

## LOCAL CHURCH PROFILE

### **University Congregational United Church of Christ (UCC Missoula) Missoula, Montana**

#### **Pastor**

Montana-Northern Wyoming Association and Conference

May 24, 2022

***UCC Missoula embraces a diverse community  
while journeying in faith, to serve our neighbors  
and love all creation.***

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“God is able to provide you with every blessing, so that  
having all sufficiency in all things at all times,  
you may abound in every good work.”  
(2 Corinthians 9:8)

# POSITION POSTING

## A. LISTING INFORMATION

**Church name:** University Congregational United Church of Christ

**Street address:** 405 University Avenue, Missoula, Montana 59801

**Supplemental web links:** <http://www.uccmissoula.org>

**Additional ecumenical affiliations (e.g. denominations, communions, fellowships):**

Missoula Ministerial Association

**Conference:** UCC Montana-Northern Wyoming

**UCC Conference or Association Staff Contact Person:**

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**Summary Ministry Description: In a short paragraph, reflect on where your church is going and what it might look like when you get there. What do you need to get there? Who are you seeking to join you on this part of your church's faith journey?**

Our congregation is actively working toward living out five Vision areas determined in our 2014 vision/capital campaign.

1. Intentional Relationships We work with a coordinator of small groups to form deeper relationships with God and with one another. The coordinator of small groups, minister of spiritual formation, pastor and laity all lead small groups throughout the year focused on Bible study, worship themes, spirituality, current events, and/or topics of interest to the congregation. Some examples of recent small groups: "White Privilege," "The Universal Christ," "Wrestling with the Truth of Colonization," "Retirement," "Pandemic Photo Voice (photography study)," "Words and Music: Hebrew Words within Psalms," "Graceful Endings."
2. Youth and Young Adults We develop and grow programs oriented toward the needs of that population.

3. Greening the Church We are a Creation Justice Church within UCC. Our Green Team is working to reduce the church's carbon footprint with the installation of solar panels, and several members are active in local and national climate advocacy. During Lent 2022, we promoted the discipline of reducing our carbon footprint through a variety of activities and worship themes. We participate in the local "Faith and Climate Action" ecumenical group, as we seek ways to be stewards of our earth.
4. Spiritual Formation We provide retreats and workshops for members and friends, led by both lay people and staff. The goal of this ministry is spiritual development for all ages in a variety of settings. For example, the two-day Lenten 2019 retreat was intergenerational and held at a church camp on Flathead Lake; the 2020 Advent retreat took place online over Zoom and drew participants from other states as well as our congregation; the all-day 2022 Lenten retreat was offered at the church.
5. Mission and Service Our church's place in our community is defined in part by our stance and action on social justice issues. We seek more personal ways to involve ourselves in these areas. We participate in service at the local homeless shelters and Habitat for Humanity, organize food and clothing drives, and examine social justice issues through workshops and book study.

We seek a leader who will embrace our vision, join our faith journey, and develop lay leadership.

The pandemic has profoundly affected us, as we launched an online ministry when the building closed in March 2020 (see "Who God is Calling Us to Become" section for a fuller discussion). We seek a leader who will embrace integrated in-person and online ministry, creating a sustainable staffing structure to support our church family in these formats.

In March 2020, our building closed due to the pandemic. Pastors and staff created prerecorded services that were broadcast each week on YouTube and Facebook. The sophistication of these recordings grew and were a meaningful way for our community to connect, eventually adding a Zoom "coffee hour" afterwards. This allowed our "attendance" through views to match and often exceed what our in-person attendance had been. The congregation supported our newfound online ministry by raising over \$20,000 to purchase quality cameras and a livestream system. When the building reopened in 2021, we shifted to livestreams of the service from the sanctuary, with prerecorded music from choirs and ensembles and prerecorded children's time. Our children's ministry director was fabulously creative during the pandemic, with programs such as Church-School-in-a-Box. Currently, we hold traditional services in-person with very little prerecorded material, with the livestream running on YouTube and Facebook.

**What we value about living in our area (2 – 3 sentences):**

Our community is stunningly beautiful, with mountains surrounding our valley and rivers running through it. Our K-12 schools and health care systems are highly rated, the University of Montana and Missoula College campuses contribute scholarship while our diversity continues to grow as refugees from many parts of the world receive a soft landing here. The Missoula community (historic downtown and beyond) hosts a variety of nationally based and local businesses, nonprofits, and is a flourishing hub of cultural activities and events.

**Current size of membership:**

This past year we updated our church rolls to accurately reflect active members and friends. This had not been done for many years. We have not experienced a precipitous drop - we have simply cleaned up our rolls. Our rolls list 234 members and 134 active friends.

As a result of the pandemic, our demographics have changed. Prior to the pandemic, our church was trending toward a congregation that was skewed towards retirement age. Our church has become older as many of the families in our church stopped attending and participating in church life, and recruiting new families became more difficult over the last two years. We are hopeful that as vaccines become available for those under age 5 and the pandemic wanes, families will return to in-person church attendance. Our recent Easter service was full and included many families with children.

**Languages used in ministry (other than English):** n/a

**Position Title:** Full-time, settled or designated-term pastor.

**Compensation Level (choose one, delete the other options listed):** Full-time

**Does the total support package meet conference compensation guidelines?** Yes

**Photographs:** see following pages



OUR LIFE IN COMMUNITY



University Congregational Church



THE COURTYARD



ADVENT 2021





UCC



PALM SUNDAY 2022



TENEBRAE SERVICE 2019





PREPARING DINNER AT  
THE POVERELLO CENTER



MEMBERS OF YOUTH GROUP  
FILMING PSA FOR THE EARTH



YOUTH GROUP RECEIVING THE  
JIM HOGAN YOUNG  
PEACEMAKERS AWARD

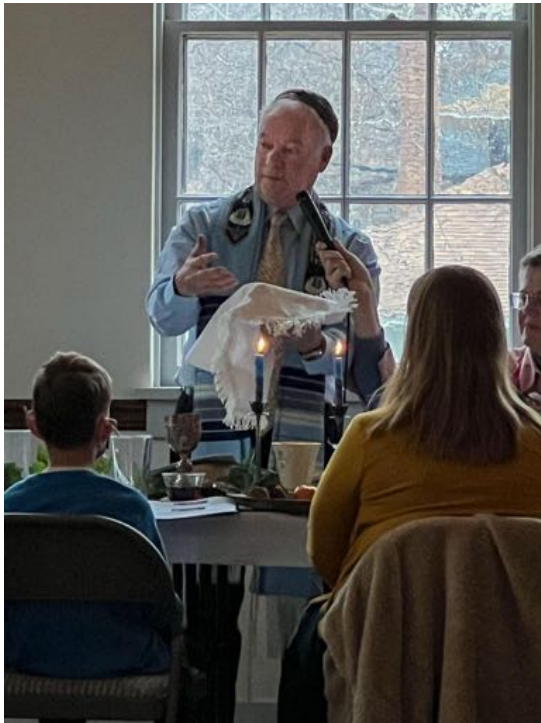


YOUTH PREPARING DINNER AT  
THE POVERELLO CENTER









SEDER 2022



SEDER 2022



LENTEN RETREAT AT  
FLATHEAD LAKE 2019



CONTEMPLATIVE BACKPACKING TRIP TO EDITH LAKE



## **B. SCOPE OF WORK**

### **Scope of Work**

As a progressive, vital church, we expect our pastor to focus on these broad categories:  
Congregational involvement can be expected in all categories:

- Preparation of meaningful, engaging worship, including well-prepared sermons, integrated music, and lay participation.
- Coordinated and integrated in-person and online worship experiences
- Faith formation through prayer, Bible study, small groups and identifying helpful resources and opportunities for all ages of our congregation
- Community engagement by leading the way for the church to carry out its mission
- Leadership development by working with members to create ministry and programs that reflect current priorities
- Engagement in strategic planning for current and new congregational directions including growing ministry for youth, young adults and families
- Financial development and stewardship
- Pastoral care.

Other routine duties would include:

- Administration of week-to-week church operations
- Weddings, baptisms and funerals for participants in the worshipping community
- Attend meetings and collaborate with lay leadership
- Participate in wider church activities such as MT-Northern WY Association and conference meetings
- Development, supervision, and coordination of staff
- Counseling, listening and referral
- Study and prayer to increase faith and improve skills
- Energizing and deepening spiritual connections and faith understandings of others
- Working with community organizations on mission/service activities important to the congregation.

### **Core Competencies:**

1. Strong speaker, teacher, and worship leader, with a deep well of theological understanding and education
2. Compassionate, warm, empathetic and caring person
3. Person of living faith who respects and empowers members and friends
4. Helping people understand and act on issues of social justice
5. Community-builder who can bring people together after the trauma of the pandemic
6. Strong communication skills with a wide range of people and groups

### **C. COMPENSATION AND SUPPORT**

**Salary Basis (from the Call Agreement Workbook, equal to Cash Salary plus Value of Parsonage/Housing Allowance):** \$67,000 to \$89,500 DOE

**Benefits (choose one):** Salary plus benefits

**What is the expected living situation for your next minister (e.g. parsonage, living nearby with a housing allowance, living elsewhere to commute as needed)?** The minister will live in the Missoula area with a housing allowance.

**Comment on the residential/commuting expectations for your next minister.** We expect the minister to be available in Missoula on a daily basis, therefore long-distance commuting is not an option.

**State any incentives (e.g. school debt reduction or retention bonus after a certain number of years in position).** n/a

**Describe peer and professional supports available for ministers in your association/conference.** Our ministers participate in the Missoula Ministerial Association, clergy retreats, and often collaborate with ministers of other Missoula and Western Montana churches.

**If applicable, describe how your church will adopt part-time adjustments in the pastoral schedule to support a minister's bi-vocational employment.** No adjustments offered.

### **D. WHO IS GOD CALLING TO MINISTER WITH US?**

**Describe the ministry goals you envision your next minister co-collaborating with the congregation to achieve.**

We look forward to nurturing relationships and reconnecting with each other as we emerge from the distance format and pandemic protocols. We greatly missed seeing each other in-person and know that some are still not attending due to risks of in-person interactions. At the same time, some have found a new connection with the church through our distance delivery. These relationships need nurturing, as well. It is our goal to find a balanced, effective way to form one integrated community, to know one another, and to grow in love and fellowship. Our new pastor will be integral to leading us through this walk.



In addition to the core competencies and Scope of Work, we have a strong Pastor/Parish Relations Committee, which will, on an annual basis and as needed, hold extensive dialogue on an evolving set of responsibilities for both pastor and congregation. If certain responsibilities need additional leadership from the congregation, these would be identified on an annual basis. With good communication, the areas of responsibility would change along with the life of the church.

**Describe how your vision of the minister you are now seeking will assist the congregation in making an impact beyond its walls.**

We want to take more of our ministry into the community, to share our message of justice, service and learning with those we serve. We want to learn how to more fully engage in our living community. This means we will experiment, change, revise, and recalibrate. We seek inspiration for ways to extend our reach beyond the walls of the church.

We currently support these local mission partners with monetary gifts and our members' presence: Missoula Food Bank, Habitat for Humanity, and the Poverello Center (Shelter for Homeless.) In addition, we participate in Family Promise, caring for unhoused families, in conjunction with 14 other congregations.-We are active in the Emmaus Ministry, the consortium of campus ministries, and in ecumenical work in Missoula.

UCC Missoula has had a long history of mission work in the Southwest U.S., Central America and Mexico. These trips were life-changing for many of the participants. Intergenerational groups have traveled to Nicaragua (2003), Guatemala (2011), Mexico (2014-2016), New Mexico (2019) and the Arizona-Mexico border (2020). Our work included building homes, working with youth, and learning about the culture. We sent funds and supplies supporting nonprofits and volunteers doing borderlands work, including UCC/DOC Global Ministries.

Prior to the pandemic, we were discussing another intergenerational mission trip to the border and possibly a trip to the Holy Land. We have funds designated for mission, as well as funds specific to youth activities such as this. We are hopeful that these discussions can resume when it is safe to do these things.

**Specify language requirements or culturally specific capacities preferred in a next ministerial leader, and why those matter to the congregation's sense of calling.**

We are a largely white congregation of English speakers. We are an Open and Affirming congregation which expects our minister to come with sensitivities to language and inclusion of all diverse people. We use non-gender specific language for God when possible.

Our associate pastor took a senior pastor position elsewhere in the state in fall 2021. The Cabinet decided to pause on filling the position in order to examine our post-pandemic priorities. Instead, we entered into a relationship with Rabbi Mark Kula, a local unassigned rabbi interested in finding interfaith commonalities and building bridges in a divided world. This has been a blessing beyond description. This is more thoroughly discussed below.

**Based on what you have learned about who your church is, who your church's neighbor is, and who God is calling the church to become, describe four areas of excellence from *The Marks of Faithful & Effective Authorized Ministry* that your next minister will display to further equip the congregation's ministry in these areas.**

1. To function as part of a team, to give and receive supervision, and to mutually equip and motivate the community of faith.
2. Commitment to lifelong spiritual growth and practice, individually and in community.
3. To celebrate the unique features of local faith communities, while encouraging them to be receptive to perspectives from the broader church and world.
4. Demonstrate spiritual maturity, including integrity in personal and public life, and responsibility to self, family, church, and community.

(end of section – UCC Profile continues on next page)

# WHO IS GOD CALLING US TO BECOME?

## **Who is God calling you to become as a congregation?**

We believe that God is calling us to become even more fully a congregation which embodies our five Vision areas:

1. Spiritual formation
2. Intentional relationships
3. Welcoming youth and young adults
4. Becoming a greening congregation
5. Transformational mission activities

We seek to become a listening congregation, fulfilling a desire to sustain our tradition and place in the community for another 130 years. We would like to be a congregation whose members are fully involved in furthering the ministries of this church.

**Describe how God is calling you to reach out to address the emerging challenges and opportunities of your community and congregation. For example, describe two experiments your congregation has initiated or engaged in the past year; what were the results and where do you see your next steps? Has your church had a multi-year strategic plan or vision statement; if so, where do you see that plan/vision taking you?**

## Online Worship

Like many congregations, UCC Missoula pivoted quickly as the pandemic evolved, moving from experimentation with Zoom worship and Facebook Live to a prerecorded worship service over established YouTube and Facebook channels, with live chat opportunities and Zoom fellowship time for the viewing/participating congregation. Liturgists, singers, choral groups, and musicians were guided in how best to record videos and transmit to staff who edited and finished the service production. Many hours of labor by ministers, staff and congregation members were offered to learn, perfect and produce the technical offerings. The church's visual artists modified the sanctuary displays to reflect more intimate scenes that could be recorded for videos and slides. Laity contributed countless photos that complemented liturgical themes. Congregational members and friends were recruited to host live chat sessions during the worship service as well as the Zoom fellowship time afterwards.

