

Congregation: UU Church of the Shenandoah Valley

Website address: <http://www.uushenandoah.com>

Ministry title: Minister

Congregation Size: Midsize I

Congregation Wage Rate Area: 3

Salary plus Housing: \$75,050

Do the benefits and professional expenses provided for this position meet (or even exceed) the UUA Transitions Office recommendations as described in the "Open for Business" section of the *Settlement Handbook (PDF)*? Yes

If there is a range in the S&H, describe the objective, measurable criteria you will use in categorizing a potential candidate.

High: \$91,100

Mid: \$75,050

Low: \$58,850

S&H will be based on skill-set level and experience within a competitive environment.

Is the minister expected to occupy a parsonage? no

How much of the S&H is attributable to rental value? negotiable; **To utilities?** negotiable

Number of adult members: 143 **Av. Sunday attendance:** 90

Children & youth enrollment: 36 **Av. children & youth attendance:** 20

Total operating expenditures (FY 2018): \$272,071

Total operating pledge income (FY 2018): \$202,775 **Number of pledge units:** 109

How many Sunday services? 1 **Others during the week?** 0

How many months per year is the church at full operating capacity? 12

UUA District: Central East Region **District Executive:** Megan Foley

APF contribution (2017): UUA, \$8,880; CER, \$4,144 **Fair Share?** yes

Ministerial settlement rep.: Kate Walker

Compensation Consultant: Mike Harris

Describe the character of the surrounding community:

Our church is located in the scenic Northern Shenandoah Valley, named for the Shenandoah River which flows through it, and bordered by the Blue Ridge and Allegheny Mountains. Our climate is typical for the Mid-Atlantic region. The Valley's character is largely rural, including many small farms with horses, cattle, orchards and vineyards. Some farmers' fields are slowly morphing into subdivisions as the area becomes the westernmost bedroom community for workers in Washington D.C., Fairfax and Loudoun counties.

There are some light industrial employers located in the area (Trex, Rubbermaid, Dupont and Hood) along with many government agencies including the FBI and FEMA. Winchester has a growing and well respected hospital complex, Valley Health System, providing many well paying jobs as well. There are two post-secondary institutions in the area, Shenandoah University (SU) and Lord Fairfax Community College (LFCC). SU is located in Winchester and enrolls 5000 students in baccalaureate through doctoral programs in its College of Arts and

Sciences; Conservatory; and Schools of Business, Education, Health Professions, Nursing, and Pharmacy. The Conservatory's public performances in dance, music, and theater are a cultural hub for the community. Lord Fairfax Community College in Middletown offers associates degrees and training programs.

The current population remains reflective of the area's early roots. In the mid-1700s, the Shenandoah Valley was settled by Quakers, Germans and Scots-Irish. African Americans make up about 10% of the population, and there is a small but growing Hispanic population. As is typical of small farms and market towns, the Valley's political and cultural climate has been friendly but self-contained and conservative. Small government, lower taxes and lots of volunteering has been the *modus operandi*. But in the past 20 years the area has been growing and evolving with the influx of more commuter families, retirees and telecommuters. According to Sperling's "Best Places," the population growth in Winchester between 2000 and 2014 was close to 25%. This has given the community a more cosmopolitan flavor and broadened the political dialogue.

Most of the towns have a healthy retail environment, the largest of which is the city of Winchester having served as the regional hub of commerce throughout its history. Many retail chain stores have locations in and around the I-81 corridor. Winchester's old town pedestrian mall is filled with local color including locally owned shops, historic buildings, street musicians and outdoor cafes.

Today the Valley is an attractive location balancing beautiful scenery, charming small towns, abundant historic tourist attraction with access to metropolitan Washington DC, low unemployment, good healthcare, higher education options, and housing costs at or below the national average. The median household income in Frederick County, VA was \$69,098 in 2015, which represents a 0.55% growth from the previous year (<https://datausa.io/profile/geo/frederick-county-va/>). In 2015 Forbes rated Winchester #15 (out of 200) in best small places for business careers. And just this year Reader's Digest rated Winchester 4th in the "10 Best Places to Retire in America," (<https://www.rd.com/advice/saving-money/best-places-to-retire/>).

For a more personal snapshot of our beloved Shenandoah Valley, here is a list of a few members' favorite sights and places:

- The majestic views of the mountains as one drives south toward Front Royal on Hwy 522 (or from the UU Church south on Hwy 11) and from Middletown across Reliance Road toward Front Royal.
- Shenando Park, east of Stephen's City, because it is so close to the UU Church and such a pretty spot to be quiet in the woods with a beautiful, little fountain, small pond, trees, tiny flowers, paths, picnic areas and pool.
- The historic Winchester Little Theatre on Amherst St., which, in the 1800's, was a freight station. It has offered high quality community theatre for 88 years.
- Walking the grounds of the campus of Shenandoah University and the adjacent Jim Barnett Park with its beautiful trees and picnic areas.

