture and implementing the appropriate leadership style
- Effective Head of Staff needs to trust staff, build relationships, develop leadership, empower staff and volunteers, engage congregation in programs and community, and provide strong vision. Project management skills.
- Qualities include clarity of communications, being cooperative, encouraging, inspiring, trusting, able to delegate and monitor, innovative, able to train,
- Forward looking vision, collaborative, adaptable to change, challenges staff to grow, supports a managerial culture
- Institution is underfunded; congregation has a wealth of gifts and talents to draw upon. Issues Identified: Need a Volunteer Coordinator; clarity of communications between staff and congregation and community.
- Admin: delegation, volunteerism base is aging out, program leaders. Rental income important opportunity. Fully booked facilities. Community resource.
- General: supportive, challenges staff to grow, respects limitations, delegate, supports supervisors, managerial culture.
- Communication clarity, channels are identified but functional roles differ from the organization chart. Confusing for programs and volunteers, who coordinates? who leads? Variety of communication, but inconsistent quality.
- Head of Staff to be cooperative, encouraging, inspiring, trusting, no micromanagement. Strong vision and inspiration. Delegates, but able to pull in reins and stay on track. Growth, need more staff?

Interfaith Outreach
The church’s commitment to interfaith outreach was often expressed something the congregants wish to see nurtured by the senior minister.

- Someone whose persona and work have visibility in the interfaith and the national UU community.
- Inspiring sermons, interfaith/interracial bridge building; solid leadership in tandem with other religious groups in Albuquerque and beyond.
- Be a visible leader in the interfaith community.
- To be involved in community outreach and interfaith activities.
- Strong presence in community interfaith and social justice efforts
- Seeing/hearing about UU in community, especially interfaith activities toward same goals
- Enhanced our liberal religious identity and stronger connections with the interfaith
community.

- Compelling, articulate speaker, social justice leader, good listener and counselor, participant in community/interfaith as well as UU issues/events, approachable and engaging, in touch with the congregation.

**Leadership Development**

Leadership was mentioned over 90 times in the survey and small-group meetings. Some of the comments include:

- Minister internship program is a First Unitarian legacy. We have had seven ministerial interns.
- Attract more young people and families; enabling lay leadership dramatic/ fast change in leadership direction; this church was systematically built over many years and should be treated like a supertanker, not a speedboat.
- Do not make very drastic changes very quickly -- this church has had the same, stable leadership for a very long time, so the congregation probably needs to be eased into change
- Facilitate inspiring involvement & doing: make it easy to get involved; more participation in volunteering.
- Great administration and leadership (good bones).
- Lack of leadership training/ development process and need to be more intentional about leadership succession within the Church in terms of generational transitions. Improve support/ training materials to Church lay leaders to their responsibilities
- Want a strong connection to our denomination leadership.
- RE Council - Last year was first full year of shared leadership with RE Council members, each holding portfolios in support of the Director of Religious Education. Working well.
- We have strong lay leadership, long running and thriving youth programming (with, notably, an amazing Kid's Camp), and an intern program that helps both us and our interns, and the denomination as a whole. I grew up in the church, so our Great administration and leadership (good bones). Nice campus. Welcoming membership.
- Understands and takes leadership in the social health and justice of our congregation and the wider community.
- Balance between care for congregants and a strong social justice message. Capacity to train and trust lay leadership as an ally. Increase Lay ministry.
- A natural leader, one that understands leadership involves the entire congregation including the branches.
- Being warm & approachable, recognizing his/hers strengths & weakness, allowing others to grow through superior leadership. Personable, able leader, with vision.
- Want compassionate, inspirational, pragmatic leadership
- Want our minister to embrace challenges and assume a position of leadership, working with those individuals and groups who have become the most marginalized and are the most threatened. This leadership should also encourage and inspire congregants to find ways of helping each other and our communities.
- The current ministerial leadership is strength. I would like to see lay leadership in the area of spirituality further cultivated.
- Need to continue to develop youth and younger adult leadership
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- Stimulating worship; strong presence in community interfaith and social justice efforts; support for robust child and youth development (not necessarily personal involvement, but ensuring that the RE staff is strong).

Ministerial Qualities
The senior minister’s ministry is discussed in the body of the Congregation Record. Here are more comments made by respondents.