In the infancy of our new online ministry, we realized the importance of reaching people beyond Missoula and surrounding areas and in fact had people joining us from California, Ireland and



Saudi Arabia. In spring 2021, we conducted a successful \$20,000+ fundraising campaign to purchase equipment allowing us to offer live streaming from the sanctuary once it was safe to meet again in person. We have been livestreaming since August 2021, keeping both the in-person and remote congregation in mind for all aspects of worship. Beyond Sunday worship services, the worship team created special events during the liturgical seasons of Advent and Holy Week that could be accessed both in real time and asynchronously. Again, these efforts included an expanded group of parishioners in creating the offerings.

Attendance in-person is increasing as pandemic infections fall, but the importance of an integrated online ministry is clear. We look forward to the next stage of integration and relationship building as we “emerge” from the pandemic.

### Small Group Ministry

About 10 years ago, we heavily invested in launching a small group ministry. After bringing in consultants and completing a Vision Campaign, we hired a part-time small group coordinator who was also an ordained UCC minister. This ministry has provided a wide array of Christian education opportunities and avenues for deeper connections with one another. It has enriched the lives of those participating. When the pandemic hit, small groups moved to Zoom format. Though Zoom was new to most and initially technologically challenging for some, it actually enhanced accessibility for working parents, the homebound, and those hard of hearing. It also opened avenues for participation for some not actively engaged previously. Our pastors, staff, and lay leaders embraced the distance format to keep us connected in this vital ministry.

In September 2021, our small group coordinator – who by that time had become our part-time associate pastor -- accepted a full-time senior pastor position at another church in the state. Near that time, Rabbi Mark Kula shifted from serving a synagogue elsewhere in the state to doing spiritual work in Missoula. We entered into an agreement with him to coordinate our small groups, among other things (see next section).

### Ministerial Associate

When our Pastor position opened up, we were still in the midst of the pandemic. We made the intentional decision to defer filling the position until we could better examine our post-pandemic needs. Serendipitously, Rabbi Mark had many skills that fit our interim needs during this time. We contracted with him to be a ministerial associate to include small group ministry coordination, youth leadership (as the pandemic permitted), pastoral care, and participation in services, where appropriate. We could never have imagined how his participation in our Sunday worship could be so enriching and meaningful. His focus is on the historical context of Jesus' life, the Old Testament, and Jewish rituals. Not only does this educate us, but it also makes it

abundantly clear that we are more alike than different, with values that align. It has highlighted how the stories of the Bible weave in and out of both testaments. This most recent Maundy Thursday, he held an abbreviated Passover Seder and nearly 60 people attended. While we initially envisioned Rabbi Mark being a stop-gap measure, we hope to continue his involvement with our community in some form moving forward.

### Congregational Survey

When our senior pastor of 25 years retired from full-time ministry in 2015, we entered a two-year discernment process leading to our last search. As part of this process, we conducted a congregational survey (February 2017). Most of the information from this survey is still valid because of the holding pattern imposed by the pandemic. We have updated responses based on general consensus from information sessions rather than conducting a full congregational survey at this tender time emerging from the pandemic.

As part of our congregational survey, we asked open-ended questions to gain a better perspective of what priorities we should focus on moving forward. Below is a summary of the responses we received, updated where appropriate.

Question 1: What are major trends you envision in our church in the next five years? These trends are listed here in order of importance for the survey respondents.

1. Continue our church's activist, progressive and social justice emphasis. Members prize our stance in the community, seeing the progressive presence as crucial in this time of division in the country. We want to embody inclusive theology and spiritual journeys. Many hope that members will become more personally involved in the work with our mission partners, rather than simply giving money at the end of the year or occasionally participating in public events. Helping refugees and the possibility of becoming a sanctuary church are member priorities. Many expressed interest in supporting and increasing our diversity.
2. Growing the church emerged as a major concern. This includes developing a culture of welcome and integration of new members, friends and visitors. Members want to strengthen relationships in the church through mentoring and providing an active ministry of care for members and friends in the church. Right before the pandemic, we were wrapping up a "Ready, Set, Grow" campaign to better communicate what we are about. We made a friendlier, more inviting common area outside the sanctuary, had plans for a new Welcome Team, and updated our logo with plans to promote our community engagement and social justice involvement. We would like to pick up where we left off – we are ready and set to grow. In addition, post-pandemic, it is a priority to re-engage the

disengaged while maintaining relationships with those new and returning members of our community.

3. Invest in youth, young adults and young families. Concern emerged about the relative lack of adults below the age of 40 in our membership. We know that we share this concern with other main line congregations, and that we must find a way to address the needs of this age group. As the team compiled these results, we noticed that our demographics skew to an older population. We want to meet the spiritual, religious and community needs of diverse young people.
4. Continued Development of Small Group Ministries. These include service, study groups, longer groups, outdoor-related groups, retreats, and other ways to deepen our relationships with God and each other.
5. Continuing Development of Music and Worship. Members foresee experiments with different forms of music and worship to meet the different needs of the congregation. Members expressed appreciation for thoughtful and challenging sermons.
6. Lay Leadership. Members envision expansion of lay leadership in decision-making, worship, community care, and mission. We have made good progress in this area. In some sense, the “all hands on deck” approach required in the pandemic increased lay leadership involvement. However, volunteerism has generally waned over the last 10 years.
7. Expansion and continued refinement of online ministry to serve the needs of both communities within a single congregation.

#### Question 2: How Should We Focus Our Energy Moving Forward?

1. Expand social justice activities. Members want deeper/wider involvement in social justice beyond financial support, to increase activism, and to focus on mission opportunities in which we can actually become involved. We want to integrate small groups off-site and at UCC which connect faith and action. We want to maintain a strong community presence in social justice.
2. Grow the church, especially youth and young adult participants. Members want to increase visibility in the community, to find ways to engage young adults, to invite seekers to engage with UCC, to create a safe and welcoming space for young people, to learn new ways of gaining members, to use social media well to promote our activities, and to provide both substantive and recreational options for young adults. In addition,



members are interested in integrating friends and newer members into the community. We have marketing funds available through the Ready, Set, Grow! campaign to communicate our mission and work of the church with the Missoula community.

3. Invest in worship and spiritual programs. Members expressed interest in creative worship, family-friendly worship, investing in diverse music, in small groups inside and outside the church, retreats, and integrating all ages in worship. Members value preaching which relates theology, ethics and spiritual issues to our everyday lives.
4. Foster community within the church. Reconnection is key, especially after the pandemic. We want to nurture a sense of welcome, acceptance of all our friends and members, clear communication, enjoyment with each other, and healing of past conflicts and mistrust. We want both in-person and online participants to feel a connection to each other and our church. We value clear communication with the pastor.
5. Minister to and engage with older adults. Interest is strong in ministering to older adults who are homebound or going through challenges, to create genuine connection with these people who hold the history of the congregation, and to learn from them. Some elders feel left behind. Since the 2017 survey, we have assembled a more formal lay Congregational Care Ministry team that currently works with the pastor to care for older people.
6. Develop lay leadership. Interest is evident in increasing lay roles, especially if we employ only one minister. Interest is strong for training and development of leadership, in meaningful recognition of leaders, in strong pastoral/lay leadership communication, and in recruitment and support of new leaders.

(end of section – UCC Church Profile continues on next page)

# WHO ARE WE NOW?

## **A. CONGREGATIONAL REFLECTIONS**

**Describe your congregation's life of faith. For example, who is a favorite theologian admired in the congregation and why? How is God most often described in worship liturgy? In what ways would you describe the Holy Spirit in your midst?**

Theologians admired at UCC are Richard Rohr, John Philip Newell, Christine Valters Paintner, Cynthia Bourgeault, Diana Butler Bass, Marcus Borg, Dominic Crossan, Barbara Brown Taylor, Parker Palmer, and many others.

God is often described as Creator Spirit, Father/Mother God, and many other widely used names of God. We use many names to widen our perception of God beyond traditional male language.

In worship, the Holy Spirit in our midst makes its presence known in shared spoken and silent prayer, a vital music program which includes singing of chants and various Alleluia and other responses, joined hands at the end of worship (pre-pandemic), and participation of members in worship in capacities such as financial witness, historical dramatization, liturgists, shared sermons, and prayers of Thanksgiving. We also appreciate an active artistic group of quilters, banner-designers, and liturgical artists, inside and outside the sanctuary. Sometimes we clap and cheer in the service, which may be one sign of the Spirit. We send cards on Sunday morning to those who can't be with us. During Communion we touch (pre-pandemic), look into faces, and love each other.

The Holy Spirit shows up regularly in small groups as we discuss and pray, in youth activities, and in service. We use prayer cards to remind us to pray for others in and outside of our groups. When we serve our guests in Family Promise, serve food at the Poverello Center, learn how to honor the indigenous, and share our heartaches and brokenness, we are one in the Spirit. The Holy Spirit opens our hearts as we go deeper into our Jewish roots and learn more about the life and times of Jesus.

**Describe several strengths or positive qualities of your congregation.**

1. Welcoming community. Members see UCC as accepting of diversity in identity and different faith perspectives.
2. Social justice orientation. Members see UCC as crucial in our witness for progressive social values.

3. Music in worship. Members appreciate excellent music, thoughtful preaching, and general excellence in worship.
4. Participation in programs, small groups and retreats, and governance
5. Resilience and creativity. Through the pandemic, we were engaged, flexible, and appreciative of connecting in whatever way we could.

**Describe what worship is like when your congregation gathers. For example, where does worship take place, and what is it based around? What was a recent baptism like? What are some words used to describe good preaching?**

Generally, we begin with a welcome, an indigenous land acknowledgement statement, and by saying, “No matter who you are, or where you are on life’s journey, you are welcome here,” followed by an opening hymn. The director of children’s ministry has children’s time, using the Bible story and/or theme of the day. We appreciate ministers who are expert at planning a cohesive service with the theme carried through music, prayer, calls to worship and the sermon. One of several music groups provides music integrated with worship. We use hymns from “The New Century Hymnal; Sing Prayer, Sing Praise,” as well as contemporary songs printed in the bulletin. The pastor leads us in prayers offered by the people and the Lord’s Prayer. We close with a call to offering, closing hymn, and benediction. Sometimes the order is shifted, silence is intentionally incorporated, or we use a common hymn that aligns with a worship theme over a series of weeks.

Our services could be described as traditional with contemporary elements. We use display screens to help prompt the congregation, with artistic images employed throughout the service. Banners and other art change with the liturgical season or more often. Lay liturgists read Scripture and provide an invitation to the offering. We have Communion on the first Sunday of the month. We use a eucharistic prayer and employ several stations for people to come forward. All are welcome at Christ’s table and children are always included. The table is set in the middle of the sanctuary. We often sing a gospel acclamation such as the Celtic alleluia.

In the summer, we occasionally meet in the beautiful courtyard outside the sanctuary.

Online, we stream the live Sunday service from the church to YouTube and Facebook channels. Volunteers serve as chat hosts, where participants can say hello, enter prayer requests, or make comments about the service. We make every effort to deliver the same content online that we do in person.

For baptisms, we use water brought from special places and provided by the family, or occasionally from a local river. Baptisms are held in the crossing point of the pews in the middle of the sanctuary. The minister carries the child up and down the aisles to welcome it into our

midst. Adults are baptized the same way but without the carrying!

Words to describe good preaching: Intelligent, challenging, ethically relevant to personal and world situations, personal examples, connection of Biblical story to our lives, occasional humor and thought-provoking. We appreciate being included in preaching (egalitarian approach) rather than being “preached to.”

**Describe the educational program and/or faith formation vision of your church. For example, how are young people in leadership? How do people continue to form their faith over a lifetime? Name a topic studied or curriculum used recently; what was the impact of this study on those who attended?**

We value faith formation over a lifetime, infancy to death. We provide church school for K-5 children and youth activities for grades 6-12, both of which were greatly impacted during the pandemic. Prior to the pandemic, grades 6-8 met during church school and grades 9-12 met other times during the week. All ages participate in communion, and the youth periodically usher or serve as liturgists. A confirmation class is held every other year, primarily for grades 8 and 9, and participants have lay mentors that they select. Pre-pandemic, we periodically offered the “Our Whole Lives” sexuality curriculum.

Adult Christian education centers around our small group ministry. We usually have themed studies during the seasons of Advent and Lent, with ad hoc studies throughout the rest of the year, sometimes with two or three groups going at once. Often, small groups opt to continue on, studying other topics. These are led by both pastors and lay leaders. Recent small group studies include:

- How to Have Effective Conversations
- Words and Music: Hebrew Words within Psalms
- Retirement
- Graceful Endings (end of life planning)
- Wrestling with the Truth of Colonization
- The Universal Christ: How A Forgotten Reality Can Change Everything We See, Hope For and Believe
- Power: Claiming it, Sharing it, Using it for Love
- Listening for the Heartbeat of God: Exploring Celtic Spirituality

In the summers, Rev. Janice Springer, Minister of Spiritual Formation, is with us part-time. She conducts short, small group studies and leads worship. She is a well-loved part of our spiritual growth programming.

During Lent 2017, as we embraced the theme of “Roll Down Justice,” the entire congregation



was invited to participate in the national UCC-developed course on “White Privilege.” At least six small groups of 8-12 people each were convened for this six-week exploration. Those who participated gained an understanding of “white privilege” and of systemic racism in the United States. We realized our own accountability in perpetuating this system or in choosing to take a stand against it. These groups were followed in the spring of 2021 with several small groups entitled “Other America,” which explored Black Lives Matter and the methods used by those involved in anti-racism work, and it also looked at racism against Indigenous people, particularly those who traditionally occupied the land in and around Missoula. Following that, several groups were established in late 2021/early 2022, to “Wrestle with the Truth of Colonization,” an in-depth and personal look at colonization in one’s own ancestral history. The impact of all these topics, studied during a time of profound social unrest in the U.S., has been a deeper understanding of the history and ongoing struggle for many in the U.S. and a desire to become allies to those who are victims of racism.