- Shenandoah National Park, a mere 60-80 minutes away and offering hundreds of spectacular trails.
- The architecture of the Museum of the Shenandoah Valley and the beautiful grounds of Glen Burnie - all on the same property and walkable from the center of town.
- Handley Library
- Harper's Ferry National Park with its spectacular view of the Maryland Heights Cliffs and trails overlooking the collision of the Shenandoah and Potomac Rivers, especially after a storm, when the water is raging and the kayaks are flailing! (Nature mimicking John Brown's raid?!) The little town is very quaint, with inviting shops and cafes.
- The Woodstock tower, where one can get a perfect view of the valley.
- The bucolic views from Apple Pie Ridge Road, including some of the area's oldest homes, built by Quaker settlers
- Dinosaur Land, the first thing we showed our grandchildren in the Valley. It is such a fun place to take young children.
- The concert hall and theater at the Shenandoah Conservatory which have afforded us so much wonderful music and live theatre – at little cost and only minutes from home!
- The major Civil War sites and battlefields that dot the area, offering silent testimony to the strife and tragedy that marked the history of this area and of the nation

Provide your profile of the minister you seek:

Our congregation overwhelmingly looks to the minister to lead inspirational Sunday Services. This is the one hour of the week each of us dedicates to reinforcing our sense of community and rejuvenating our spirit. We expect the minister to facilitate this process. Primarily, our minister will prepare well-researched, inspirational, and thoughtful sermons that will challenge our perspectives and raise our awareness of ourselves and the world. We want a minister who will send us back into the world with a renewed spirituality and motivation for the greater good.

In addition to inspirational Sunday services, our congregation expects the minister to foster a sense of community within the church. Our new minister will contribute to community through pastoral care activities, caring for and counseling individuals, and spiritual and intellectual leadership. The new minister will also provide collaborative leadership and support, both personally and professionally, in the maintenance of right speech, right action and right relations.

We are not an isolated community, and while our first two expectations of our minister focus on internal congregational matters, our congregation is committed to interaction with our wider community. We expect our minister to provide visible leadership in the community beyond the church including encouraging congregational social justice programs, as well as interfaith outreach and communication - and may include personal social activism.

Lastly, we expect these skills to reside within a whole and balanced person, of bright mind and kind heart. We expect our minister to enjoy the job, the Shenandoah Valley, and the community we have created. Our new minister will not be afraid to demonstrate his/her joy and warmth by being energetic, a skillful listener, respectful, sensitive, and by having a good sense of humor.

We are ready to embrace a new minister, and we want a minister who is ready to embrace us in active and meaningful ways.

Provide your profile of your congregation:

Our congregational survey was most recently completed in October 2016 by 117 respondents, including 97 members and 20 of our friends.

Demographics

Our membership is overwhelmingly white at 94%; less than 1% indicated they belonged to a minority. More than 80% of our congregation is older than 50 with 63% older than 60. Sixty-one percent of the congregation is female. We are a Welcoming Congregation although less than 10% of the congregation identified their gender orientation as LGBTQ. For many years we have proudly observed an annual Gay Pride Sunday. We also for many years (until its recent dissolution) hosted the local PFLAG (Parents and Friends of Lesbians and Gays) organization - and only stopped because the group itself dissolved as other supports have entered the region.

Our members are highly educated; 90% have at least a college degree. The average travel time to church is about 20 minutes (or 20 miles) and we come from all directions. Although most respondents live in Winchester, Strasburg, or Stephens City, 7.6% of members travel more than 45 minutes to attend services and events. More than 30% of our dedicated members have been attending UUCSV for 15 years or more, 17% for 11-15 years, 20% for 6-10 years, and 21% for 3-5 years.

Religious/Spiritual/Worship

The survey respondents listed Humanism and Buddhism followed by Protestant Christianity as spiritual traditions from which we draw our beliefs. Fourteen percent of our congregation is lifelong UU's, and more than 50% have come from a Christian background. Our view of God is diverse in as much as 46% lean towards a higher power existence; 22% believe that the only reality is the physical world that can be experienced directly; and 14% do not believe in the existence of a higher power. The majority of respondents believe the role of our church is to be a place where a variety of beliefs can be expressed, to provide a safe forum for exchange of ideas, to encourage members in their own spiritual path, to provide a liberal voice within the community and a liberal education for children.

We have a very active church community with 53% of members and friends participating up to 2 hours a week in church related programs; 38% participating for 3-5 hours per week, and 8% devoting 6-9 hours per week to the church. Most prefer to attend a church where all are accepted, where a variety of beliefs is expressed, a mixture of religious traditions is presented, and visitors

are welcomed regardless of their spiritual beliefs. A majority of survey respondents stated the community of the church is the most important reason for attending, followed by intellectual stimulation, celebrating common values, core UU beliefs and spiritual growth. The sermon, music/choir and socializing are the most important parts of the Sunday Service to the survey respondents.

It is important to add that many congregants have expressed (and continue to emphasize) that Social Action and Justice efforts are essential to their sense of spiritual nourishment. We address this need through a number of structures: a monthly Share the Plate program, monthly collections, regular “Magic Lantern Theater” presentations and an annual letter writing luncheon focused on VA General Assembly issues. (See more about Social Action & Justice in the section on committees.)