- I think we often fall in to easy liberal stances; I would appreciate deeper conversations about immigration, social justice, and gender.
- I would like to feel I can turn to the minister for support and understanding if/when I become a caretaker or widowed.
- I want someone to help me understand my humanity and the humanity of those "other" than me.
- Someone who is approachable. A person who represents our church as a place where all are welcome and everyone has value.
- I want a minister who can keep the sanctuary sacred, who can guide us in our work for justice and a better world with the grace one comes to church to see, and who can confront despair without leaving us in the pits of despair. It’s hard to meet all needs every Sunday, but a worship that has a place for reflection, for learning, for divine revelation, and for hope, without detaching entirely from our troubled world, is a ministry I’ve seen at First Unitarian and would like to continue to see.
- Ability to work together with diverse people that results in a spiritual community that feels we are in this work together
- I would like to see someone who is interested in facts, science, and empiricism; Someone who is deeply empathetic and cares about others; someone who has a good sense of humor and humility but the confidence to lead and be an example; someone who will hold a mirror to the world and help us confront uncomfortable truths like sexism, bigotry, and privilege; someone with a passion for learning and growth; someone with a warm smile and easy laugh, who finds joy in their calling.
- An ability to empathize and draw in people who also empathize with a group. To stand up for what they feel is ‘right’ even if I don’t feel as strongly. To laugh, sing and break bread, so to speak, with everyone. To bind our congregation to a bigger community, not just ABQ but regionally/ nationally
- Open-minded: sharing breadth of experiences
- Learning & Teaching; Meditation training; mini religious teachings & trainings (bible, Buddhism, etc.); mini covenants; Increasing mindfulness via meditation; encouragement of weekly study groups
- Teach me/keep me more aware; community-minded through example

Music
- We have a stronger music ministry – choir great in every service; integrate with community and the service
- Form a multigenerational hand bell choir
- Put more songs/words on the screen
Ministerial Search Committee Report

- Balance new songs and familiar songs.
- Hold events that bring others to our church (music coffee hours, concerts)
- More lighting on the pulpit. A spotlight on the speaker?
- Friday night Cabaret – participatory music with wine & snacks
- Unable to hear sermon while on stage
- Intergenerational choir and hand bells
- Mid-high - Several kids were interested in having the older kids’ choir return and have interaction with younger and older kids.
- Maintain what we’ve got going – recognize and build on our current music programs
- Several kids were interested in having the older kids’ choir return and have interaction with younger and older kids

Preaching

- Passion and commitment to UU principles and to the life of this congregation. Sermons which make me say, "I never thought of it that way before." Willingness to disclose personal events or situations that allow me to feel he/she is a regular person like me.
- For me the most important thing is thoughtfulness of the sermon. Does it remind me why I am there, who I am capable of being.
- A good preacher and writer, comfortable with large and small group work, but most of all willing to listen, not take criticism personally. And be willing to make feedback a part of the decision making process so that all congregants can be heard and feel heard.
- Greater acknowledgment of different religious teachings; diversity of influences on sermons (pagan, Islam, etc.)
- Sermons with specific calls to action
- More main sermon time given to people of other religions (and other languages like Spanish with bilingual translation) such as when the Tibetan monks visited, as well as Imams, the leading of Hindu kirtans (singing meditation), Rabbis

Social Action

- The two things I most want to see are exceptional preaching and social justice outreach - increasing the visibility of our church on the front lines of social change in these tumultuous times, and encouraging each of us to participate in bending the moral arc toward justice.
- Our Brand = Social Justice; Name recognition for social justice
- Become a sanctuary church
- Continue being a environmental leader
- Minister roles active in social justice; fearless pursuit of racial
- from Mid-High youth
  - Be involved in women's rights, LGBT rights, and immigrant rights.
  - Help different communities, like with Roadrunner Food Bank, the Gay Pride Parade, etc.
  - In addition to going out and helping places, maybe we could raise money for places like that and for helping animals, like helping in shelters and helping raise money for them.
- Social Justice programs continue to be leaders in SJ in Albuquerque.
Ministerial Search Committee Report