**Describe how your congregation is organized for ministry and mission.  
For example, how are decisions communicated in your church? How are teams or committees organized? Where does your church struggle for vision?**

#### Lay Leadership

We have a Cabinet of 10-12 members, including the pastor, which meets monthly or more often. The Executive Committee includes the moderator, vice moderator, past moderator, clerk, treasurer, and pastor, and this group meets the week prior to the Cabinet meeting to set the agenda, as well as when other issues arise. Cabinet and Executive Committee began meeting on Zoom during the pandemic and plan to continue this because it increases attendance and participation. We hold congregational meetings at least twice a year – in summer to elect lay leadership and in January to approve the budget. Additional agenda items are included as needed. Prior to these congregational meetings, we hold information sessions for those who would like more in-depth discussions of the upcoming agenda items. This has proven quite fruitful.

University Congregational Church of the UCC has four Area Coordinating Teams (ACTs):

1. Justice and Witness
2. Worship and Spiritual Life
3. Faith Development
4. Congregational Connections

ACTs are tasked with involving members in the ongoing life of the church. Standing committees, such as Personnel and Finance, meet on an as-needed basis. Task forces and ad hoc committees are organized whenever special needs arise (e.g., COVID Task Force met weekly

throughout the pandemic to monitor county health department guidance and recommend safety protocols). Other examples of these are the Building Committee, the Ready, Set, Grow! Task Force, and the Cultivating Generous Congregations group.

We have struggled, particularly during the pandemic, with empowering some of our ACTs to implement our vision. The organizational structure described above has been in place for many years, but we are open to new ideas and organizational models that will energize lay leaders and the congregation and further our mission. Prior to the pandemic, the Cabinet had planned to reorganize and revitalize ACTs, as membership on some of the teams has dwindled or the needs of the church have changed. For example, Justice and Witness is now primarily our Green Team, a very active group that led us through the process of becoming a Creation Justice Church and continues to provide ideas to further our care for creation. We intend to provide more attention to what ACTs we need going forward. We seek a minister who will enable and empower them and free them to further the ministry of the church.

### Online Ministry

Pastors, staff, and lay leaders work to provide access to our services online. Thus far, this has resulted in additional work or work of a different character. We have been unsuccessful in hiring an online streaming technician, so our church administrator is doing this every Sunday while our music coordinator runs the sound. This is not an efficient use of staff, and we hope we can better staff these responsibilities going forward. We seek a Pastor who is comfortable with technology in creating and engaging online in worship, small groups, and meetings.

### Communication

Information and decisions are communicated by a weekly email newsletter, announcements at worship, and congregational conversations after worship. We have an active public Facebook page for general information sharing and a private Facebook page for prayer requests and other more intimate announcements. We have not yet fully leveraged other social media channels such as Instagram.

### Mission

Prior to the pandemic, several mission efforts were coordinated by good volunteers who used email to plan and delegate tasks. These mission programs included providing and serving monthly meals at the Poverello Center (Missoula's homeless shelter), participating in Family Promise once a quarter, and serving at the Missoula Food Bank. We also have members of our church community frequently participating in marches and protests for issues such as women's rights, missing and murdered indigenous people, climate action, and peace.

In 2020, we ran a campaign to participate in RIP Medical Debt, where our contributions were leveraged to extinguish over \$740,000 of medical debt carried by 342 individuals. During the pandemic, the Poverello Center suspended its volunteer service program. Family Promise is now housed in a large new community facility that provides housing and a commercial kitchen. Though we continued to support this program during the pandemic, they have experienced growing pains that have resulted in our stepping back from organized participation. Individuals are encouraged to participate as they desire. We plan to regroup our organized support of this program in the future.

We have taken mission trips over the years, most recently to the Navajo Nation in Arizona (see discussion above). We take special collections for disaster relief and organize letter-writing to our state and national representatives. A member established a legacy gift upon her death, providing funding for kids' food packs to be provided by the Missoula Food Bank, and we have held intergenerational events to fill these packs. Church school and youth also host drives to collect socks, gloves, and toiletries for the Poverello Center, and we host an angel tree during Advent. Most recently, we collected funds for relief in Ukraine.

### **How many hours spent in meetings per month?**

It varies widely, with 1.5-2.5-hour Cabinet meetings and 1-hour Executive Committee meetings once a month, staff meetings on Tuesday mornings, and other meetings intermittently. In addition to Cabinet and Executive Committee meetings, congregational meetings occur twice a year, usually immediately after (or as part of) a Sunday service. Other routine meetings include the Worship and Spiritual Life ACT for long-range planning well in advance of upcoming liturgical seasons, about two hours per meeting, with shorter check-ins for firming up liturgy on specific Sundays or special services. The offices are closed on Fridays and Saturdays. We do not expect our minister to be out most nights of the week, so we try to schedule creatively.

### **Think of a time when action had to be taken quickly, for example when a crisis or disaster occurred. How was that accomplished?**

Thankfully, crises and disasters are not common. The pandemic is a crisis that we all experienced in a sudden and uncertain fashion. When the Missoula City-County Health Department issued stay-at-home orders, we immediately shifted to online. We immediately established a calling tree, involving at least 30 callers reaching out to every member, friend and frequent attendee for whom we had contact information. This happened weekly at first then shifted to twice monthly, then monthly as we learned to "live" with the pandemic. At the same time, we formed a COVID Task Force that met at least weekly to monitor the health department requirements, guidelines, and infection data. During the pandemic, the Montana State

Legislature removed the ability of local health authorities to require COVID mitigation measures such as required masking and capacity limits. So these decisions were ours to make. We took a conservative, cautious approach to provide the safest environment for the most vulnerable among us, meaning we remained solely online and later required masks when in person for longer than many congregations in the city.

On the programming side, because we had no experience in online delivery of any sort, pastors and staff went into emergency mode to learn how to create, edit and upload videos and package those into a Sunday worship service. The initial portion of this pivot took place in less than 24 hours. Of course, everyone learned Zoom, including those involved in committees or small groups or who attended the after-church fellowship.

In summer of 2019, our church was a Red Cross evacuation center for people displaced or evacuated from their homes due to forest fires. The Red Cross ran all the logistics, but we were grateful to open our building during the very stressful time for those impacted.

For other emergent situations, the Executive Committee of the Cabinet would be contacted by email or Zoom and make decisions. This happened when the roof leaked or the furnace died in the past, and fast action ensued.

**Can you provide the next minister with a copy of an organization structure, bylaws and/or annual report to further explain the patterns of the church's activity and governance?**

Please see the Attachments for:

- Constitution and Bylaws
- Governance structure
- Staffing Organization
- 2021 Annual Report

## **B. 11-YEAR REPORT**

See Attachments for our 11-Year Report. In 2016, we conducted a major self-audit of our membership rolls, purging over 400 names of folks who had moved, passed away, or drifted away from the church over many decades. This was long overdue but does skew our membership tallies. We promise we did not lose over 400 people in one year!

## **C. CONGREGATIONAL DEMOGRAPHICS**

\*Information provided by a survey was obtained in 2017. We do not believe significant variations from this data have emerged during that time other than new people engaging online. At this

time, we do not have an effective way to capture demographic information from this population.

**Describe those who participate in your church.**

		Is this number an estimate? (check if yes)
Number of active members	234	No
Number of active non-members	134	No
Total of church participants (sum of the numbers above)	368	No

**Percentage of total participants who have been in the church:**

		Is this percentage an estimate? (check if yes)
More than 10 years	65%	Yes*
Less than 10, more than 5 years	25%	Yes*
Less than 5 years	10%	Yes*

\* based on 2017 survey data

**Number of total participants by age:**

0-11	12-17	18-24	25-34	35-44	45-54	55-64	65-74	75+	Are these numbers an estimate? (check if yes)
10%	7%	5%	8%	10%	10%	15%	20%	15%	Yes*

\* based on 2017 survey data



**Percentage of adults in various household types:**

		Is this percentage an estimate? (check if yes)
Single adults under 35	0 %	Yes*
Joint household with minors	20%	Yes*
Single adults age 35-65:	10%	Yes*
Joint household with no minors:	50%	Yes*
Single adults over 65:	20%	Yes*

\* based on 2017 survey data

**Education level of adult participants by percentage:**

		Is this percentage an estimate? (check if yes)
High school	10%	Yes*
College	35%	Yes*
Graduate school	45%	Yes*
Specialty training	10%	Yes*
Other (please specify)		

\* based on 2017 survey data

**Percentage of adults in various employment types:**

		Is this number an estimate? (check if yes)
Adults who are employed	40%	Yes*
Adults who are retired	40%	Yes*
Adults who are not fully employed	20%	Yes*

\* based on 2017 survey data

**Describe the range of occupations of working adults in the congregation.**

Our congregation is rich with talent and experience. We have:

- many educators, including university professors, high school and elementary teachers,
- registered nurses and doctors,
- mental health care specialists and social workers,
- artists, writers, and musicians,
- architects and engineers,
- natural resource professionals and environmental scientists,
- attorneys, financial planners, bookkeepers, and realtors,
- contractors, carpenters, and furniture makers, and
- retired and non-parish pastors.

**Describe the mix of ethnic heritages in your congregation, and the overall racial make-up. Most UCC congregations tend to describe themselves as “diverse.” Yet, the vast majority of UCC congregations are mono-cultural. What does diversity mean in your context?**

We are primarily white and of northern European descent, Canadian, Native American, and Asian. Our diversity is primarily in theological and sexual orientation.

**List the date your congregation has had or will have a conversation using a resource such as the Welcoming Diversity Inventory. Comment on the results.**

While we have not yet used the Welcoming Diversity Inventory, we have held small group studies on the subjects of white privilege and colonization.

#### **D. PARTICIPATION AND STAFFING**

**Complete the following chart. Please leave blank any fields that are not applicable to your congregation. (charts on next three pages)**

Unless otherwise noted, the following information reflects a sampling of programming pre-pandemic. This gives a fuller picture of our church vibrance and where we hope to return post-pandemic. PP denotes post-pandemic updates.

Ways of Gathering	Estimated number of people involved in attendance	Who plans each of the listed gatherings? (list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)
Adult groups or classes	80-100 total; 33 Lent – 33, 4 groups, 8 lay leaders, dinners for 8-33, Spring Skill Shares - 12 groups, total 35 and 12 lay leaders, 3 summer groups - 2 clergy led 14 people, fall affinity groups - 34 participants, 5 groups,, Advent groups - 26 people, Mom's group - 10, JV Mom's group - 12, Men's groups - 12, Green Team Workshop - 40, Women's Book Group - 25-30, Men's Book Group - 12, In the Wake of Worship - 6	coordinator of small groups recruits lay leaders
Baptisms (number last year)	2	minister
Children's groups or classes	15 in the children's church and 5 in the nursery	director of children's ministry
Christmas Eve and Easter worship	Christmas Eve - 300 (2019), Christmas Eve - 245 (2021) (3 services) Easter - 335 (2019) Easter - 215 (2022) (2 services)	minister, Worship and Spiritual Life Coordinating Team, music director
Seasonal worship	Lenten Tuesdays - meals followed by choice of exploration of prayer forms - intergenerational - about 30, Advent Vespers - 15-20	MmACT  the Contemplative Prayer Group

Ways of Gathering	Estimated number of people involved in attendance	Who plans each of the listed gatherings? (list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)
Churchwide meals	dinner and dance - 40, 125th anniversary party - 55, Maundy Thursday - 45-65, end of stewardship campaign - 50,, Fall Festival - 80	Various staff and lay leaders
Choirs,music groups	varies; total involved in music ministry is approximately 70-80 per year	Church choirs, musical groups
Church-based Bible study	Attendance varies. Some examples: The Bible in a Year (2018-19), Hebrew Words within The Psalms (2022), and upcoming Reckoning Romans (2022). Some are small single-group studies and some are larger multi-group studies.	
Communion (served how often?)	12 (1 per month),1 during the backpack trip, 1 during Maundy Thursday, occasionally at the Easter sunrise service	Ministers and lay people
Community Meals	Soup, Sound and Sanctuary - 30 - 9 months a year; various potluck celebrations - 30-50 - 2-3 times a year; Maundy Thursday meal - 60; PP: Lenten Seder - 57	Ministers, staff, and lay people
Confirmation (number confirmed last year)	6 (done every other year)	minister and youth director
Drama or Dance	N/A	



Ways of Gathering	Estimated number of people involved in attendance	Who plans each of the listed gatherings? (list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)
Program		
Funerals (number last year)	7	ministers
Intergenerational groups	We have intergenerational worship several times a year.	ministers and staff
Outdoor worship	Easter sunrise service; once a month in the summer	ministers and staff
Prayer or meditation groups	Weekly Contemplative Group has been meeting continuously for 21 yrs with 9-11 in regular attendance; most small groups have a contemplative time incorporated	Lay leaders
Public advocacy work	Environmental advocacy (Initiative 181), March for Human Rights, Refugee, march/support for Har Shalom to stand against anti-Semitism, Women's March, letter-writing advocacy	Justice and Witness Area Coordinating Team
Retreats	Lenten retreat 2019 - 29 including 2 leaders - 1 pastor, 1 lay leader, Advent retreat 2020 - 16 including 2 out-of-state attendees plus 3 lay leaders, Lenten retreat 2022 - 3 lay leaders, 18 attendees, Contemplative backpack trip - 10-12 people the last 13 years	Ministers, staff, Worship and Spiritual Life Area Coordinating Team, laity
Theology or Bible	The UCC Wrestling Team	Held in collaboration with several

Ways of Gathering	Estimated number of people involved in attendance	Who plans each of the listed gatherings? (list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)
programs in the community	(Wrestling with the Truth of Colonization)	community organizations
Weddings (number last year)	0 in 2016, (9 weddings in 2015)	
Worship (time slot: 10 am)	Pre-pandemic avg - 144; Post-pandemic avg: 70-90, plus online 30-40 live connections often with multiple viewers on a connection, plus another approximate 40 who watch asynchronously	ministers and Worship and Spiritual Life ACT
Worship (time slot: _____)	N/A – we have a single Sunday service	
Young adult groups or classes	Theology Pub - 8; Confluence - a newer program started by Emmaus Campus Ministry which seeks to address spirituality in a new way and appeal to young adults as well as open-minded older folks. This group meets at UCC bi-monthly.	In coordination with Emmaus Campus Ministry
Youth groups or classes	Middle school youth group, confirmation class, collaborative lunch for local high schools, Community Youth Pack (1/month), rafting trip, backpack trip, skiing trip	Youth director
Other	Family Promise (4 times a year), Habitat Build Day (staff), Poverello Center (1/month – 9	Justice and Witness Area Coordinating Team

Ways of Gathering	Estimated number of people involved in attendance	Who plans each of the listed gatherings? (list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)
	months), Missoula clergy group	
Congregational Care Ministry	CCM is a group of trained lay caregivers - 7- who meet with the pastoral staff bi-weekly to share updates and/or bring concerns for those in our church community who are in need of ongoing care or in need of more acute care due to life events/transitions. This includes ministry to elders who are more homebound.	Usually the pastor, but also lay leadership when the pastor is on sabbatical or vacation.