What role do the congregation and its leaders expect the minister to play in relation to the other paid staff?

The Minister is the chief administrative officer of the church and responsible for supervising all members of the UUCSV staff, which currently includes a full-time Director of Religious Education, a part-time Church Administrator and a contract Choir Director, Bookkeeper and Pianist. This supervision includes hiring, termination, personnel actions, including compensation matters, and completing an annual written evaluation. The UUCSV *Personnel Policies and Procedures Manual* provides specific guidelines related to these duties.

Although the Minister supervises individuals in positions, the UUCSV Bylaws require Board approval for the creation or elimination of any staff position.

Congregational history:

How and when was the congregation founded?

In the fall of 1972, four Unitarian Universalists who had moved to the Winchester area put an ad in the local paper to see if they could find other UU’s or people who might be interested in becoming UU’s. Four people answered the ad. They began to meet, and by January 1974 had the ten members required to become a chartered fellowship of the UUA. The fellowship met in members’ homes, then in the Jewish Synagogue’s social hall, and then in the local library. The membership grew and organization increased:

In 1987 we placed another ad; this time we were looking for a small church to buy. We purchased a small Presbyterian circuit church and became more of a presence in the community. The membership doubled.

In 1996, a grant from the UUA helped us hire our first full time minister. Membership continued to grow until we outgrew our little church almost 20 years ago. Two church members donated an adjacent piece of property where we built the larger church that we meet in today.

Note the three or four most important events in the congregation's history:

- 1974 The Unitarian Universalist Fellowship of Winchester was chartered by the UUA. The Fellowship later became the Unitarian Universalist Church of the Shenandoah Valley.
- In 1987 the congregation bought its first church building.
- 1999 the Unitarian Universalist Church of the Shenandoah Valley was recognized by the UUA as a welcoming congregation.
- In 2003-4 the Unitarian Universalist Church of the Shenandoah Valley hired its first full time settled minister and dedicated our new, larger church building.

List, most recent first, all clergy who have served since 1950 and earlier ministers of great importance, and interim ministers since 1980 (minister name, date arrived, date departed, reason for departure):

Minister	Date Arrived	Date Departed	Reason for Departure
Russ Savage	8/2016	present	n/a
Madelyn Campbell	8/2015	6/2016	interim contract not renewed
Phyllis Hubbell/ John Manwell	2/2015	7/2015	caretaker ministers
Paul Brittner	8/2012	12/2014	resignation
Lyn Plumb	7/2010	6/2012	interim term completed
Henry Ticknor	8/2003	6/2010	retired (elected emeritus 2016)
Paul Boothby	8/2002	6/2003	interim term completed
Robert Hughes	1996	2002	career change
Cynthia Cain	1994	1995	accepted another position
Roberta Finkelstein	1992	1994	accepted another position
Gordon McKeeman	1989	1992	retired
Gary Gallun	1987	1989	accepted another position
Helene Novick Wolfe	1986	1987	contract ended
Craig Coleman	1983	1985	accepted another position

Current clergy and staff (include all paid staff):

Position	Date of hire/call	F/T or hrs. per week	Covered by Health Plan?	Covered by Retire Plan?	Annualized Compensation (S&H for clergy)	Supervised by/ reports to:	Member
Minister	8/2016	P/T	no	no	\$41,000	Board	no
Administrator	2/2016	20	no	yes	\$15,735	Minister	no
Book Keeper	12/2012	contract	no	no	\$9,000	Minister	no
Director of Religious Education	8/2013	F/T	no	yes	\$45,897	Minister	no
Choir Director	8/2017	contract	no	no	\$5,000	Minister	no
Pianist	9/2010	contract	no	no	\$4,343	Minister	no

Table I Membership, Attendance, and Pledging (Data represents a program year of 12 months)

Year Ending	Adult Members	Average Adults Sunday Attendance	Children & youth enrollment	Average children & youth attendance	No. of pledge units	Total operating pledges	Operating pledge per pledge unit G/F
2018	143	90	36	n/a	109	\$202,775	\$1,860
2017	148	97	35	14	105	\$171,930	\$1,637
2016	173	84	65	13	96	\$215,604	\$2,246
2015	173	105	65	16	120	\$212,165	\$1,768
2014	156	90	61	24	113	\$214,991	\$1,903
2010	141	103	61	n/a	97	\$190,525	\$1,964
2005	119	89	64	n/a	85	\$92,592	\$1,089
2000	110	68	40	n/a	76	\$65,176	\$858
1995	81	47	26	n/a	50	\$27,532	\$551
1990	58	36	28	n/a	41	\$14,700	\$359
1985	41	25	15	n/a	22	\$8,400	\$382