- More publicity on what SJ does in the larger community. Letting the wider community know what we do and who we are.
- Church newsletter has articles written by church members on SJ topics and other committees’ work.
- Minister would make me think and inspire me to do more in the world.
- ESL / Tutoring - Adding programs
- Minister roles active in social justice; spokesperson in Social Justice; being a community leader in social justice
- Helping members of our large congregation to feel connected to our church. To have our church be seen as a leader in social justice work.
- Good at and impassioned to work with other faith communities in NM on social justice.
- Balance between care for congregants and a strong social justice message. Capacity to train and trust lay leadership as an ally
- Strong social justice vision. Open minded and committed to social justice

Spiritual Guidance
- Worth of all beings, not just people.
- To be challenged. To help grow and progress. To help your passions.
- Someone who isn’t afraid to stand with the pulpit and challenge the congregation with difficult subjects.
- Avoid lectures, more spirituality; balance between intellectual & spiritual focus; minister must excel at worship.
- Create more outlets for spiritual growth

Staff
- Guide our large congregation to support the larger staff we need, while nourishing the spiritual growth of members.
- Works to include both staff and volunteer ideas and brings a large very considerate staff, relaxed and productive atmosphere
- Will our congregation continue to grow? If so, can we find the financing to grow the campus and staffing to meet the growth?
- Over the last several years, the Congregation/Board has adopted policy governance structure and policies appropriate for a large congregation. Lines of authority and accountability are clear.
- Need improvements in the office space for the Church staff as well as administrative and technology supports.
- Good, talented, professional, and responsive staff, encourage hiring diversity,
- More full-time employment of staff members, rather than multiple part-time jobs.

Suggestions about needing more staff hours:
  - Add a financial development staff position
  - Increase hours for RE Administrative Assistant to expand responsibilities, Youth program Coordinator, and Member Development to focus on social bonds.
Technology
- How to bring the RE curriculum to the 21st century through technology; example, develop an electronic game around out UU faith
- Church needs to be comfortable with technology and have a ‘virtual real time presence’; people get info differently today; make specific to audience
- Video/Skype interface with homebound/hospitalized/sick/disabled people who can’t make it in person.
- Innovation in all areas especially fundraising and technology for communication and engagement.
- Technology can be overwhelming

Worship
- Remain free of religious dogma where you have to believe a certain things.
- Form Committee for entire Worship service environment (sermon, music, flowers, etc.); continue high-quality worship
- Inspiration and passion in sermons; coordination in creating worship
- Put more songs/words on the screen
- More lighting on the pulpit. A spotlight on the speaker?
- Work Sundays as service 2 x per year
- Familiar songs - at least one/ service; balance new songs and familiar songs.
- Add other service times for people who are busy on Sunday mornings.
- More intergenerational services. Get more youth involved.
- Like the worship services the way they are.
- Worship service with humor balanced with morals and social justice.
- Example for us – should we have a Spanish speaking service?
- Flexibility in worship re rituals (and adopting rituals from other traditions);
  Incorporate multiple traditions into worship

Young Adult Ministry
- See more boots-on-the-ground activism among our ministers and congregation
- More diversity -- age, ethnicity, and spiritual/political backgrounds
- Getting out of the Unitarian bubble -- having more visibility in the city
- Using the camp model, it would be nice to have some sort of retreat space -- e.g. a cabin in the wilderness, or some other permanent location for nature-minded UUs to rent or have available
- Have an adult OWL program
- Youth perspective on new minister:
  o Inspires resilience and makes us recognize and utilize our own strength, particularly in these difficult times
  o Inspires hope, and encourages us to find and travel our own path out of despair; helps us be more intentional
- To encourage these outcomes:
  o Connect the church to the city at large with a non-proselytizing outreach
  o Sermons with specific calls to action
  o A minister who shows more than she tells.
Youth Ministry