**Additional comments:** None

**List all members or regular participants in your congregation who are ordained, licensed, or commissioned ministers. Indicate those with current United Church of Christ Three-Way Covenants (i.e. serving in a congregation) or Four-Way Covenants (i.e. serving in a ministry beyond a congregation).**

Name	Three-Way or Four-Way Covenant? (3 or 4 or No)	Ministry Setting	Type of Ministry Role	Retired? (Y or N)
Rev. Tom King	No	St. Patrick Hospital	Chaplain	Y
Rev. Henry Littlehales, retired (Presbyterian)	No	St. Patrick Hospital	Chaplain	Y
Rabbi Mark Kula	No	UCC of Missoula	Small Group Coordinator, Youth Ministry, Grant Writer	N
Rev. Peter Shober (former pastor at UCC of Missoula)	No	Hospice of Montana	Chaplain	Y
Rev. Janice Springer	3 way	UCC Missoula	Minister of Spiritual Formation	N
Rev. Gail Greener	No	St. Patrick Hospital	Chaplain	N
Rev. Gary Hawk	No	Plymouth UCC (Helena)	Pastor	Y
Rev. Judith Holloway	No	Community Medical Center	Chaplain	N

**If one or more previous pastors or retired ministers currently hold membership in the church, describe their role(s) in the life of the congregation: N/A**

**List all current staff, including ministers. Exclude the position you are seeking to fill. Indicate which staff person serves as head of staff. We have no head of staff.**

Staff Position (* previously part of the Associate Pastor duties)	Compensation (full time, part time, volunteer)	Supervised by	Length of Tenure in this Position
Church Administrator: Graham Roy (full time: 36 hours per week)	Full Time	Pastor	2/2016
Director of Youth and Young Adult Ministries: Rabbi Mark-Kula	Part-time contract	Pastor	10/2021
Director of Children's Ministry: Valerie Young (15 hours per week, 10 months/year)	Part-time employee	Pastor	1/2016
Small Groups Coordinator*: Rabbi Mark Kula	Part-time contract	Pastor	10/2021
Pastoral Associate*: Rabbi Mark Kula	Part-time contract	Pastor	10/2021
Music Director: Bill Kautz (24 hours per month)	Part-time employee	Pastor	10/2016
Chancel Choir Director: Christopher Hahn (16 hours per month 9 months/year)	Part-time employee	Music Director	1/2016
Church Organist: Alice Williams and Jeff Stickney (paid per worship service or rehearsal)	Part-time employee	Music Director	Alice-1981 Jeff- 1992
Bell Choir director: Emily Burns (10 hours per month, 9 months /year)	Part-time employee	Music director	11/2016

Staff Position (* previously part of the Associate Pastor duties)	Compensation (full time, part time, volunteer)	Supervised by	Length of Tenure in this Position
Caretaker: Victoria Crisamore	Part-time employee	Church administrator	2019

#### **E. REFLECTION**

**After reviewing the congregational demographics and activities above, what does this information reflect about your congregation's overall ministry?**

Our overall ministry was vibrant prior to the pandemic. We put great effort into maintaining community during the pandemic, as safety protocols allowed. Our ministry is important and now far-reaching. We recognize that we are a program church limited by our pastoral church resources. Our community of faith thirsts for our programs to come back full force and to re-engage with local and wider mission programs. We desire a pastor who excels at making opportunities for connecting faith to justice and witness, and to one another. Our pastor should help us to grow spiritually, provide vision, and foster fellowship and fun. Creativity, compassion, and vision are key.

#### **F. CHURCH FINANCES**

Current annual income (dollars used during most recent fiscal year) – see next page

Source	Amount
Annual offerings and pledged giving	\$297,661
Endowment proceeds (as permitted within spending policy, such as a cap of typically 4.5%-5% on total return)	\$15,851(Permanent Endowment)
Endowment draw (beyond what is permitted by spending policy, "drawing down the principal")	\$4,500 (Discretionary Endowment)
Fundraising events	\$21,144
Gifts designated for a specific purpose	\$5,847
Grants (passthrough as fiscal sponsor)	\$15,000



Rentals of church building	\$8,240
Rentals of church parsonage	n/a
Other (specify): interest, credit card rewards	\$853
<b>TOTAL</b>	<b>\$362,268</b>

**Current annual expenses (dollars budgeted for most recent fiscal year): Attach most recent church budget, spending plan, operating statement, or annual treasurer's report as shared publicly with the congregation, or, if your church does not pass an annual budget, list current budgeted expenses here. See next page.**

**Considering total budgeted expenses for the year, compare total ministerial support. What is the percentage? 28%**

**Has the church ever failed to pay its financial obligations to a minister of the church? No**

**Is your church 5-for-5, i.e. does it include each of the following contributions during the church year? (indicate those included during the most recent fiscal year)**

X Our Church's Wider Mission (OCWM – Basic Support)

X\_ One Great Hour of Sharing

\_\_\_ Strengthen the Church

\_\_\_ Neighbors in Need

X\_ Christmas Fund

\*Pre-pandemic, we were a 5-for-5 church.

USC Mission - 2020 Proposed Budget		2020 BUDGETED SOURCE OF FUNDS					Balances
		Actual Through 10/26/2020	Operating Fund Budget 2020	Permanent Endowment 488,000	Operating Cash 241,155	Designated Funds	12/31/21
		(in dollars in green)	(in dollars in green)				
REVENUE							
	Fringe income - (1) goal	127,500	127,500			-	
	Example gifts income	(not above)	12,000			-	
	Contra income	0,000	0,000			-	
	Major gifts - (1) goal	25,000	25,000	1,000		9,000	
	Fundraising - (1) contra income (not of outside interest)	0,000	-			-	
	Interest	300	400			-	
Other Revenue	pastoral contributions	500				-	
	Grants and awards					-	
	endowment support (not in FY 2020)	20,000	20,000	20,000	-	-	
		148,300	165,900			9,000	
ADMINISTRATIVE ACT/Program (non personnel)	Care Core	-	-			0,000	
	Community Care/Mission		0,000			-	
	Caring Connections		0,000			-	
	Faith Development	0,000	0,000			0,000	
	J&M (not Fair Friends, Great Teams)		0,000			-	
	Music	12,500	12,500			-	
	Food & Sup	1,000	1,000			-	
	Transportation	1,000	1,000			-	
	W&S	1,000	1,000			-	
	Travel		-			0,000	
	ACT/Program total	15,500	15,500			0,000	
Facilities/Support	Caretaker	11,000	11,000			-	
	Caretaker maintenance sub	0,000	-			-	
	Insurance (J&M)	10,000	10,000			-	
	Insurance/Maintenance	1,000	1,000			-	
	Minor Building Repairs	1,000	1,000			-	
	Utilities	10,000	10,000			-	
	Facilities/Support total	33,000	33,000			-	
Office/SEA	Accounting	0,000	0,000			-	
	Bank Fee	0,000	0,000			-	
	Care (not Staff) (not)		0,000			-	
	Caring/Helping		-			0,000	
	Office/Sup	10,000	10,000			-	
	Travel		0,000			-	
	Travel (not)	0,000	0,000			-	
	Miscellaneous/unassigned		-			0,000	
	Office/SEA total	10,000	10,000			0,000	
US Bank	US Bank (not member dues)	0,000	0,000			-	
	For Support Fees	10,000	10,000			-	
	Interest		-			-	
	US Bank total	10,000	10,000			-	
Other/Other	Travel	10,000	10,000			-	
	For Fair	(not above)	0,000			-	
	Housing	(not above)	0,000			-	
	J&M compensation - retirement	(not above)	0,000			-	
	Total compensation	10,000	10,000			-	
	Care (not)	0,000	0,000			-	
	Disabling/Life	10,000	10,000			-	
	Insurance/Health	10,000	10,000			-	
	Health Insurance	11,000	11,000			-	
	Food & Sup	0,000	0,000			-	
	Travel	-	0,000			-	
	Total benefits	21,000	21,000			-	
	Total in Other	31,000	31,000			-	
Accounts Payable (not in FY 2020)	Travel (not housing)	10,000	-			-	
	For Fair	(not above)	-			-	
	Housing	(not above)	-			-	
	Total compensation	10,000	-			-	
	Care (not)	1,000	-			-	
	Health Ins	(not above)	-			-	
	Disabling/Life	0,000	-			-	
	Travel	10,000	-			-	
	Miscellaneous		-			-	
	Travel/Misc		-			-	
	Total benefits	10,000	-			-	
	Food & Sup		-			-	
	Total group retirement		-			-	
	Total Accounts Payable/Travel/Sup	10,000	-			-	
Other Staff Support	Missionary Associate Contract	11,000	10,000			-	
	Church Admin - Salary	10,000	10,000			-	
	Church Admin - Pension	(not above)	0,000			-	
	Church Admin - Health	(not above)	-			-	
	Religious Ministry	0,000	0,000			-	
	Religious Director	11,000	11,000			-	
	Church Choir Director	10,000	10,000			-	
	Church Choir Director	11,000	11,000			-	
	Church Director	-	0,000			-	
	Group Health Insurance		10,000			-	
	Insurance/Misc (personnel/religion)	-	-			-	
	Missionary staff/Church Admin	-	-			0,000	
	Mission Director Salary	10,000	10,000			-	
	Organist	10,000	10,000			-	
	Parish Nurse	10,000	10,000			-	
	Trust Assistant	-	-			-	
	Worship Team	10,000	10,000			-	
	Worship Team Leader	10,000	10,000			-	
	Church organ		-			-	
	Other Staff total	100,000	100,000			0,000	
	Total Wages/Benefits	215,000	215,000			-	
Other Outlay	Payroll Adjustment 2020					-	
	Hardware		-			-	
	Online media support		-			-	
	Fundraising expenditures		-			-	
	2020 Special Project - Faith story		10,000			-	
Total by endowment		148,300	165,900			9,000	
	Net income (not above)	1,000	10,000	10,000	-	0,000	1,000,000

Petty Cash	112
US Bank - Olig - Operating Funds (Cornerstone CD matured)	163,020
Total Unrestricted/Undesignated	163,132
US Bank - Olig - Other Designated Fund (US Bank CD matured)	90,278
Other Designated Detail -- donor-restricted	
Bell Choir Fund	155
Camperships Fund	3
Care Core Fund	152
Children's Church Collections	529
Christmas Fund	1,436
Corona Relief Fund	38
Faith Development Fund	446
Fundraising	668
Instrument Repair Fund	8,593
Music Fund	5,749
One Great Hour of Sharing - OGH	25
Ready Set Grow	6,108
Recycling	193
Special Needs Fund	600
Student Loan Forgiveness Fund	110
Weekly Readers Fund	1,407
Youth Activities Fund	40,033
Youth Hunger Fund	2,332
subtotal -- donor-restricted US bank	63,023
Other Designated Detail -- cabinet-designated	
Endowment	1,000
External Contribution	2,000
Memorial	15,111
Replacement Reserve	8,785
subtotal = cabinet designated @ US Bank	26,896
Total US Bank Designated Checking	89,919
Op Reserve - Cornerstone Demand Note	85,279
US Bank Union Fund Olig Account	
Vision-Mission Service	14,074
Vision-Spiritual Formation	14,676
Total Union Checking #7169	28,750
United Church Fund Accounts	
UCC Discretionary Endowment	158,166
UCC Parn Endowment	418,588
UCC Youth Endowment	36,240
Gift annuity	20,602
Total United Church Fund Accounts	633,596

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**In what way is OCWM (Basic Support) gathered? If calculated as a percentage of the operating budget, what is that percentage? (recommended 10%).**

Members and friends pledge directly to the conference for OCWM. The church budget includes additional OCWM support so that the total support for OCWM between individuals and the church budget approximates 10% of operating expenses.

**What is the church's current indebtedness?** Total amount of load debt: \$ 0

**If a building program is projected or underway, describe it, including the projected start/end date of the building project and the total project budget. If the church has had capital campaigns in the last 10 years, describe.**

Approximately 10 years ago, UCC conducted a unique fund-raising campaign. Rather than a capital campaign, we ran a Vision Campaign based on the five vision areas mentioned above: spiritual formation, intentional relationships, welcoming youth and young adults, becoming a greening congregation, and transformational mission activities. These five areas were considered in determining the allocation of funds. In addition, no specific goal was set at the beginning of the campaign, but priorities were set based on the actual amount raised. These priorities included capital expenditures and expenses not normally included in a capital campaign.

#### VISION CAMPAIGN PRIORITIES

Consultant	\$ 20,000
Capital-Roof	46,000
Capital- Pay off mortgage	75,000
Program-¼ time young adult staff	30,000
Program- ½ time dir. small groups and events	83,000
Program- Spiritual formation	20,000
Capital-Sanctuary	17,912
Capital- Fireplace	3,800
Capital- Kitchen renovation	75,000
Capital- Entrances	11,542
Capital- Classrooms	6,597
Capital- Technology	24,950
Capital- Building permits & supervision	14,378
Capital- Contingency	16,056
Program- Mission services	30,000
Program- Greening fund	10,000
Program- External community missions	36,775

Program- Mission services

30,000

Pledges amounted to \$551,000 to support the prioritized list above. As of Dec.31, 2021, we had spent all funds except for spiritual formation (\$14,476) and mission (\$14,074). We had plans in both of these areas that required travel or large retreats, but the pandemic interrupted those plans. We hope to reimagine how these funds can best be used in the future.

**If a capital campaign is underway or anticipated, describe:**

Year(s)	Purpose	Goal	Result	Impact
2022	Solar panels	\$60,630	\$ TBD	Solar array will meet 99% of church's electrical power consumption.

We conducted several micro-campaigns for targeted needs over the last several years. For example, our boiler went out and we issued a call for contributions that covered the cost. We ran a Ready, Set, Grow! campaign to spruce up the narthex, add a family bathroom, and market our church to the community (\$15,000). Most recently, we ran an online ministry campaign to fund livestreaming equipment and software and hire a technical assistant (yet to be found, given the tight labor market) (\$23,000). We also ran several calls to fund Family Promise housing in hotels during the pandemic, when we couldn't host at the church and the new community facility was still under construction (\$5,000).