Table II Sources of Operating Income

Year Ending	Total Operating Pledges	Other Contributions	Fundraising Events	Endowment Investment Income	Building Rentals	Other Income	Total Income (sum of 1...6)	Total Endowment
2018*	\$202,775	\$18,700	\$33,500	\$0	\$4,500	\$300	\$259,575	\$201,837
2017	\$173,484	\$16,128	\$36,875	\$0	\$4,907	\$2,248	\$233,642	\$196,744
2016	\$207,524	\$10,873	\$31,455	\$0	\$6,309	\$6,325	\$262,486	\$179,173
2015	\$182,539	\$13,101	\$35,007	\$0	\$6,727	\$13,820	\$251,194	\$178,179
2014	\$201,413	\$26,049	\$34,225	\$0	\$4,842	\$2,488	\$269,017	\$179,928
2010	\$185,882	\$13,331	\$42,331	\$0	\$1,777	\$628	\$243,949	\$19,397
2005	\$104,875	\$11,298	\$0	\$0	\$877	\$49,340	\$0	\$8,788
2000	\$62,487	\$6,499	\$0	\$0	\$230	\$3,750	\$74,954	\$0
1995	\$26,687	\$5,923	\$496	\$0	\$0	\$1,282	\$34,388	\$0
1990*	\$14,700	\$1,500	\$1,500	\$0	\$0	\$1,000	\$18,700	\$0
1985*	\$8,400	\$300	\$0	\$0	\$0	\$0	\$8,700	\$0

Table III Operating Expenses

Year Ending	Building & Grounds & Utilities	Minister's S&H	Minister's Benefits & Professional Expenses	Other Staff Compensation	Religious Education	Social Justice & Service	Debt Service	Other Current Expenses	Total Expenses
2018*	\$18,300	\$75,000	\$30,000	\$64,324	\$3,000	\$500	\$23,982	\$56,965	\$279,321
2017	\$17,108	\$27,500	\$9,155	\$67,122	\$2,895	\$865	\$22,465	\$48,171	\$195,281
2016	\$24,596	\$57,324	\$17,580	\$82,523	\$3,049	\$855	\$22,993	\$45,163	\$254,083
2015	\$27,114	\$65,533	\$28,215	\$91,210	\$2,598	\$550	\$23,499	\$47,406	\$286,125
2014	\$19,940	\$59,676	\$22,686	\$74,903	\$4,640	\$1,187	\$23,988	\$60,030	\$267,050
2010	\$22,567	\$50,165	\$20,839	\$65,336	\$1,693	\$3,155	\$25,298	\$38,274	\$227,327
2005	\$20,159	\$40,700	\$14,573	\$30,561	\$1,748	\$0	\$31,032	\$14,484	\$153,257
2000	\$4,335	\$38,369	\$12,350	\$2,792	\$1,589	\$37	\$0	\$14,987	\$74,461
1995	\$3,374	\$14,000	\$0	\$4,119	\$713	\$0	\$0	\$7,823	\$30,029
1990*	\$5,570	\$3,000	\$780	\$0	\$700	\$50	\$0	\$8,600	\$18,700
1985*	\$1,350	\$3,300	\$0	\$0	\$400	\$260	\$0	\$3,390	\$8,700

Explanation of any anomalies:

*Budget estimates rather than actual year expenses.

Other Current Expenses include: denomination dues, operating expenses (some of which have been included in building expenses in some years), board and committee activities (including search committee expenses in 2018), and Sunday services.

2018 Although the budget shows a \$19,746 deficit, we project an actual \$44,000 surplus as we have budgeted the full-time minister's salary but will have only a part-time minister for the year.

2005 Other income includes \$33,000 carry forward from 2003-04 and \$15,000 transfer from building fund.

2005 Increased expenses for building and debt services reflect move to new building in 2003-04.

Current congregational life

Does the congregation have a mission -- not a mission statement, but a glowing coal at its center -- and if so, what is it?

We find comfort in being a close-knit liberal community within a wide, conservative geographic region. We see ourselves as a beacon of liberal religion that has grown steadily during our existence by offering sanctuary to those with diverse beliefs who struggle to find acceptance in the area. We reach out to the larger community and offer support, both emotional and material, to those who are challenged by economic and social stigmas in this traditionally rural, but rapidly developing region.

Congregational strengths:

We are a vibrant group of compassionate members who welcome all into the congregation. Those who attend consistently name “a nurturing community of members” as our greatest strength. UUCSV is a fiscally responsible church that lives within its means. Over the past 20 years, our budget and membership have generally increased. The church has attracted and retained a skilled professional staff. We have a core group of dedicated and flexible lay-leaders that keep our congregation humming along. Members take responsibility for our congregation, and this is demonstrated by enthusiastically supporting stewardship, church fundraisers, concerts, volunteer efforts and worship. Additionally, youth and young families are highly valued, and the congregation is proud to provide them with a supportive liberal community.

Recently, we updated our bylaws and constitution to reduce redundancies and eliminate inconsistencies, combining both into a single, cohesive document. We feel this piece of internal “housekeeping,” has clarified roles and responsibilities between staff and congregation, such that leadership positions are now much more focused and opportunities for tension due to role conflicts have been vastly reduced. In short, we are nurturing, responsible – and ready to focus on growth.