- Youth were glad to hear that everyone in the church gets a say in this democratic process. It’s consistent with our values and values youth input.
- Encourage/support to be ourselves and not who other people want us to be.
- Normalize the presence of the minister in La Amikoj, rather than it being only for special occasions or urgent issues. Would like to have the ministers in class with us occasionally and get to know us better.
- First Sunday of each month combine La Amikoj and Mid-High to build that connection (maybe less frequently, but a regularly designated time, maybe a potluck lunch once per month, or some other activity to mix the groups).
- Mid-high and La Amikoj work together more, and work more with RE.
- Going to Cons, the involvement of the other churches with each other builds a sense of unity that I don’t see here. I would like to see us more connected to other UU churches.
- A close-knit community would be nice; closer within groups and closer ties between groups. Improve communication. Create opportunity for intergenerational groups to interact. Empower youth to be advocates for their ideas and values.
- Youth: adaptability to change, forward looking, avoid reaction. Embrace diversity; engage youth of color, connect youth to church. Continue participation in the Gay Pride parade.
- Empowering youth to provide input, ideas, and come up with projects that can be carried out by both the small group and the larger church community.
- Valuing the youth advisors; Difficult to recruit and train Youth Advisors
- Current Youth Program Coordinator only 10 hours weekly; need more hours
- Allow for positive confrontation so that problems can be resolved
- A minister that encourages me to be involved, and that helps me be involved; genuinely caring about what I have to say. Want to be a person who can say what I need to say and not be scared to express myself
- Considering reactivating mentoring program pairing youth with an adult.
APPENDIX 4: Survey Monkey Results

Q1: How much do you agree with the following personal belief statements?

- I am inspired by the traditions of indigenous peoples and find in their rituals and practices a deepened sense of the sacred and interconnected quality of life.
- My spiritual life is lived in response to the sacred circle of being and the effort to live in harmony with the rhythms of nature.
- My spiritual life is grounded in a sense of the fullness and connectedness of all things.
- I believe in Jesus Christ as my savior.
- I believe that the 'higher power' that exists is impersonal, more like a creative force or prime mover.
- I don’t think that it is possible to know much about (variously named) God/Goddess/Higher Power, but lean towards believing that such a thing DOES exist.
- I don’t think that it is possible to know much about (variously named) God/Goddess/Higher Power, but lean towards believing that such a thing DOES exist.
- I believe in a unifying, personal force in the universe, variously called God, Goddess, Higher Power, Spirit, or similar. I believe that this power knows me, communicates with...
- I believe that the only reality is this physical reality that we can see and touch. Human development is my spiritual reality.
Q1. How much do you agree with the following statements?

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<tr>
<th>Answer Options</th>
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<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Response Count</th>
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<td>151</td>
<td>98</td>
<td>85</td>
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<td>I believe in a unifying, personal force in the universe, variously called God, Goddess, Higher Power, Spirit, or similar. I believe that this power knows me, communicates with me, and influences my life.</td>
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<td>122</td>
<td>93</td>
<td>87</td>
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<td>I believe that the 'higher power' that exists is impersonal, more like a creative force or prime mover.</td>
<td>26</td>
<td>60</td>
<td>115</td>
<td>174</td>
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<td>I believe in Jesus Christ as my savior.</td>
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<td>86</td>
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<td>My spiritual life is grounded in a sense of the fullness and connectedness of all things.</td>
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<td>My spiritual life is lived in response to the sacred circle of being and the effort to live in harmony with the rhythms of nature.</td>
<td>6</td>
<td>22</td>
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<td>I am inspired by the traditions of indigenous peoples and find in their rituals and practices a deepened sense of the sacred and interconnected quality of life.</td>
<td>9</td>
<td>61</td>
<td>140</td>
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<td>Other (Please describe):</td>
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<td></td>
<td>answered question 438</td>
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| skipped question | 7 |
Q2: In addition to Unitarian Universalism, what faith traditions are important to your religious development? Answered: 411 Skipped: 34

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<td>Religious Humanism</td>
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<td>Agnosticism</td>
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<td>Atheism</td>
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<td>Paganism</td>
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<td>Taoism</td>
<td>24.3%</td>
<td>100</td>
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<td>Indigenous</td>
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<td>Judaism</td>
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<td>Hinduism</td>
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<td>Other (please specify)</td>
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<td>Islam</td>
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<td>Theism</td>
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</table>

answered question 411

skipped question 34
Q3: What religious practices are important in your personal life and how frequently do you engage in them?
Answered: 437 Skipped: 8

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<tr>
<th>Answer Options</th>
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<th>Seldom</th>
<th>Occasionally</th>
<th>Often</th>
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<td>Covenant groups</td>
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<td>60</td>
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<td>Small-group ministry</td>
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<td>Other</td>
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<td></td>
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<td>75</td>
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answered question 437

skipped question 8
Q4: In terms of personal capabilities and time and attention, which of the following priorities for the church’s next senior minister do you consider to be the most important? Answered: 425 Skipped: 20
**Q4.** Responsibility for a successful church is shared among the ministers, other staff, and lay leadership. In terms of personal capabilities and time and attention, which of the following priorities for the church’s next senior minister do you consider to be the most important? (check up to 5)