**Describe the prominent mission component(s) involved in the most recent (or current) capital campaign.**

- Coordinator of small group ministries
- Youth and young adult director
- Spiritual formation programming
- Active greening projects funding

**Does your church have an endowment?** UCC has four endowments and a gift annuity:

- UCC Permanent Endowment
- UCC Youth Endowment
- UCC Discretionary Endowment
- Gift Annuity

**What is the market value of the assets?** The total of the endowments and gift annuity as of Dec. 31, 2021, totaled \$633,596. The total of the three endowments as of March 31, 2022,

totaled \$562,000.

**Are funds drawn as needed, regularly, or under certain circumstances?**

The Permanent Endowment is drawn on annually. Its purpose is to help fund the general budget. The Youth Endowment is drawn upon at request (once annually). The Discretionary Endowment is drawn on at request and requires 20% participation of the request to be drawn from donations from the congregation. The gift annuity cannot be accessed until time provisions in the annuity expire and the donor releases the restrictions.

**What is the percentage rate of draw (last year, compared to five years ago)?**

The Permanent Endowment and the Youth Endowment draws are based on a formula that is 5% of a rolling 12-quarter average of annual growth. We draw on the Permanent Endowment annually. We have not drawn on the Youth Endowment in recent years because we have a restricted (non-endowed) fund that is quite healthy and covering youth needs.

**Describe draw on endowment, if any, to meet operating budget expenses for the most recent year and the past five years.**

2021 \$17,030  
2020 \$15,850  
2019 \$15,209  
2018 \$13,890  
2017 \$12,610  
2016 \$11,900

**At the current rate of draw, how long might the endowment last?**

Based on our formula of distribution for the Permanent and Youth Endowment Fund, the principal should be perpetual. The Discretionary Endowment rules allow for invasion of the principal on an ad hoc basis. The balance on Jan. 1, 2017, was \$170,403, and the balance five years later on Dec. 31, 2021, was \$158,166.

**Please comment on the above calculations or estimates.** The above numbers are from the financial records and therefore are actual and not estimates.

**Other Assets.** The church owns our church building and the land on which it sits with no mortgage.

**Reserves (savings).**

We currently have large unrestricted cash balances, plus significant Cabinet-designated cash balances. In 2021, the congregation voted to establish an operating reserve of \$85,000. We also have a replacement reserve for when significant assets need replacing (\$8,785 on Dec. 31, 2021). We also have unrestricted memorial funds that we use for intentional purposes from time to time (\$15,111 on Dec. 31, 2021). Because we have healthy cash reserves, plus a large amount of unrestricted cash, we have budgeted deficits over the last few years. Currently, we have some staff/pastor openings that are being covered temporarily. We will work with the new pastor to determine the best staffing structure going forward both in terms of needs and resources.

**Investments (other than endowment):** n/a

**Does your church have a parsonage?** No

**Fair market rental value of the parsonage:** NA      **How is the parsonage used?** NA

**Street / City / State / Zip:** NA      **Finished square footage:** NA

**Number of Bedrooms, Number of Bathrooms:** NA      **Assessed real estate value:** NA

**Available for minister's residence:** NA      **Expected minister's residence:** NA

**Condition of structure, systems and appliances:** NA

**Entity in the church responsible for review and needed repairs:** NA

**Describe all buildings owned by the church:** UCC owns the building complex consisting of the Fireside Room, a narthex, a sanctuary, an educational wing including choir room and a meeting room, the University Congregational Children's Center Preschool, and Sunday school space; offices, a courtyard, and a large fire pit space.

**Describe non-owned buildings or space used or rented by the church:** N/A

**Which spaces are accessible to wheelchairs? (worship space, pulpit, fellowship space, facilities, etc.)** All areas are accessible to wheelchairs.

**Reflection: After reviewing the church's finances and assets described above, what does this information reflect about your congregation's mission and ministry?**

**For example, when was a time the church made a major budget change? How is the budgeting process done? What new ministry initiative has your church financed?**



The Finance Committee and pastor initiate the budget in consultation with staff and ACTs. The Cabinet approves the budget and makes a recommendation to the congregation. The budget then goes to the congregation for approval. Please see the budget worksheet above.

New initiatives (since 2015):

- Coordinator of small group ministries
- Youth and young adult director
- Summer minister of spiritual formation
- Adding an associate pastor (half to three-quarter time)
- Online ministry

## **G. HISTORICAL INFORMATION**

**Name one to three significant happenings in the history of your church that have shaped the identity of your congregation. Add the most important event in the life of your church in the past 10 years.**

Of course, the pandemic was the most significant event we have experienced in recent memory. See discussion of the pandemic, our response, and effects in above sections.

In 1993 we voted to become an Open and Affirming congregation, the first UCC church west of the Mississippi excluding the West coast, to do so.

The Capital and Vision Campaign, which began in 2012, significantly changed the culture of the church, and we decided to only spend what we had raised. All expenditures are approved ahead of time and are spent in order of priority. We have dramatically improved our kitchen facilities and updated other aspects of the building; we have also included mission and other program projects supporting youth and young adults, as well as small groups ministry. The Rev. Mike Piazza consulted with us on small groups ministry and the beginning of a Small Groups Ministry, beginning in 2014, has been a significant event in our church.

Another key event taking place in the past ten years was the end of the Rev. Peter Shober's nearly 25-year ministry - a major challenge in the life of the church. This was followed by a 2-year intentional interim appointment (the Rev. Amy Carter, our associate pastor who moved into this position and we left the AP position open). We called the Rev. Dr. Jennifer Yocum as our settled pastor in 2018, and she is now entering semi-retirement and moving out of state. The pandemic has interrupted two years of her time with us. In many senses, the transition from a long-time minister is still in process.

**Describe a specific change your church has managed in the recent past.**

Please see above discussions of our sudden introduction to and embracing of online ministry.

**Every church has conflict, some minor, some larger. “Where two or three are gathered, there will be disagreement....” Describe your congregation’s values and practices when it comes to conflict. For example, what is an example of a recent conflict and something your congregation learned from it? Does your church have policies, protocols or structures for dealing with conflict?)**

Despite some interpersonal (non-policy) conflict that occurred during the previous long-time pastor’s tenure, the congregation managed to work through differences. Through the utilization of an outside advisor, congregational conversations and the calm, wise leadership of an interim minister, issues were addressed and generally resolved.

We were excited to welcome the Rev. Dr. Jennifer Yocum in 2018 and were looking forward to stability in pastoral leadership. After losing her mother and leading us through the pandemic, she discerned a call to spend more time with family and close friends and decided to semi-retire. Because our time with her felt short compared to our previous 25-year pastor, some in the congregation are hurt by her decision, even though it is not driven by dissatisfaction with UCC Missoula or conflict in the congregation. As the congregation moves out of the pandemic and into the process of identifying a new pastor, there is a greater sense of community as well as positive efforts to make all voices heard and viewpoints elevated.

When conflicts arise, the Pastoral Relations Committee and the Executive Committee of the Cabinet serve as advisors to the pastor and congregation. In the past we have brought consultants in if the conflict warranted more organized discussion.

**Ministerial History (include all previous ministerial staff for the past 30 years)**

Staff member’s name	Years of service	UCC Standing (Y/No)
Rev. Dr. Jennifer Yocum	4 years	yes
Rev. Laura Folkwein	6 years (2 as assoc. pastor)	yes
Rev. Peter Shober	25 years	yes
Rev. Amy Carter	16 years	yes

Rev. Janice Springer	16 (summers)	yes
Rev. Barbara Archer (interim)	1 year	yes

Rabbi Mark Kula has served as a part-time ministerial associate on a contract basis for the last six months. He does not have an appointment or standing with UCC.

**Comment on what your church has learned about itself and its relationship with persons who provided ministerial leadership.**

We know that we look to leaders in times of crisis and to be forgiving and full of grace as they walk unknown paths.

We know that we can learn from faith leaders outside of our own faith.

We know to address conflict more quickly and effectively when it arises.

We know to appoint and support an active Pastor/Parish Relations committee. The pastor must feel that they have a friendly and workable relationship with persons on the committee. The committee should meet regularly, fostering dialogue with the pastor about congregational concerns, and with the congregation about pastoral concerns.

A periodic performance review by a subset of the board - based on congregational input - is an excellent tool to discern both pastoral strengths and areas for improvement in both pastor and congregation.

**Has any past leader left under pressure or by involuntary termination?** No past leader has left by involuntary termination. One (decades ago) left under pressure (privately communicated.)

**Has your church been involved in a Situational Support Consultation?** No Consultations or Fitness Reviews

**Has a past pastor been the subject of a Fitness Review while at your church?** No Consultations or Fitness Reviews

(end of section – UCC Profile continues on next page)

# WHO IS OUR NEIGHBOR?

## A. COMMUNITY VISION

**How do the relationships and activities of your congregation extend outward in service and advocacy? For example, which service activities has your church participated in this past year? Where has the church participated in global connections of care and justice? What is currently transformational in your church's engagement with neighbors near or far?**

We currently engage with neighbors near and far through our support of our mission partners and OCWM.

Family Promise - When this was a church-bound ministry, we involved more than 70 volunteers for our quarterly week of service. When Family Promise moved into a new permanent residential facility, our role moved to providing meal and overnight support at this new facility. The experience significantly changed in character due to this change, and the program had management issues. Leadership within the Family Promise organization recently changed, and we are hopeful that post-pandemic we can enthruse more of our congregation to support this ministry.

Poverello Center - The local homeless shelter and soup kitchen is a key component of serving Missoula's unhoused community. We previously took responsibility for cooking and serving a meal once a month (serving 150-200 people). The pandemic interrupted this hands-on service. We want to renew our relationship with the Poverello Center in a way that meets their needs and matches our volunteer interest after the pandemic.

Food Bank - We used donor funds to assemble and provide food for hundreds of kids' "empower" packs distributed through the schools. We have over \$2,300 remaining in this fund and hope to hold other such events when pandemic restrictions allow.

Community Advocacy - We are carrying out our witness to being Open and Affirming (Pride parades, other churches). We fly a rainbow flag on the front of the church building which communicates to many who walk by that all are welcome here. We want to be a place of safety for all people. We used to house the local Synagogue before they gained their building, as well as housing the Jeannette Rankin Peace Center before they moved into their own building.

UCCC Preschool - Early childhood education has a long history at University Congregational Church, beginning in the 1950s with establishment of a community kindergarten which evolved

into a preschool in 1972. The preschool establishes and administers its own budget, and is governed by a volunteer board of directors (mostly preschool parents) and a school administrator. A representative from the preschool's board of directors is invited to sit on the Cabinet, but for voting privileges this person must be a member of the church. Current communication between church and preschool is through the Cabinet moderator and preschool administrator. The school is housed in the lower level of the education wing and pays rent to the church each month. Although the curriculum is secular, the preschool embraces the church's affirmation of diversity and social justice, and is a home for discovery, hospitality and love.

**Describe your congregation's participation in meetings, relationships and activities connecting the wider United Church of Christ (association/conference/national setting).**

This congregation offers the pastor exceptional freedom in participating in areas of interest. We also have an expectation and desire for our pastor to participate in the community. Professional staff and lay participation in national church activities also is strongly encouraged.

**Check all of the following "statements of witness" that apply to your UCC faith community. (Find more information on these statements at [ucc.org](http://ucc.org).)**

- ☐ Accessible to All (A2A)
- ☒ Creation Justice
- ☐ Economic Justice
- ☐ Faithful and Welcoming
- ☒ God Is Still Speaking (GISS)
- ☐ Immigrant Welcoming
- ☐ Inter-cultural/Multi-racial (I'M)
- ☐ Just Peace
- ☐ Global Mission Church
- ☒ Open and Affirming (ONA)
- ☐ WISE Congregation for Mental Health
- ☐ Other UCC designations:
- ☐ Other similar designations in affiliated denominations
- ☐ None

**Reflect on what the above statement(s) mean(s) to your community. Is your congregation interested in working toward any of the above statements of witness in the near future?**

We routinely recite the UCC welcome statement of "No matter who you are, or where you are on life's journey, you are welcome here." We strive to embody this statement with our actions. We are proud to be an Open and Affirming church; we worked hard for this as a community. In 2018 we received UCC status as a Creation Justice church. We firmly believe that our congregation

strives to embody the principles of the other statements as well, and that we are constantly seeking ways to be more inclusive and welcoming, accessible to all, and to maintain our focus on social and economic justice. We remain hopeful that these statements will be integrated into our church life in the future.

**Describe your congregation's participation in ecumenical and interfaith activities (with other denominations and religious groups, local and regional).**

Please see the recent relationship with Rabbi Mark Kula described above. In addition, we have engaged in a variety of interfaith activities across the last five years:

- Confluence, a new ecumenical ministry for young adults
- Emmaus Campus Ministry, connected with University of Montana
- Involvement in the Jeannette Rankin Peace Center in Missoula (many "Peacemakers of the Year" are affiliated with our congregation)
- Ecumenical work to support Family Promise in Missoula
- Missoula Interfaith Collaborative (member in some years)

**If your congregation has a mission statement, how does that mission statement compare to the actual time spent engaging in different activities? Think of the range of activities from time spent gathering, to governance, to time spent going out.**

**University Congregational Church Mission Statement**

***UCC Missoula embraces a diverse community  
while journeying in faith, to serve our neighbors  
and love all creation.***

This mission statement reflects our values as a congregation. It honors the history of the congregation, our present actions inside and outside our walls, and our hopes for future directions and growth.

**Reflect on the scope of work assigned to your pastor(s). How is their community ministry and their ministry in and on behalf of the wider church accounted for in the congregation's expectations on their time?**

The scope of work, outlined in Section B of the Posting portion (p 10-11) of this document reflects more work than can effectively be done by one individual. We are currently in a state of transition around our ministry team. Through the use of a Pastor, Ministerial Associates, Youth Directors, Small Group Minister, Director of Children's Ministries, and the Church Administrator

everything gets covered. Specific duties and responsibilities will of course be determined by the skills and orientation of the people in these positions.

**B. Missoulainsite (Please see Attachments)**

**Comment on your congregation's MissionInsite report with data for your neighborhood(s) or area. What trends and opportunities are shown?**

Our congregation generally reflects what is represented in this MissionInSite report, skewing a bit older than the general population. Our membership tends toward a higher income level, as well as high levels of education and a more global perspective. More of our members are employed in white collar jobs, express high levels of religiosity or spirituality, and appear to be keeping in trend with the general changing family structures, including many couples living with non-traditional family arrangements.