Congregational challenges:

Our surveys and discussions have identified several challenges. First, members worry about the process of integrating new members and engaging them in the business of the church in a manner that is inviting but not overwhelming. We have also worried about retaining (and increasing) members through the present changes in leadership. Many are concerned about the resources required to fulfill the dreams of the congregation while also maintaining good financial stewardship. Our desire to maintain a strong community is challenged by members being dispersed over a large geographic region. Finally, we need to engage new leadership within our committees, and empower committees to achieve their goals during the church year in order to allow the board to focus more exclusively on needed policy development. While none of these challenges are unique to our church, they take on renewed urgency as the congregation passes through this extended transition period.

What congregational issues are likely to be most pressing within the next couple years:

We have grown through the sudden end of a turbulent ministry which threatened to divide our congregation. In addition, the mishandled termination of our Music Director and an unsuccessful Interim Ministry were difficult blows to the congregation. Since then we have taken many opportunities to reflect back on congregational relations with the Minister and paid staff. We are rededicating ourselves to “right relations” with the able assistance of our half time Contract Minister, Russ Savage. We have a renewed confidence and self reliance in our ability to maintain a congregation that is strong, flexible, forgiving and vibrant. We will be looking to a new leader to help us build on this stabilized foundation. The congregation has expressed a desire to grow, specifically by attracting younger families and continuing to be an active liberal beacon in the Shenandoah Valley. Integrating a new Minister into our congregational culture, in a manner that creates mutual trust, is the best way to progress with these goals.

What congregational issues are likely to be most pressing over the next ten years:

Our congregational survey indicated several important issues that need to be addressed. Sixty-nine percent of survey respondents view growth favorably. Included in this growth would be maintaining and perhaps increasing membership, including attracting young families as well as people of color and minorities. A second concern would be having the financial resources to meet the church’s ambitious goals. Thirdly, maintaining our physical plant is challenging, due to large maintenance items such as HVAC equipment and roof work. In addition, if we meet our goal of expanding membership, we will need to have the funds to increase our physical space to handle the growth.

What congregational issues may never be resolved?

An issue that is difficult to resolve is how to form an intimate religious community without a shared physical community. Our members are from thirty-five different “local” communities and many travel quite a distance to reach the church for Sunday services. The result of this dispersion is that we do not have a town we all relate to, or a common set of friends and neighbors, which makes it difficult for activities during the week or “quick stops at the church for a meeting.” Increased use of social networking and improved communication may create a virtual community, but nothing can totally replace the lack of shared community space outside of church.

A second unresolved issue has been the paucity of minorities within the church. Inclusion is important to our members and we have made efforts to reach out to both the African-American and the Hispanic communities within our region. However, these groups have strong community churches and ties to traditional religions. We have not found a solution to this issue, but we continue to discuss and explore our options because we value diversity.

To what degree does the congregation possess a dominant theology?

In our most recent survey, members were asked to rank ten spiritual / philosophical views as being important to them. The highest ranking orientation was Humanism (59.8%). The next was Buddhism (46.2%). After that, “Other” (17.9%), and finally Protestant Christian (16.2%).

Maintaining a balance among the diverse theologies of our congregants will continue to be a challenge.

Describe the role of music and the arts in the life of the congregation:

Music is an important part of the life of the church. In our congregational survey music (57.6%) was essentially tied for second with socializing (59.3%) after sermons (86.4%) as the most important part of our Sunday services. Additionally, music and cultural events were among the top five leisure pursuits among members of the congregation. The church is fortunate to have Shenandoah University and its Conservatory of Music nearby, and we often draw from their talented students, faculty, and alumni to provide special music for our services. We have completed a search for a new Choir Director and have hired a well qualified applicant at 5 hours per week. Our Adult Choir performs during Worship services on average twice per month. We hope to explore other areas of musical growth with the addition of our new Choir Director. We also host a graduate student (George Bowerman) and his grand piano while he pursues a master's degree at Shenandoah University. In exchange for storage and rehearsal space, George allows our musicians the use of his piano and also performs three concerts per year. Our love of the arts is supported by a myriad of members who are musicians, potters, paper makers, jewelry makers, quilters, singers, and crafters. On occasion our sanctuary has provided gallery space for local artists. We also have periodic crafting, knitting, and quilting groups, poetry and writing workshops, and a holiday craft fair.

Describe the religious education programs for children, youth and adults:

Since 1987 our Religious Education Program has grown from one multi-age children's class to a full service program for children preschool through 9th grade, a 10-12th grade youth group, a comprehensive OWL program (Kindergarten through Adult trained facilitators) and a lively menu of LFD offerings for adults.

We are very proud of our top-notch, full time Director of Religious Education, Cory Ness, credentialed at the associate level. Cory works with the Religious Education committee and a core of committed teachers to recruit, train, organize and support additional teachers and mentors to offer a wide ranging selection of curricula. For the youngest there is a staffed nursery enabling a nurturing environment during the service which also available by prearrangement at many other church functions. A key component of RE for the preschool through 5th grade children is Spirit Play which successfully creates community within a classroom of varied ages, promotes independent thinking and importantly is fun for teachers and students! Cory is also reintroducing a periodic Children's Worship Service for this age group which parallels the structure and theme of the general service with age appropriate presentations and activities.