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assuring efficient and effective church administration</td>
<td>40.7%</td>
<td>173</td>
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<tr>
<td>Caring for and counseling individuals</td>
<td>53.2%</td>
<td>226</td>
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<tr>
<td>Creating a sense of awe and wonder in Sunday services</td>
<td>28.0%</td>
<td>119</td>
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<tr>
<td>Encouraging congregational social justice programs</td>
<td>52.0%</td>
<td>221</td>
</tr>
<tr>
<td>Encouraging volunteers and developing lay leadership</td>
<td>29.9%</td>
<td>127</td>
</tr>
<tr>
<td>Fostering a sense of fellowship and community within the church</td>
<td>74.1%</td>
<td>315</td>
</tr>
<tr>
<td>Guiding/facilitating committee work</td>
<td>8.0%</td>
<td>34</td>
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<tr>
<td>Leading and guiding the church staff</td>
<td>29.4%</td>
<td>125</td>
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<tr>
<td>Offering stimulating adult enrichment programs</td>
<td>16.7%</td>
<td>71</td>
</tr>
<tr>
<td>Participating in religious education for children and youth</td>
<td>15.8%</td>
<td>67</td>
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<tr>
<td>Presenting stimulating and challenging Sunday services</td>
<td>82.1%</td>
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<tr>
<td>Providing visible leadership in the community beyond the church</td>
<td>60.0%</td>
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<td>Other (please specify)</td>
<td>9.2%</td>
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*answered question 425*  

*skipped question 20*
Q5: Which of the following personal qualities do you think are the most important considerations in a ministerial candidate?
Answered: 426 Skipped: 19

![Bar chart showing the number of mentions for each personal quality. The chart includes categories such as Character, Consultative & cooperative, Creativity, Empathy, Humility, Intellectual depth and rigor, Open-mindedness, Professional competence, Scholarship, Sense of calling, Sense of humor, and Other.]
Q5. Which of the following personal qualities do you think are the most important considerations in a ministerial candidate? (check up to 5)

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Character (strong moral consistency, stability, reliability)</td>
<td>72.1%</td>
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<tr>
<td>Consultative and cooperative approach</td>
<td>32.6%</td>
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<tr>
<td>Creativity (ability to develop and present new ideas and methods)</td>
<td>39.2%</td>
<td>167</td>
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<tr>
<td>Empathy (genuine interest in and concern about others)</td>
<td>73.0%</td>
<td>311</td>
</tr>
<tr>
<td>Humility (awareness of his/her limitations)</td>
<td>27.2%</td>
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<tr>
<td>Intellectual depth and rigor</td>
<td>42.0%</td>
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<tr>
<td>Open-mindedness (receptive to other ideas)</td>
<td>48.1%</td>
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<tr>
<td>Professional competence (ability to communicate, counsel, empower, etc.)</td>
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<tr>
<td>Scholarship (educated, informed, interesting)</td>
<td>25.8%</td>
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<td>Sense of calling (motivated, enthusiastic)</td>
<td>32.4%</td>
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<tr>
<td>Sense of humor</td>
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<td>Other (please specify)</td>
<td>5.4%</td>
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answered question 426

skipped question 19
Q6: How important are these various ministerial functions to you?
Answered: 416 Skipped: 29
Q6. How important are these various ministerial functions to you?

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<tr>
<th>Answer Options</th>
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<td>Youth ministry</td>
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answered question 416
skipped question 29
Q7 through Q10:
These Survey Questions were designed as open-ended questions so no graphs or charts were possible. The narratives responses have been integrated into the Congregation Record.

Q11: How important to you are the following specific items which may be part of a Sunday worship service?
Answered: 386 Skipped: 59
Q11. How important to you are the following specific items which may be part of a Sunday worship service?

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<th>Answer Options</th>
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<td>88</td>
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answered question 386

skipped question 59
Q12: How important to you are these various Sunday worship service topics?
Answered: 383 Skipped: 62
Q12. How important to you are these various Sunday worship service topics?

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<td>UU history</td>
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<td>Christian traditions</td>
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Answered question 383

Skipped question 62
Q13: How important are these Sunday worship service objectives?