**How do your congregation's internal demographics compare or contrast to a) the neighborhoods adjacent to your church, and b) other neighborhoods with which your church connects?**

Because we are located two blocks from the University of Montana, we are an older demographic than the church neighborhood but similar to neighborhoods adjacent to our church that house fewer students.

**How are the demographics of the community currently shaping ministry, or not?**

We are aware that we could better serve the needs of younger and unchurched people, as well as those accessing our community via distance technology.

**What do you hear when you talk to community leaders and ask them what your church is known for?**

Progressive witness, ecumenical involvement, open to LGBT community (our rainbow flag is noticeable), a non-doctrinaire approach to membership, taking in members from many different backgrounds. Only about 10% of our members and friends grew up in the UCC. We are known for taking stands for social justice in the community. Our ministers often speak and provide leadership outside our walls.

**What do new people in the church say when asked what got them involved?**

Friendliness of pastors and members, welcoming spirit, gay and lesbian people feel welcomed,



they do not have to be a traditionally Christian person. Progressive social justice church.

(end of section – UCC Profile continues on next page)

# REFERENCES

**Name up to three people who have agreed to serve as phone and written references. Make sure they are not members of your church but are persons who know your church well enough to be helpful to candidates seeking more information. Request a letter from each reference in answer to the four prompts below. Attach the letters (up to three) as desired.**

1. The Rev. John Lund  
Pastor, Emmaus Campus Ministry, University of Montana, Missoula, MT  
406-396-4974, [john.lund@umontana.edu](mailto:john.lund@umontana.edu), ministerial cohort, guest preacher
2. Mr. Aaron Brock  
Former Executive Director, Missoula Food Bank & Community Center  
(406) 543-2268, [aaron.s.brock@gmail.com](mailto:aaron.s.brock@gmail.com)
3. The Rev. Lynne Spencer-Smith  
Pastor, First Congregational Church, Great Falls, MT  
Moderator, Montana-Northern Wyoming Conference UCC  
406-770-9157, [revlynne@mac.com](mailto:revlynne@mac.com)  
(note: Lynne Spencer-Smith will be on sabbatical May 23 - August 23, and will be in intermittent internet/cellular phone range.)

## PROMPTS FOR REFERENCES

Describe some areas of strength in this church's ministry.

Describe some areas for improvement in this church's ministry.

Describe a significant experience you have had of this church's ministry.

Anything else you wish to share.

Please see Attachments for the reference letters.

(end of section – UCC Profile continues on next page)

# CLOSING THOUGHTS

## A. CLOSING PRAYER

**Include here any prayer or dream for the minister you imagine journeying toward you... a poem, for example, or a Scripture passage or a piece of music that is meaningful to your Search Committee**

Ever-Journeying Friend      by Brian Wren

Ever-Journeying Friend, from beginning to end,  
our travel horizon you daily extend.  
When we stumble or hide, your compassion is wide.  
You heal us, you find us, you counsel and guide.  
Spirit of God, Companion for good, bring us together in praise.  
Awake us, and shake us, and lead us on, a journeying people forever.

Living Partner most wise, from the grave you arise  
and give us the business of God's enterprise.  
By your gracious bequest, love and life you invest.  
In wonder we answer and offer our best.  
Crucified Christ, Compassion of God, keep us together in praise.  
Redeem us, and feed us, and lead us on, a love giving people forever.

Hidden Parent of Light, ever faithful and right,  
most holy, most humble, our trust you invite.  
All the wonders of space you unfold and embrace;  
conceiving, creating, our thoughts you out-pace.  
Founder of Life, all giving, all good, lead us together in praise.  
Be near us, to cheer us, and call us home, a thanksgiving people forever.

*Words © 1993 Hope Publishing Company*

## **B. STATEMENT OF CONSENT**

The covenantal relationship between a church and those called by that church to serve as pastors and teachers and in other ministerial positions is strengthened when vital information is openly shared by covenantal partners. To that end, we attest that, to the best of our abilities, we have provided information in this profile that accurately represents our church. We have not knowingly withheld any information that would be helpful to candidates.

As the committee charged with the responsibility for identifying and recommending a suitable new minister for our church, we have been authorized to share the information herein with potential candidates. We understand that a candidate may wish to secure further knowledge, information, and opinions about our church. We encourage a candidate to do so, recognizing that an open exchange of relevant information builds the foundation for continuing and healthy relationships between calling bodies and persons seeking a ministry position.

1. Which individuals and groups in the church contributed to the contents of this Local Church Profile? (for example, church council or consistory, transition team, etc.)  
Congregation (via surveys, feedback sessions), Profile Team, Cabinet

The profile team wrote this profile, and included suggestions from members and friends through written surveys and discussion groups.

2. Additional comments for interpreting the profile.

Signed:

Name / Title / Date

April 30, 2022

Pattii Nau, Moderator, on behalf of the Cabinet

### **C. VALIDATION BY CONFERENCE/ASSOCIATION**

**The congregation is currently in good standing with the Montana – N.Wyoming Association and Conference United Church of Christ.**

**Staff Comment:** yes

**To the best of my knowledge, ministerial history information is complete.**

**Staff Comment:** yes

**To the best of my knowledge, available church financial information is presented thoroughly.**

**Staff Comment:** yes

**My signature below attests to the above three items.**

**Signature:** Marc I. Stewart

**Name / Title:** Conference Minister

**Email:** marc@mnwcucc.org

**Phone:** 406.647.2040

**Date:** May 24, 2022

**This document is created through support to Our Church's Wider Mission (OCWM) and is only possible through the covenantal relationships of all settings of the United Church of Christ.**

“Jesus answered them, ‘Have faith in God!’” – Mark 11:22

(end of section – UCC Profile continues on next page)

# ATTACHMENTS

## 2021 ANNUAL REPORT



## 2021 Highlights “A New Normal”

Dear Church family,

Most of us wished that 2021 would be a year where pre-pandemic “normality” could be restored, but the many mutations of the COVID-19 virus stopped that wishful thinking in its tracks. Yet, the pandemic has not been without the glimmer of silver linings as we enter into new “normal” ways of being. In the paragraphs below, I’ll summarize some of the year’s highlights.

First, the hybrid approach to ministry, in-person and online, is now normal. Due to the great success of our SunDae FUNDay fundraising efforts in Spring of 2021, we have a state of the art livestreaming system and, after a few months of steep learning curves, that system is working really well. We now have the streaming capacity of a small television studio. Kudos to Graham, Bill and Jeff for making the technical magic happen. Special thanks to Katrina Dalrymple, Ellen Fiscus and our other online hosts to make sure that personal connections happen across these digital platforms.



Stats: Our YouTube channel now has 199 subscribers. Our worship views across Facebook, YouTube and in-person attendance usually tops 200 per week. We welcomed three new members and celebrated two baptisms.

Second, “Time with Children” became the star moment of worship. Children’s Ministry Director Valerie Young created so many moving moments for children small and tall, synthesizing worship messages to their most relevant kernels of wisdom. Her brilliant use of images and science experiments captivated viewers and made us all feel like something special was created just for us. Thanks, Val!



Third, our courtyard became our primary onsite worship/gathering space. The UCC Missoula courtyard is the envy of our sister churches in Missoula and among UCC churches statewide, yet before the pandemic, it wasn’t utilized very often. Between Val Young’s “Sunday School to Go,” Pastor Laura’s Wednesday night gatherings in the Summer, and pastoral care sessions out on the lawn, this sacred space was reconsecrated on many occasions.

Fourth, our music shone! Music Director Bill Kautz became a wizard at sourcing copyrights, supporting

ensembles, and creating music videos that carried the heart of our messages. Working with the brilliant Chris Hahn, Alice Williams and Jeff Stickney as well as our volunteer musicians, our musical offerings remained a highlight of worship.

Fifth, mission happened anyway. Whether COVID shut our doors or not, our church still resourced places to stay for homeless families for Family Promise, the Green Team still moved us toward better ways of living with the planet, not just on it. We still “wrestled with the truth of colonization.” Mission continues to drive us toward creating a better world.



Sixth, staff transitions shaped new possibilities. We lovingly sent our Associate Pastor, Laura Folkwein, off on her next adventure to serve Plymouth Congregational in Bozeman and sent our Youth Minister, KJ Peters, on their way to continue studies in Ireland. These openings made it possible for us to hire Rabbi Mark Kula as our Ministerial Associate and Youth Minister. How many Christian churches have Rabbis on staff? Not many, but we do and we are all richer for the interfaith dialogue that Rabbi Mark brings.

(Andrew Kemmis Photo)



Seventh, and this is perhaps the greatest gift, overall we thrived! Custodian Victoria Crissamore not only kept our building and grounds safe and clean, she also brought a new life into the world. We had remarkably low instances of COVID among the congregation and zero, as far as we know, incidences of virus infection from church related activities. Thanks to our COVID advisory team AND ALL OF YOU for great work in that area. Also, due to very healthy giving and cost savings from staff transitions, we ended the year in far better financial condition than we had anticipated.

In gratitude and joy, Pastor Jennifer

## Music

2021 was another year to be proud of in the Music Ministry at UCC Missoula despite COVID-19's interruption to what we would consider “normal” music making.

We worked together to provide:

- 98 Hymns (86 were pre-recorded, 12 were provided live via Livestream)
- 56 new Gift of Music pieces (48 were pre-recorded, 8 were provided live)
- 114 Prelude and Postludes (70 were pre-recorded, 44 were provided in person).
- 17 different musical arrangements for the Gift of Music
- 6 new individuals as Hymn Leaders

We also put in extra time to bring UCC congregants the best possible sound whether online or in-person through much fine tuning and consultation. We also invested in high quality stereo microphones for recording our choir and ensembles provided through the Music Fund and provided a sound training to educate more in the congregation on how to run our sound technology.

We look forward to what opportunities 2022 will provide for us.

Regards,

## Sunday School



- wrote and filmed 35 video Children's moments that were included in weekly worship and posted on YouTube
- co-hosted a variety of online events
- hosted 7 months of outdoor Sunday School To Go for families which included lessons, activities, snacks, crafts and a "to go" bag with resources to use at home
- designed curriculum for the return of indoor, "traditional" Sunday School created opportunities for families to gather socially outdoors including sledding, apple picking, skating, Easter egg hunt
- created opportunities for children to participate in the life of the church, including raising \$193 for UNICEF, collecting donations for Soft Landing, writing Care Core notes, participating in Christmas eve service

## MUCC Green Team 2021 year in Review

### Meetings

In Spite of Covid, the Green Team has been very active, meeting on Zoom every month since June. We met in June, August (twice), October, November, and December. At least 6 members attend each meeting and we are progressing on several fronts.

### Budget

Since we were not meeting at the end of 2020 nor the beginning of 2021, no Budget was allotted for 2021.

### Active Members:

John Menson, Amelia Tallman, Nancy Gibson, Steve Decker, Steve McArthur, Claudia Brown, Celeste Yeager, Peggy Schmidt, and Shelley Barrett-Catton. Sabina Mellman Brown and Judith Halloway also attending meetings in 2021.

### Green Team Vision

In 2019, the Green Team spent a great deal of time helping UCC become a Creation Justice Church with



Congregational approval. Our application was approved by the National Congregational Church at the end of 2019. Being a Creation Justice Church, means that UCC must continue to work on reducing the environmental damage done to our God Given Planet. This continued effort relates to our physical church building, to providing information and support to the congregation, and outreach and engagement with the community. The Green Team believes any project we pursue as a congregation we must not only look at what we are spending financially but also what we are spending in terms of impact to God's Creation. Conversely, we should not only focus on financial savings, but also look at the reduction of energy/reduction of impact generated by a project.

## 2021 Church Building Projects

All (42) windows in the education wing are single pane windows which causes great heat loss during the winter months. We reviewed the data from prior studies and obtained an estimate of what it would cost to replace these windows with double paned windows. A formal proposal was brought to the Cabinet in November. The Cabinet was favorable to the project and directed us to work with the Building Committee to make sure it was the best solution and if so, come back to the Cabinet for approval. David Gray and the building committee are presently reviewing the project and alternatives to assess what would be the best solution. If the project is eventually approved, the Green Team will take the responsibility of raising the funds for this project. For your information, several Green Team members have already committed \$2,500 towards this project. John Menson has led this effort; Nancy Gibson is researching funding opportunities.

This year we have also researched the feasibility of installing solar panels on the Church roof. We have obtained a preliminary quote for this project. There are many issues that need to be resolved such as: load bearing capacity; electric connection issues; and the means to finance the project. We are working with the Building Committee on the structural and electric connection issues. Again, if this project is finalized, the Green Team would take responsibility to lead fundraising efforts for the solar panels. Steve MacArthur and Steve Decker are leading this effort, Nancy Gibson is researching funding opportunities.

We have opened the glass recycling collection area to all the members of the congregation. Previously a monthly use fee was required for participating families.

## Congregation Information and Support Projects

Due to Claudia Brown's efforts, there is now a small Creation Justice lending library in the Narthex including literature on various environmental issues. The UCC congregation is welcome to check out any of the books. This bookcase will also house a three-ring binder of the Green Team's monthly minutes as well as completed projects from prior years.

We received approval to send out a once monthly Green Team Email to the UCC Email list. This includes a short (several sentence) summary of a recent article on climate change with a link to the article if one wishes to read the full article. Claudia Brown is leading this effort.

## Community Projects/ Community Engagement

We participated with the organization, Trees for Missoula, in the Missoula Parks and Rec planting event at Fort Missoula Park. Amelia Tallman led this effort and is looking for opportunities in this coming year.

Peggy Schmidt brings information from Citizen's Climate Lobby to share with Green Team and periodically the congregation.

Steve MacArthur brings information from 350Montana to share with Green Team and periodically the congregation.

Steve MacArthur, Celeste Yerger, and Claudia Brown bring information from Faith and Climate Action to share with Green Team and periodically the congregation.

## 2022 Outlook

Green Team is looking forward to putting together a Carbon Fast for Lent 2022. Shelley Barett-Catton, Amelia Tallman, and Steve MacArthur are leading this effort.

Green Team will keep pushing forward several of the initiatives started in 2021.

All persons wishing to join or just be a part of the monthly discussion are welcome. We meet the first Tuesday of the month 5:30-7 PM.