This year the older children, 6-9th graders, are using the Coming of Age curriculum. This will culminate in a Coming of Age ceremony at the end of the year. In the past few years we have had a very strong Youth Group, composed of a core of teens that bonded in the youth OWL programs. At the moment we have a demographic gap with no 10th, 11th or 12th graders. We hope to start a new group as the current crop of younger teens completes their Coming of Age program. The following is a list of the child and youth programs Cory Ness and the RE team

have run in the past five years:

- Spirit Play
- Chalice Children
- Celebrating Me and My World
- Picture Book World Religions
- Picture Book UU
- Toolbox of Faith
- Windows and Mirrors
- Spirit of Adventure
- Heeding the Call
- Amazing Grace
- Building Bridges
- Coming of Age
- Youth Group

UUCSV has a long and deep commitment to the OWL program. The church is blessed with multiple trained leaders in K-1st grade, 3rd-5th grade, 7-9th grade and 10th-12th grade levels. We schedule the classes so every child can fully participate at each level. Children from other churches and homeschoolers are recruited to participate if they and their families are interested. We are pleased to have added the Young Adult and Adult components of the program about two years ago.

Lifespan Faith Development (LFD) has blossomed in the five years Cory Ness has been with us. We have ongoing programs like Covenant Groups. Last year we used Listening Hearts by Christine Robinson and Alicia Hawkins for the discussion topics. Our “Healing the Heart of Democracy” group from last year is staying together to explore healthcare reform issues. This year's book club began with “Evicted” by Matthew Desmond.

Cory also periodically leads worship services. A recent one, a White Supremacy teach-in, was particularly powerful and well received and has spawned a SURJ (Show Up for Racial Justice) group in conjunction with the Social Action and Justice committee and a racial justice reading group. Other LFD offerings in the past five years:

- Artist’s Way
- Chalice Quilters
- Soul Collage
- Wired to Create
- Cakes for the Queen of Heaven
- Rise Up and Call Her Name
- Feminine Spirit
- Ethics
- Escalating Inequality Forum
- From Ageing to Sageing
- Tell a Good Story

We Who Defy Hate
 End of Life Planning
 World Religions
 Planning Your Own Memorial Service
 Choices for Sustainable Living
 Unplug the Christmas Machine
 Residential Renewable Energy Options
 Worship in the UU Tradition
 Building Your Own Theology

Lay leadership

In practice, are responsibilities for governance widely shared or confined among relatively few members? Give some examples:

Our congregation is firmly committed to the principle of shared governance. The executive body of the UUCSV is the seven-member Board of Directors, each serving a three-year term and limited to no more than two consecutive terms. The Board is assisted in its functions by one Permanent Committee, the three-member, elected Nominating Committee, and such Standing and Ad Hoc committees as deemed necessary. At present we have 10 Standing Committees, with various sub-committees, and an ad hoc committee addressing administrative software and church document archiving.

With seven board members, 18 committee/sub-committee chairs, and approximately 40 committee members, 65 members or 46% of the congregation actively share in the governance of the church. If the members who have recently rotated off committees or who are just taking a breather are counted, close to half of the congregation are involved in church governance. In practice, responsibilities for governance of the UUCSV are widely shared.

Describe the process you used to complete this form:

This is our second full-time ministerial search within 5 years. As a result, we were able to use some information from that search. In addition, information was drawn from our 2016 Congregational Survey, 2017 Cottage Parties, and BCT Workshop held in 2017 as well as congregational input.

The committee split up the Congregational Record into pieces and members worked on their individual parts. The entire committee completed a draft which our current minister Rev. Russ Savage and Minister Emeritus Rev. Henry Ticknor reviewed. Regional Transitions Coach Rev. Dr. Kate Walker completed a final review.

Committees

Name the committees that have recently had the greatest success:

Any of our ten standing committees could be cited here since each has made a significant contribution to our success as a congregation. From our well-maintained grounds, to our varied social activities, successful fund-raising events, well-managed finances and endowment, our committees have been successful in meeting their duties and goals. However, several do stand

out during the past few years when we have faced specific challenges. These include Stewardship, Worship, Personnel, and Social Action and Justice.

Stewardship Committee: After seeing our annual pledge drive crash from a record high \$215,604 in pledges in 2016 to a five-year low of \$171,930 in pledges in 2017, the Stewardship Committee put together a well-conceived and organized plan. In working closely with the Finance Committee, Stewardship was able to inform the congregation about the financial impact of their giving at various levels. In the end, the campaign exceeded our goal by \$2000 and laid the groundwork for next year's campaign.

Worship Committee: Having gone through a tumultuous two-year period in which both a settled and interim minister left, the controversial loss of a music director, and ending with the hiring of a half-time contract minister, our Sunday services faced some serious challenges. The Worship Committee met the challenge. The committee has continued to work closely with part-time Minister Russ Savage to provide our congregation with outstanding Sunday services under the guidance of Worship Associates and has restored our very important music program with the hiring of a choir director.