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<td>Show new paths for individual growth and change</td>
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<td>Inspire reverence and awe</td>
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Answered: 382 Skipped: 63
Q14: During the last year, approximately how often did you attend church on Sunday morning, whether as an attendee, as a Religious Education teaching, or for another commitment?
Answered: 377 Skipped: 68

Inadvertently the Search overlooked including worship service times for the Socorro and Edgewood

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<th>Every few weeks</th>
<th>1 or 2 times per month</th>
<th>3 or more times per month</th>
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answered question 377
skipped question 68
Q15: How important do you find each of these potential reasons for attending First Unitarian?
Answered: 376 Skipped: 69
Q15. How important do you find each of these potential reasons for attending First Unitarian?

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<th>Answer Options</th>
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<th>Very important</th>
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<td>Youth groups</td>
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answered question: 376

skipped question: 69
Q16: For how many hours a week, on average, did you participate in church activities (including Sunday services, coffee hours, Religious Education, committee work, etc.) during the most recent church year?
Answered: 375 Skipped: 70

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<td>2 or fewer hours</td>
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<td>3-5 hours</td>
<td>36.5%</td>
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<tr>
<td>5+ hours</td>
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Q17: Which of the following reasons for attending worship are important to you?
Answered: 375 Skipped: 70

Q17 Which of the following reasons for attending worship are important to you?

- Fellowship period after services: 139
- Mystical, spiritual experience: 148
- Hearing, playing, or singing music: 244
- Support and encouragement for social action: 253
- Uplifting emotional experience: 256
- Celebration of common values: 291
- Personal reflection and meditation: 293
- Sense of belonging: 318
- Intellectual stimulation: 325
<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celebration of common values</td>
<td>77.6%</td>
<td>291</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>86.7%</td>
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<td>Fellowship period after services</td>
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<tr>
<td>Hearing, playing, or singing music</td>
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<td>Mystical, spiritual experience</td>
<td>39.5%</td>
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<td>Personal reflection and meditation</td>
<td>78.1%</td>
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<td>Sense of belonging</td>
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<td>Uplifting emotional experience</td>
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Q18 through Q20:
These Survey Questions were designed as open-ended questions so no graphs or charts were possible. The narratives responses have been integrated into the Congregation Record.

Q21: How are you affiliated with the congregation?
Answered: 374 Skipped: 71

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<td>Friend (you are not a member, but make financial contributions)</td>
<td>4.3%</td>
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<td>Guest (you participate in worship and/or other activities but have not officially joined)</td>
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<td>Youth (you are under 18 and have not yet become a member)</td>
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answered question 374
skipped question 71
Q22: How long have you been associated with the congregation?
Answered: 379 Skipped: 66

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<td>11-20 years</td>
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<td>6-10 years</td>
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<td>21 or more years</td>
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<td>less than 1 year</td>
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Q23: What is your age?
Answered: 376 Skipped: 69

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<td>50-59</td>
<td>14.1%</td>
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<td>60-69</td>
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<td>90 or more</td>
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answered question 376
skipped question 69
Q24: How many years have you been a Unitarian Universalist?
Answered: 376 Skipped: 69

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<td>1-3 years</td>
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<td>4-6 years</td>
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<tr>
<td>7-10 years</td>
<td>10.9%</td>
<td>41</td>
</tr>
<tr>
<td>11-15 years</td>
<td>16.0%</td>
<td>60</td>
</tr>
<tr>
<td>16-20 years</td>
<td>6.6%</td>
<td>25</td>
</tr>
<tr>
<td>More than 20 years</td>
<td>37.0%</td>
<td>139</td>
</tr>
<tr>
<td>answered question</td>
<td></td>
<td>376</td>
</tr>
<tr>
<td>skipped question</td>
<td></td>
<td>69</td>
</tr>
</tbody>
</table>
Q25: What are your prior religious affiliations?
Answered: 374 Skipped: 71

### Answer Options

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protestant Christian</td>
<td>56.4%</td>
<td>211</td>
</tr>
<tr>
<td>Catholic</td>
<td>20.9%</td>
<td>78</td>
</tr>
<tr>
<td>Unchurched</td>
<td>20.1%</td>
<td>75</td>
</tr>
<tr>
<td>Always a UU</td>
<td>9.4%</td>
<td>35</td>
</tr>
<tr>
<td>Pagan</td>
<td>8.8%</td>
<td>33</td>
</tr>
<tr>
<td>Buddhist</td>
<td>8.6%</td>
<td>32</td>
</tr>
<tr>
<td>Jewish</td>
<td>4.0%</td>
<td>15</td>
</tr>
<tr>
<td>Hindu</td>
<td>1.1%</td>
<td>4</td>
</tr>
<tr>
<td>Muslim</td>
<td>0.3%</td>
<td>1</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>14.7%</td>
<td>55</td>
</tr>
</tbody>
</table>