Pastor John Lund: [John.lund@umontana.edu](mailto:John.lund@umontana.edu), 396-4974, [www.ecmum.org](http://www.ecmum.org)  
**Annual Report for January, 2022**

**Emmaus Campus Ministry** continues to thrive as an ELCA ministry working in partnership with the Episcopal, United Church of Christ, and Methodist congregations and denominations. Emmaus is a community living in the vision of Jesus' radical love and dignity for all people and life. Emmaus is a Reconciling in Christ group which means it is open and affirming to people of all gender and sexual identities and strives towards racial justice and equality in our world.

**Student residents and staff:** We currently have housing for 15 students living in three different houses including the Ark, Emmaus House, and the Wesley House. This past fall we were able to be on campus and recruit in limited capacity. We have about 25-30 students or young adults who are active in some way with us. We continue to have a full-time campus pastor, Rev. John Lund. In addition we have a part-time administrator, Kristen Comstock: part-time development person, Kyle Leffler: and a part-time racial justice advocate and organizer, Rai Combs. We have 3 student workers and 2 seminarians working ½ time with us this year.

**Student Programs:** We have been back to most of our regular programming this fall with weekly dinners and discussions on Wednesday nights with an average of about 15 students. We met outdoors through most of the semester and moved inside with masks with colder weather.

We are also offering our Confluence group on the first and third Sundays in the UCC sanctuary with an average of about 15 people of all ages. This is a time of contemplation, stories, music, and sharing around our connections with the creation, seasons, each other and the divine.

We were able to host a fall camping retreat on the Blackfoot River in the fall and plan to do a winter retreat in February and hope to offer a spring break trip.

**Faith and Climate Action:** Emmaus is the fiscal holder of this group and continues to support graduate student interns to help it

run. This group has been doing some rebuilding and revisioning. We did host a “Future Leaders for a Sustainable World graduate student panel discussion in November, and have a planning session coming up in the new year.

**Anti-Racism and Community Organizing Work:** Pastor Lund is an active member of the MLK Day planning team and is also on a small coalition of community leaders doing anti-racism work in Missoula through a group called Missoula’s IDEA for racial justice. We are also helping to coordinate anti-racism work within the Missoula Interfaith Collaborative and the larger broad-based community organizing group Common Good Missoula. Pastor Lund and Rai Combs are on the teaching team for this work. This fall we led about 100 people through a series of sessions called Wrestling with the truth of Colonization. This has been a powerful series and we will run it again for over 100 people in February, 22.

**Student Outreach Teams:** we have not had student outreach teams for the past two years. This has hurt our ability to connect to congregations and get students engaged with church folks. We are optimistic that we will be able to start getting out to churches in the winter and spring of 22.

**Buildings and Grounds:** This summer we renovated one bedroom and the bathroom in the Wesley House and had them ready for students by the fall. We are looking at possible projects for the summer season.

# 11-YEAR REPORT

4/23/22, 7:32 PM

<https://datahub.ucc.org/Reports/ElevenYearChurchReport.aspx>

## Eleven Year Church

Includes church membership and financial information for the last eleven years

Conference:

Montana-Northern Wyoming

Association:

Montana-Northern Wyoming A

Church:

Missoula, MT - University Cong

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### UNITED CHURCH OF CHRIST ELEVEN YEAR CHURCH PROFILE BASED ON DATA REPORTED IN UCC YEARBOOKS



Church#: 400090

Assoc: 458

Schedule: 0

University Congregational UCC

Missoula

MT

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YEAR	MEMBERS	AVG WEEKLY ATTENDANCE	CHR ED FAITH FORM	CONFIRMATION	CONFESSION	TRANSFER OR REAFFIRM	DEATHS OR TRANS OUT	OTHER LOSSES	NET MEMOS ADDS-REMOVED	
2011	715	198	191	0	0	11	6	1	4	
2012	729	191	205	17	2	3	8	0	14	
2013	747	192	199	0	0	19	1	0	18	
2014	772	181	175	86	0	22	13	0	26	
2015	738	168	315	0	0	7	5	0	2	
2016	329	144	314	6	0	12	6	466	-454	
2017	320	144	314	0	0	0	0	0	0	
2018	261	146	314	0	0	14	8	0	8	
2019	271	136	125	6	0	2	11	0	-3	
2020	261	129	22	0	0	1	11	0	-10	
2021	236	55	28	0	0	2	3	24	-25	
YEAR	CURRENT EXPENSES	CAPITAL PAYMENTS	BASIC SUPPORT	TOT OTHER UCC GIVING	TOTAL OCWM	OTHER GFTS	WIDER MINION	BASIC SUPPLY CURR LOCAL	TOTAL EXPEND	PLEDGES AND OFFERING
2011	\$178,523	\$25,318	\$11,992	\$8,496	\$40,687	\$7,614	\$48,101	8.45	\$451,542	\$384,366
2012	\$171,526	\$0	\$34,727	\$13,673	\$47,800	\$6,723	\$54,523	9.36	\$426,349	\$365,512
2013	\$341,177	\$14,211	\$34,092	\$15,963	\$49,656	\$7,214	\$56,869	9.99	\$412,267	\$341,020
2014	\$344,099	\$0	\$34,476	\$8,966	\$43,442	\$6,509	\$50,381	10.82	\$394,490	\$345,999
2015	\$353,297	\$0	\$24,308	\$9,518	\$34,426	\$1,771	\$36,197	7.06	\$389,494	\$345,801
2016	\$314,448	\$0	\$28,980	\$11,331	\$40,311	\$9,228	\$49,539	9.22	\$363,987	\$313,676
2017	\$314,448	\$0	\$35,437	\$5,479	\$38,916	\$0	\$38,916	10.63	\$353,364	\$0
2018	\$525,889	\$0	\$36,116	\$5,903	\$42,919	\$5,008	\$47,919	6.87	\$572,308	\$416,587
2019	\$382,000	\$0	\$34,896	\$5,734	\$29,829	\$3,600	\$33,329	6.31	\$415,329	\$349,300
2020	\$341,400	\$0	\$22,120	\$1,958	\$24,079	\$0	\$24,079	6.48	\$365,479	\$298,900
2021	\$342,300	\$0	\$20,738	\$5,600	\$26,338	\$0	\$26,338	6.89	\$366,638	\$297,700
% CHANGE	MEMBERS	AVG WEEKLY ATTENDANCE	CHR ED FAITH FORM	TOTAL ADDITIONS	TOTAL REMOVALS	CURR LOCAL EXPENSES	TOTAL OCWM	TOTAL EXPENDITURE		
2016-2021	-26.25	-61.81	-91.06	-88.89	-94.26	8.22	-34.68	8.73		
2011-2021	-66.99	-72.22	-86.34	-81.82	-285.71	-10.30	-34.96	-18.87		

Please note: Zero values ("0" or "\$0") may reflect missing information in some years. Christian Education/Faith Formation refers to Church School Enrollment for all figures before 2007.

<https://datahub.ucc.org/Reports/ElevenYearChurchReport.aspx>

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## CONSTITUTION AND BYLAWS

UNIVERSITY CONGREGATIONAL CHURCH  
(United Church of Christ)  
Missoula, Montana  
Amended by Congregational Vote – January 31, 2016

### CONSTITUTION

#### ARTICLE I. NAME AND AFFILIATION

01. The name of this organization shall be the University Congregational Church (United Church of Christ) of Missoula, Montana.
02. University Congregational Church is a local church of The United Church of Christ.
03. This local church is incorporated in the State of Montana, is a member of the Montana-Northern Wyoming Conference of the United Church of Christ, and is affiliated with the Montana Association of Churches.

#### ARTICLE II. PURPOSE

04. The purpose of this church is to worship God, to realize Christian fellowship and unity, to render service to humankind, and to strive for truth, justice and peace.

#### ARTICLE III. STRUCTURE

05. University Congregational Church is composed of its members, whose organization includes officers, the Cabinet, committees, ministry teams, and other groupings as determined by the agreement of the members.

#### ARTICLE IV. MEMBERSHIP

06. This church welcomes into its membership any baptized person who accepts the Covenant of Membership as given below. As an Open and Affirming congregation, we celebrate our diversity in sexual orientation, race, abilities and religious background. Adherence to a particular doctrine is not required.
07. The members of this church comprise the decision-making body of the church. A member

shares all rights and responsibilities.

08. Termination of membership may be by letter of transfer to another church, by personal request of the member, or by inactivity. Members who have become inactive will be contacted periodically by an ad hoc committee appointed by the Cabinet to determine their interest in remaining members of the church.

## 09. COVENANT OF MEMBERSHIP

We are a free people of the United Church of Christ, set free to love God and each other.

We regard the church as a fellowship with a common purpose, to follow Jesus Christ, striving for truth, justice and peace. We believe each person seeks a relationship with God. We believe God's will is revealed to us through our participation in a covenanted community of sharing, service, and worship within and beyond Missoula.

We will work together in the life of this congregation seeking harmony with God, humanity, and nature. We endeavor in this congregation to share our ministry in such a way that all the people of this church are encouraged and equipped to serve the ministry to which they feel called.

## ARTICLE V. GOVERNANCE

10. The governing body of this church is the members assembled in a properly convened Congregational Meeting.
11. The ministry of this church is organized into a Cabinet, ministry teams, and committees elected by, authorized by, and responsible to the congregation of members. The Cabinet, ministry teams, and committees may organize and delegate to other groups as needed to complete their work under their supervision.
12. Selection and operating procedures for the Cabinet, ministry teams, and committees are described in the Bylaws Articles I, IV, and V, respectively.

## ARTICLE VI. RESPONSIBILITIES

13. Members are responsible for honoring their covenant of membership.
14. The Cabinet is responsible for faithfully representing the members and shall serve as the decision-making body for significant decisions made outside of Congregational Meetings. The Cabinet shall follow this constitution and bylaws in carrying out its responsibilities and

communicate and collaborate with members, pastors, staff, ministry teams, and committees as they carry out their respective responsibilities.

15. The pastor(s) are responsible for the spiritual leadership of the congregation with responsibilities to include the use of the pulpit, the sacraments, all services of public worship, and the pastoral care of membership. The pastor(s) shall also have general supervision and oversight of the administrative functions and staff necessary to the continuous daily operation of the church. The pastors shall strive to keep the Cabinet informed of all significant activities affecting the local church, conference, and national denomination.
16. Staff are responsible for carrying out duties of their positions, maintaining confidentiality, and supporting the mission of the church.
17. Specific responsibilities for the Cabinet, pastors, and staff are detailed in the bylaws.

#### ARTICLE VII. OFFICERS OF THE CHURCH

18. The officers of the church membership shall be a moderator, a vice-moderator, a clerk, and a treasurer. They shall have voting rights on the Cabinet.
19. The officers shall be elected at an annual Congregational Meeting to hold office until the close of the next annual meeting or until their successors have been elected.
20. Duties for each officer are described in the Bylaws, Article III.

#### ARTICLE VIII. CONGREGATIONAL MEETINGS

21. Properly convened Congregational Meetings require advanced notification of the meeting communicated to members at least fifteen days before such meetings, either electronically or by mail.
22. There will be two regularly scheduled Congregational Meetings per year.
23. At some time during either of the two regularly scheduled Congregational Meetings, the congregation will elect church officers, ministry teams, and standing committees, approve a statement of objectives for the upcoming year, and approve an annual budget for the fiscal year January 1 through December 31.
24. Special meetings of the congregation are called either by the moderator or by the clerk

upon written request of 5 percent of the membership to act on specific items of business to be listed in the call to meeting.

25. The vote of a majority of members at a Congregational Meeting will decide the action of the church, except for constitutional revisions and calling a pastor (see Constitution, Article X and Bylaws, Article VI) .
26. All matters decided by a congregational vote require a quorum of ten percent of the church members.
27. Action items at Congregational Meetings will follow the general procedure of motion, second, discussion, and vote. The Cabinet may hold open discussion sessions prior to the Congregational Meeting.

#### ARTICLE IX. INVESTMENT FUNDS AND PROPERTY

28. University Congregational Church, as a duly incorporated entity in the State of Montana, has title and rights to all real and personal property located at 405 University Avenue, Missoula, MT and cash and investments held in third-party accounts.
29. The University Congregational Church has certain long-term investments that the Investment Committee will manage under the direction of the Cabinet, in compliance with the Bylaws. Those investments are divided into three categories of Investment Funds: (a) The University Congregational Church General Long- Term Fund (the “Long-Term Fund”); (b) the University Congregational Church Permanent Endowment Fund (the “Permanent Endowment”); and (c) such Other Investment Funds as the Cabinet may approve from time-to-time.
30. Upon dissolution of the church, its assets and property will be transferred to the Montana-Northern Wyoming Conference of the United Church of Christ.

#### ARTICLE X. AMENDMENTS

31. “God hath yet more light and truth to break forth upon us,” therefore this constitution or bylaws may be amended, superseded, or revoked by two-thirds affirmative vote of members present at a duly called Congregational Meeting, provided that written notice of the proposed changes have been given to membership in the meeting announcement fifteen days before the meeting.

Paragraphs 32-99 reserved for future use. Bylaws begin at paragraph 100.



## BYLAWS

100. These Bylaws, consistent with the Constitution of University Congregational Church, further define and/or structure the officers, committees, ministry teams, and membership.

### ARTICLE I: CABINET

101. The Cabinet shall endeavor to discern God's leading in the church. The Cabinet reflects a representative format, drawing representation from various ministry areas and committees, as well as the membership at large. Cabinet members shall be members of University Congregational Church. The Cabinet has administrative oversight of church operations and pastoral responsibilities.

102. The Cabinet is composed of church members serving in one of the following roles:

1. the church officers (Constitution, Article V)
2. the pastor(s)
3. one representative from each ministry team
4. one representative from each standing committee, except for the Executive Committee
5. three at-large members
6. a past moderator

103. Cabinet members shall have full voting privileges on all Cabinet business. Decisions will be made by majority vote, a quorum being present. A quorum shall consist of a majority of the voting Cabinet members. The Cabinet shall meet at least eight times each year. The Cabinet shall go into executive (non-staff Cabinet members only) session to discuss confidential matters such as personnel issues.

104. The Cabinet's administrative responsibilities are to:

1. provide direction to and coordinate activities of the ministry areas and committees;
2. oversee fiscal management;
3. approve ad hoc committees;
4. appoint delegates to various meetings and conferences;
5. oversee and approve personnel policies for staff, working with the personnel committee and pastors;
7. prepare an annual budget for congregational approval at the start of each fiscal year;

8. present a statement of major objectives to the congregation;
9. take action it deems necessary to promote the mission of the church.