Personnel: As with the above two committees, the Personnel Committee found itself faced with serious challenges occasioned by personnel changes that were not always handled professionally. The result was a thorough review and updating of our personnel policies and procedures to ensure that they were up to current standards as well as clarifying individual responsibilities.

Social Action and Justice (SA&J) has been one of our constants. Our Congregation prides itself on being a beacon of liberalism in the community, and SA&J accomplished this by providing financial and volunteer support to community organizations as well as independent programs, including:

- Monthly share-the-plate

- UUCSV Guest At Your Table

- Unitarian Universalist Legislative Ministry of Virginia (UULMVA)

- Magic Lantern Theatre

- Winchester Area Temporary Thermal Shelter (WATTS)

- Pride Sunday Service

- Other ad hoc events and/or efforts including visits to local delegates, involvement in area marches and/or NAACP events, and, most recently, working with the local Presbyterian church on specific refugee family settlement issues.

- Habitat for Humanity

SA&J ensures that the flame burns brightly.

Name the committees that have recently had the least success:

Our Congregation continues to face some challenges occasioned by our recent turmoil, and despite excellent leadership and a body of dedicated volunteers, this has had an impact on several key committees.

Nominating Committee. As per a UUA initiative, the Nominating Committee was revamped a

few years ago into the Nominating/Leadership Development Committee and charged with developing new leaders within the Congregation. With changes in membership and uncertainty about the actual goals, the leadership development objective was never met. The committee's functions are now under review.

Building and Grounds Committees. The Building and Grounds Committees are excellent examples of committees that possess dedicated leader/membership and plenty of ad hoc volunteers to assist in performing small-scale projects but are faced with institutional limitations resulting from a lack of financial resources that severely limit their abilities to perform their duties.

Membership Committee. The Membership Committee has been, arguably, hardest hit by our recent turmoil and finding it most difficult to recover. Membership peaked at 168 in 2014 and has declined every year since. Church attendance also peaked at an average of 101 in 2014 and after 2 years of decline has seen an increase to 90 this year. The Congregation has also identified our lack of diversity and our general "greyness" as continuing problems to be addressed.

Although we believe that we have a vital and successful committee structure, the Board is focusing its attention on this segment of governance during the current fiscal year. In these discussions, the Board is being guided by the Dan Hotchkiss book, "Governance and Ministry: Rethinking Board Leadership", as they weigh the overall organization and division of duties and responsibilities between the Board and its committees.

Major financial support

List the dollar amounts of the ten largest operating pledges received in the most recently completed fiscal year:

2017

1. \$9,000
2. \$8,100
3. \$8,100
4. \$7,200
5. \$6,600
6. \$6,500
7. \$4,800
8. \$4,620
9. \$4,400
10. \$4,400

Give the dates of the last two capital fund drives, and the funds raised (a) by contribution and (b) by debt:

1986-1987

(a) \$17,000 (b) \$30,000

2001-2003

(a) \$290,000 (b) \$500,000

What is the condition of the church buildings, and what funds may need to be raised in the future?

We took occupancy of our newly constructed facilities in the spring of 2004. The architect's inspiration was drawn from rural farm buildings of the Shenandoah Valley and consists of a sanctuary/multi-purpose room, a narthex, a small kitchen, two offices, two restrooms, a library and four RE rooms. Overall the building is in good condition. Our landscaping has matured and is very complimentary to the exterior.

Our building is handicapped accessible from the parking lot through the front door and into all interior spaces. The four side doors have some steps (1-4) to the exterior.

The Board is currently requesting bids to repair/reconstruct 2 roofs over closets and the roof over the front portico that have some structural damage and leaking. The Building committee recommends replacing the floors in all class rooms and RE hall. The target is to replace one classroom floor a year pending available funds.

The reserve funds for the church are being gradually replenished to be in position to cover major emergency repairs, such as A/C units or other major projects.

Long range planning exercises with congregants have identified several areas for future growth. Our RE and office spaces are undersized and we could benefit from a community/multipurpose room with a commercial kitchen and extra restrooms. This would give us the necessary space for current programs and provide more event space for church as well as rental possibilities for wedding receptions, etc. Another long-term goal is to create an outdoor amphitheater somewhere on our 20 acres, for outdoor programs. There are no plans for a capital campaign at this time.