Statement:
- **answered question**: 374
- **skipped question**: 71
Q26: How much is your affiliation with this congregation and/or Unitarian Universalism a source of strength or comfort to you?
Answered: 376 Skipped: 69

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>None at all</td>
<td>0.3%</td>
<td>1</td>
</tr>
<tr>
<td>Somewhat</td>
<td>13.3%</td>
<td>50</td>
</tr>
<tr>
<td>A fair amount</td>
<td>31.9%</td>
<td>120</td>
</tr>
<tr>
<td>A great deal</td>
<td>54.5%</td>
<td>205</td>
</tr>
</tbody>
</table>

answered question 376

skipped question 69
Q27: What is your gender?
Answered: 374 Skipped: 71

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>31.8%</td>
<td>119</td>
</tr>
<tr>
<td>Female</td>
<td>66.8%</td>
<td>250</td>
</tr>
<tr>
<td>Transgender</td>
<td>0.5%</td>
<td>2</td>
</tr>
<tr>
<td>Non-binary</td>
<td>0.5%</td>
<td>2</td>
</tr>
<tr>
<td>Intersex</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0.3%</td>
<td>1</td>
</tr>
</tbody>
</table>

answered question 374

skipped question 71
Q28: What is your sexual orientation?
Answered: 370 Skipped: 75

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bisexual</td>
<td>7.03%</td>
</tr>
<tr>
<td></td>
<td>26</td>
</tr>
<tr>
<td>Gay</td>
<td>1.62%</td>
</tr>
<tr>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Heterosexual</td>
<td>81.62%</td>
</tr>
<tr>
<td></td>
<td>302</td>
</tr>
<tr>
<td>Lesbian</td>
<td>5.95%</td>
</tr>
<tr>
<td></td>
<td>22</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>3.79%</td>
</tr>
<tr>
<td></td>
<td>14</td>
</tr>
</tbody>
</table>
Q29: How long has your family been in the United States?
Answered: 375 Skipped: 70

In the ‘Other’ comments, there are some families who have been here since the 1600’s.

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was born outside the U.S.</td>
<td>5.9%</td>
<td>22</td>
</tr>
<tr>
<td>At least one of my parents was born outside the U.S.</td>
<td>5.1%</td>
<td>19</td>
</tr>
<tr>
<td>At least one of my grandparents was born outside the U.S.</td>
<td>16.8%</td>
<td>63</td>
</tr>
<tr>
<td>At least one of my great-grandparents was born outside the U.S.</td>
<td>24.0%</td>
<td>90</td>
</tr>
<tr>
<td>My family has been in the U.S. for at least four generations</td>
<td>41.9%</td>
<td>157</td>
</tr>
<tr>
<td>Unsure</td>
<td>1.1%</td>
<td>4</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>0.8%</td>
<td>3</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>4.5%</td>
<td>17</td>
</tr>
</tbody>
</table>

answered question 375

skipped question 70
Q30: Is your spouse/partner affiliated with the congregation?
Answered: 372 Skipped: 73

<table>
<thead>
<tr>
<th>Response</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>57.0%</td>
<td>212</td>
</tr>
<tr>
<td>No</td>
<td>16.1%</td>
<td>60</td>
</tr>
<tr>
<td>Not applicable</td>
<td>26.9%</td>
<td>100</td>
</tr>
</tbody>
</table>

answered question 372
skipped question 73
Q31: What are your ethnic/racial backgrounds?
Answered: 373 Skipped: 72

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black American</td>
<td>1.1%</td>
<td>4</td>
</tr>
<tr>
<td>Indian/Alaska Native</td>
<td>4.0%</td>
<td>15</td>
</tr>
<tr>
<td>Asian</td>
<td>1.3%</td>
<td>5</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>7.8%</td>
<td>29</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>0.3%</td>
<td>1</td>
</tr>
<tr>
<td>White (not of Hispanic origin)</td>
<td>92.8%</td>
<td>346</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>2.4%</td>
<td>9</td>
</tr>
</tbody>
</table>

answered question 373

skipped question 72
Q32: What formal education have you completed?
Answered: 373 Skipped: 72