Building Dimensions:

RE room: 14' x 15' 210'sq
 RE room: 14' x 15' 210'sq
 RE room: 14' x 15' 210'sq
 RE room: 14' x 15' 210'sq
 RE hall: 53'x 5' 265'sq
 Men's bathroom: 11'x 11' 121'sq
 Women's bathroom: 12'x 11' 132'sq
 Library: 21'x 15' 315'sq
 Admin Hall: 63' x 5' 315'sq
 Minister's Office: 12' x 15' 180'sq
 Administrator's Office: 12' x 15' 180'sq
 Kitchen: 8' x 21' 168'sq
 Narthex: 23' x 38' 874'sq
 Sanctuary: 54' x 38' 2052'sq
 Total 5442' sq

Ministry

Describe the process by which the minister will be called:

Our search process is closely following the outline provided by the UUA. The Search Committee began meeting in June 2016 (see below) and held its orientation session with our Regional Transitions Coach, the Reverend Dr. Kate Walker, on August 28-29. The committee then released the Congregational Survey during September, conducted a Sunday service on shared ministry on September 18, and held a Town Hall meeting on October 2 to review the results of the Congregational Survey. The committee also announced at the Town Hall meeting the decision to delay the search from August 2017 to August 2018, pending results of pledge drive and completion of the FY 2017 budget process to insure adequate funding for a new minister's compensation package. The Committee's work in 2017 continued with seven Cottage Party meetings in September/October and the Beyond Categorical Thinking service/workshop with Carol Carter Walker on October 1. A follow-up meeting with RTC Kate Walker is scheduled for January 6, 2018 and neutral pulpit sites for January/February. The Board approved a draft Ministerial Agreement at its October meeting.

Once we receive notice of interested candidates, the Committee will review those files, conduct phone interviews, conduct reference calls, and invite pre-candidates for site visits. Assuming a successful process, including an independently conducted criminal background check, we will present a candidate to the Congregation during candidate week and seek Congregational approval at a Special Congregational Meeting. Our Bylaws require that forty percent of the membership be in attendance at that meeting with a minimum eighty percent vote of the Members present and voting required to approve the call of a Settled Minister.

With the successful completion of the Stewardship Campaign and approval of the FY18 budget, we remain on target for the August 2018 ministerial start date.

Describe the process by which the Ministerial Search Committee (or its equivalent) was chosen:

The UUCSV Congregation approved proceeding with a search for a full-time settled minister at a special meeting on December 13, 2015. The Board immediately began the process of appointing a search committee by soliciting nominations from the Congregation and interviewing potential members and in March appointed Cal Allen, Maria Francis, Rachel Hanks, Robert Haskins, Claire Henderson, Gail Vasta, and Bruce White to the committee. The committee began meeting in June. In July Ms. Francis resigned for health reasons. At a December 18, 2016 Special Meeting the Congregation confirmed the membership of the six remaining members and new member Lana Hurt of the Search Committee.

Ministerial skills and enthusiasms most needed by the congregation:

4 -Crucial **3** -Significant **2** -Modest **1** -Of less consequence

Administration	3
Adult religious education	3

Children's religious education	2
Committee work	2
Community building	4
Denominational activities	1
Facilitation	1
Stewardship	1
Home visitation	1
Hospital calling	1
Leadership Development	3
Membership growth	2
Music & liturgical arts	1
Personal counseling	4
Preaching	4
Scholarship	1
Social action	4
Spiritual guidance	1
Staff relations	3
Worship	1
Youth work	1

Assess the capacity of the congregation to exercise forbearance and nurture in assisting a minister's development:

We have experienced challenges within our community over the past four years, and we did not always speak and act according to our UU Seven Principles in our relationships. Furthermore, commitment to shared ministry and shared governance are among the two most important characteristics of the UUCSV, and disagreements with our last two settled ministers often centered on those issues. As a consequence, we undertook a thorough review of who we were and how we acted, resulting in the adoptions of “Our Promises,” a covenant of right relations, a new mission statement and principles, and revised Bylaws/constitution.

Our healing has made good progress, especially under the leadership of part-time Minister Russ Savage, the outstanding service of Religious Education Director Cory Ness, and the actions of the Board and the Worship, Transition, and Search Committees. We are now ready to move forward to call a full-time settled minister.

Our congregation has continued to provide each minister with needed resources through a ministerial expense fund, a sabbatical plan, and a professional travel account to attend the UUA General Assembly and regional workshops. Additionally, we have supported a professional staff to focus on church needs, and our lay leadership, most specifically the Board and Worship and

Ministerial Committees, work closely with and in support of, the minister.

Once a new settled minister has been called, and the search component of the Ministerial Search Committee's work has been completed, members of that committee will serve the transition team for at least six months following the call and assist the new minister in navigating her/his new environment and becoming part of our community. Another important resource available to our new settled minister will be Minister Emeritus Henry Ticknor, who retired as our minister in 2010.

What expectations, however silent, may there be about the minister's family and personal life?

We expect that the minister will live and exhibit the qualities he or she preaches from the pulpit. Secondly, we hope that the minister's family, if there is one, will be part of the UUCSV family and feel welcome attending church functions. Our church community will embrace the minister and his or her family.

Describe the worst mistake your new minister could make:

UUCSV is the only UU/liberal church within a 50-mile radius drawing members with a wide range of spiritual, theological, social, and political views who also have widely varying opinions on matters such as shared ministry and shared governance. Within that context, the worst mistake our new minister could make would be to fail to collaborate in building a community soundly based on the UU principle of right relationships in the fulfillment of our mission and values. Our recent history has included two outstanding "preachers" who clearly met the Congregation's expectation for outstanding Sunday sermons. However, failure to collaborate, build community, and maintain right relations led to frictions that ultimately resulted in the separation of those ministers.