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's degree</td>
<td>45.0%</td>
<td>168</td>
</tr>
<tr>
<td>Bachelor's or conservatory degree</td>
<td>27.3%</td>
<td>102</td>
</tr>
<tr>
<td>Ph.D, M.D, J.D, or similar advanced degree</td>
<td>20.9%</td>
<td>78</td>
</tr>
<tr>
<td>Associate's degree, trade school, or some college</td>
<td>5.9%</td>
<td>22</td>
</tr>
<tr>
<td>High school or GED equivalent</td>
<td>0.5%</td>
<td>2</td>
</tr>
<tr>
<td>Less than high school</td>
<td>0.3%</td>
<td>1</td>
</tr>
<tr>
<td><strong>answered question</strong></td>
<td><strong>373</strong></td>
<td></td>
</tr>
<tr>
<td><strong>skipped question</strong></td>
<td><strong>72</strong></td>
<td></td>
</tr>
</tbody>
</table>
Q34: If you have children, please indicate how many in each group.
Answered: 93 Skipped: 352

<table>
<thead>
<tr>
<th>Number</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preschool</td>
<td>73.33%</td>
<td>26.67%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>15</td>
</tr>
<tr>
<td>Grade K-3</td>
<td>66.00%</td>
<td>40.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>25</td>
</tr>
<tr>
<td>Grade 4-6</td>
<td>86.36%</td>
<td>5.99%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>4.55%</td>
<td>22</td>
</tr>
<tr>
<td>Grade 7-8</td>
<td>63.64%</td>
<td>36.36%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>22</td>
</tr>
<tr>
<td>Grade 9-12</td>
<td>73.69%</td>
<td>21.05%</td>
<td>5.25%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>19</td>
</tr>
<tr>
<td>College</td>
<td>67.88%</td>
<td>21.43%</td>
<td>10.71%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>28</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Number that attend church</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preschool</td>
<td>63.64%</td>
<td>36.36%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>11</td>
</tr>
<tr>
<td>Grade K-3</td>
<td>85.00%</td>
<td>35.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>20</td>
</tr>
<tr>
<td>Grade 4-6</td>
<td>94.44%</td>
<td>5.56%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>18</td>
</tr>
<tr>
<td>Grade 7-8</td>
<td>85.71%</td>
<td>14.29%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7</td>
</tr>
<tr>
<td>Grade 9-12</td>
<td>77.78%</td>
<td>22.22%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>9</td>
</tr>
<tr>
<td>College</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>5</td>
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<table>
<thead>
<tr>
<th>Number enrolled in R.E.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preschool</td>
<td>80.00%</td>
<td>20.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>10</td>
</tr>
<tr>
<td>Grade K-3</td>
<td>57.89%</td>
<td>42.11%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>15</td>
</tr>
<tr>
<td>Grade 4-6</td>
<td>94.12%</td>
<td>5.88%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>17</td>
</tr>
<tr>
<td>Grade 7-8</td>
<td>87.56%</td>
<td>12.50%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>8</td>
</tr>
<tr>
<td>Grade 9-12</td>
<td>83.33%</td>
<td>16.67%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>6</td>
</tr>
<tr>
<td>College</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>1</td>
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</table>
Q35: What is your current family/household annual pledge or contribution -- whether you pledge as individuals or as a family?
Answered: 335 Skipped: 110

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to $500</td>
<td>21.5%</td>
<td>72</td>
</tr>
<tr>
<td>$501 to $1,500</td>
<td>32.8%</td>
<td>110</td>
</tr>
<tr>
<td>$1,501 to $3,000</td>
<td>20.6%</td>
<td>69</td>
</tr>
<tr>
<td>$3,001 to $5,000</td>
<td>6.3%</td>
<td>21</td>
</tr>
<tr>
<td>$5,001 to $7,500</td>
<td>3.6%</td>
<td>12</td>
</tr>
<tr>
<td>$7,501 or more</td>
<td>5.1%</td>
<td>17</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>10.1%</td>
<td>34</td>
</tr>
</tbody>
</table>

answered question 335
skipped question 110