105. The Cabinet's pastoral responsibilities are to:

1. review the pastor's terms of call, initially and as it may change over time;
2. call for the review of the church's and the pastor's mutual calling;
3. assemble a pastoral search committee if a vacancy occurs (see Bylaws, Article VI);
4. recommend replacement of the pastor(s) to the congregation when necessary;
5. collect and summarize evaluative comments to review and provide feedback to pastors every three years;
6. to approve requests for continuing education and sabbatical leave.

106. Cabinet members shall be elected annually with terms from July 1 through June 30 (see Nominating Committee in paragraph 124), serving a maximum of six consecutive years.

107. Midterm vacancies of the Executive Committee or at-large members will be filled by Cabinet appointment, upon recommendation of the Nominating Committee. Midterm vacancies of Cabinet representatives from ministry teams or standing committees will be filled by Cabinet appointment, upon recommendation of the respective ministry team or standing committee.

## ARTICLE II: PASTORS AND STAFF

108. The Cabinet will approve the pastor's specific responsibilities after consultation with the pastor and the pastoral relations committee.

In addition to being the spiritual leaders of the church, the pastors are responsible for:

1. supervising and managing the day-to-day church operations;
2. directing ministry teams and staff carrying out the work and mission of the church;
3. communicating with and seeking guidance from the Cabinet;
4. representing the local church's interest with the community, conference, and national denomination.

109. Staff is all personnel employed to carry out the ministries and the daily operations of the church staff. Staff areas may include musical programs, religious education, custodial services, administrative duties, and ministry team support. Staff will be responsible in their areas of competence to the congregation through the personnel committee. Specifically, the staff is responsible for:

1. completing tasks assigned by the pastor(s) and their supervisors
2. honoring stewardship of church funds and supervise volunteers who handle church funds

3. supporting ministry teams and the work of the Cabinet
4. presenting a positive and welcoming attitude with members, guests, and the community
5. honoring the traditions and life of the United Church of Christ.

110. Pastors and staff shall abide by the Personnel Policies and Procedures Manual, which is periodically updated by the Personnel Committee and adopted by the Cabinet, to facilitate professional and personal development, staff supervision, and compliance with applicable laws and regulations.

111. Pastors shall be called following the procedures described in the Pastoral Search Committee section of these bylaws (Article VI).

112. Staff shall be hired upon recommendation of the Personnel Committee and pastors, after the search is authorized by the Cabinet. The Cabinet will affirm all hiring decisions as soon as practical.

### ARTICLE III: OFFICERS

113. Moderator – shall have the authority to convene and preside over Congregational and Cabinet meetings. The moderator chairs the Cabinet executive committee.

114. Vice-Moderator – shall assume the duties of the moderator in his/her absence, chairs the pastoral relations committee, convenes and chairs the nominating committee, and will normally be nominated as the moderator in office in the subsequent year.

115. Clerk – shall record the minutes of Congregational and Cabinet meetings, certify the presence of a quorum at these meetings, and convene special Congregational Meetings.

116. Treasurer – shall provide reports on income and disbursements of the church at each Cabinet meeting and at the annual Congregational Meetings; ensure that records are kept of contributions and that budgeted bills and salaries are paid; obtain Cabinet approval for unbudgeted expenditures before payment. and maintain an accounting of funds other than those specific to the annual operating budget.

### ARTICLE IV: MINISTRY TEAMS

117. Programs and activities in the life of the church will be carried out under the direction of broad umbrellas of ministry known as Area Coordinating Teams (ACT) representing the broad ministries within the congregation. The number, names, and purpose of ACTs shall be

determined by the Cabinet.

118. Each ACT will be composed of at least four church members elected to renewable one-year terms (not to exceed three years) and a staff liaison. Additional ACT members can join the ACT without being a church member.

119. Each ACT is responsible for:

1. the planning, fiscal support, and oversight of the activities within its specific ministry area using a model in which task force groups are generated and designated to carry out various tasks, activities, and projects by congregational volunteers;
2. developing an annual mission statement reflecting objectives and priorities of the coming year;
3. establishing policies specific to its area;
4. recommending an annual budget to the Cabinet;
5. communicating monthly with the Cabinet;
6. coordinating with and enhancing the work of its staff liaison.

Each ACT shall identify a team member to nominate as the Cabinet representative for that ACT. That team member shall be a church member with full voting rights on the Cabinet, or if not a church member, a nonvoting member of the Cabinet. Should that person be unable to fill his or her term, the ACT shall identify a replacement for the remainder of the term.

121. The ACTs of the church shall reflect the church's mission. The Cabinet may add, sunset, or modify ACTs as the church's mission flexes over time. The current ACTs are:

Congregational Connections - responsible for promoting the vision of deep, intentional relationships through fellowship, small groups, and congregational caregiving programs

Faith Development - responsible for promoting the vision of welcoming and youth and young adults, providing materials and staff for those programs, working with other ministry teams as they relate to educational programming for all ages, maintaining the library and media collections, and supporting the work of the pastors and staff responsible for family and youth/young adult ministries.

Justice and Witness - responsible for promoting the vision of transformative mission involving the intergenerational faith community in the ethical, social, environmental, and moral issues and concerns of the larger community at all levels; foster relationships with historic and new mission partners, the United Church of Christ conference and national office, including related partnerships and mission opportunities.

Worship and Spiritual Life - responsible for promoting the vision of spiritual formation through the worship life of the church including worship planning, assistance with communion, provision of music programming, enhancement of the visual surroundings through arts and aesthetics, and facilitation of other spiritually related needs such as retreats.

UCCC Preschool – responsible for promoting and nurturing the gift of promise of young children, honoring the value and dignity of each individual, while educating the whole child through developmentally appropriate practice.

## ARTICLE V: STANDING COMMITTEES

122. Standing committees exist on a continuous basis, with the committee charge remaining constant but committee membership changing over time. Committee members are elected annually at a Congregational Meeting and serve one-year renewable terms, unless otherwise noted. Each standing committee other than the Executive Committee shall select one committee member to be the committee chair (unless specified below) and one committee member who is not a Cabinet officer to be the committee's Cabinet representative. One person may serve both roles, or the roles may be separate. The Cabinet representative will be a full member of the Cabinet with associated responsibilities (see Bylaws Article I). Should the Cabinet representative be unable to fill his or her term, the committee shall identify a replacement for the remainder of the term.
123. Executive Committee – Charge: to coordinate the Cabinet's activities, set the Cabinet agenda, and facilitate communication between the Cabinet, staff, ministry teams, and committees. The executive committee should meet at least once a month, prior to the Cabinet meeting, to set the Cabinet agenda. The executive committee is composed of:
1. the moderator (chair)
  2. vice-moderator
  3. treasurer
  4. clerk
  5. pastor(s).
124. Nominating Committee – Charge: to prepare an annual slate of nominees for Cabinet positions, ministry teams, and standing committees; to recommend midyear replacements for open Cabinet and standing committee positions. In preparing the slate of nominees, the committee shall review the list of church members, attempt to ascertain members' wishes, and consider recommendations from others. The slate of nominees shall be included in the notice of the annual meeting but shall not preclude nominations made from the floor of the meeting. The permission of each nominee is necessary for his/her nomination. Every effort

shall be made to reflect the needed diversity of our church leadership in regard to gender, age, sexual orientation, longevity in the church and other appropriate criteria. The Nominating Committee is composed of:

1. Vice-moderator (chair)
2. Pastor(s)
3. Three church members.

Personnel Committee – Charge: to write staff position descriptions (except the pastor(s)), document all related personnel policies, participate in the staff hiring process, and provide a neutral party presence during performance evaluations, if requested.

125. The Personnel Committee is composed of at least four church members.

126. Finance Committee – Charge: to propose an annual operating budget for Cabinet and congregation approval, monitor the monthly receipts and disbursements in comparison to the budget. The Finance Committee is composed of:

1. The treasurer
2. The church administrator
3. At least two church members

127. Investment Committee – Charge: manage the designated and non-designated monies in long-term investment fund (s), report quarterly to the Cabinet the spendable earnings of the long-term investment fund(s), and monitor and recommend changes to investment fund(s) provisions. The Investment Committee is composed of at least four church members with staggered 3-year terms, renewable one time.

128. Pastoral Relations Committee – Charge: to maintain a relationship between the pastor(s) and the members of the congregation, consult with the pastor(s) on his/her specific responsibilities, review the mutual health of the church's call and the pastor(s)' calling, initiate discussions with the pastor(s) on confidential or sensitive issues, serve as the communicator between the pastor(s) and the congregation on all matters of mutual concern, and be a support for the on-going ministry. The Pastoral Relations Committee is composed of:

1. Vice-moderator (chair)
2. Three church members per pastor

## ARTICLE VI: PASTOR SELECTION

130. The Cabinet appoints nine church members to a search committee. Search committee members shall represent a cross-section of the congregation.

131. The search committee will elect a chairperson (or cochairpersons) and secretary, consult with the conference minister, consider United Church of Christ guidelines for candidate selection, select profiles and interview candidates, ask the Cabinet for a preliminary determination of salary and benefits, and regularly report its progress to the Cabinet and congregation.
132. The search committee will present its recommendation to the Cabinet for approval. The Cabinet and the search committee will jointly recommend the candidate to the congregation by letter and will call a Congregational Meeting to approve the candidate.
133. The candidate will lead the congregation to worship and be present at the beginning of the Congregational Meeting to answer questions. Church members will vote by secret ballot with three-fourths affirmative votes needed for acceptance of the candidate for a call.
134. The search committee and the Cabinet will jointly send a formal letter of call to the candidate, including specific terms of the contract, to formalize the call the congregation supported.

#### ARTICLE VII – THE LONG-TERM FUND

135. Purpose: The University Congregational Church Long-Term Fund is dedicated to the Mission of the Church.
136. Purpose: The Long-Term Fund consists of gifts received by the Church, other than contributions specifically donated to the University Congregational Church Permanent Endowment Fund, described Article VIII below, Other Investment Funds as described in Article IX below, and items such as plate offerings, payments on pledges, and other recurring revenues that are normally included in the Church's operating budget. The Long-Term Fund includes "designated funds" (where the donor has specified one or more particular purposes for which the funds are to be expended) as well as "non-designated funds." The Long-Term Fund provides members and friends of the Church a vehicle for planned giving, with the possibility that the principal of such gift may be invaded in certain circumstances to pay for church mission projects or long-term improvements. The Investment Committee has the authority to reject gifts of designated funds that are thought to be not within the Mission of the Church.
137. Investment policy: The Long-Term Fund will be managed by the Church's Investment Committee with a view to earning a reasonable rate of return, given the desire to avoid any substantial loss of principal and the need for a reasonable amount of liquidity. Funds in the Long-Term Fund can be invested in common stocks as well as bonds, money market

securities, bank accounts, certificates of deposit, and other appropriate vehicles. The Investment Committee shall invest the funds of the Long- Term Fund in compliance with the Uniform Prudent Management of Institutional Funds Act, currently provided for in Title 72, chapter 30, or any successor statutes. Investments can be made either in specific securities or in mutual funds. Members of the Investment Committee have the responsibility and moral obligation to bear in mind the concerns of the Church in carrying out their fiduciary responsibility to the funds under management.

138. Measurement of the annual income: The income or loss for any year will be measured by deducting from the value of the Long-Term Fund at end of the year the "adjusted beginning value." The "adjusted beginning value" is the beginning value adjusted for inflation, any gifts received during the year, and any disbursements made during the year. It is calculated by multiplying one plus the annual rate of inflation by the actual beginning value, plus any gifts received during the year, minus the amount of any disbursements from the Long-Term Fund during the year. When computed in this way, the annual income includes the earnings on both designated and non-designated funds. (The inflation rate will be calculated using the Consumer Price Index for All Urban Consumers (CPI-U) for the U.S. City Average of All Items, 1982-84=100, as published by the United States Department of Labor Bureau of Labor Statistics, or its successor. A sample of the income calculation will be maintained in the Church's Long-Term Fund files.)

139. Disbursement policies.

1. With the exception of capital expenditures, disbursements will not be made from the Long-Term Fund for any item that would normally be included in the annual operating budget, as determined by reference to the budgets for the past three years. Capital expenditures can be made from the Long-Term Fund in any given year only to the extent that such expenditures exceed \$3,000.
3. After the income for the year has been determined and allocated between the designated and non-designated portions of the Long-Term Fund, the Congregation may authorize disbursements from the non-designated income for the immediate past year, plus any accumulated income or minus any accumulated loss from previous years, for any purpose except payment for items specified in number 1 of this section.
4. In addition to any disbursements from the accumulated income of the Long-Term Fund, the Congregation may authorize disbursements from the non-designated portion of the principal of the Long-Term Fund for particular purposes, but only if the Congregation itself contributes a specified portion of the total expenditure to be made for a particular purpose [see number 4 of this section).



5. If the planned expenditure from the non-designated portion of the principal of the Long-Term Fund is for additions or improvements to the facilities of the Church, the contribution by the Congregation shall be at least 20 percent of the total expenditure. If the planned expenditure from the nondesignated portion of the principal of the Long-Term Fund is for mission or outreach (for example, a contribution to the UCC "Make a Difference" campaign or a contribution to assist in the startup of a new church), the contribution by the Congregation shall be at least 10 percent of the total expenditure.
6. Proposals for expenditures from the non-designated portion of the Long-Term Fund shall be processed and approved or disapproved, in succession, by Cabinet and the Congregation.
7. Proposed expenditures from the designated portion of the Long-Term Fund need to be approved only by the Cabinet.

#### ARTICLE VIII: THE PERMANENT ENDOWMENT FUND

140. Purpose: The University Congregational Church Permanent Endowment Fund ("Permanent Endowment") is dedicated to providing long-term financial stability in order to carry out the Mission of the Church. Moreover, the Permanent Endowment is designed to enable donors to the Church who are so inclined to benefit from tax incentives offered by Montana or Federal tax laws to encourage contributions to permanent endowments.
141. Sources of funds: The Permanent Endowment consists of gifts received by the Church which are designated as gifts to the Permanent Endowment. In addition, the Cabinet may from time-to-time direct that funds of the Church be deposited in the Permanent Endowment, although any funds deposited in the Permanent Endowment are subject to the terms governing the Permanent Endowment. The Permanent Endowment provides members and friends of the Church a vehicle for planned giving, with the assurance that the principal amount of their gift will never be invaded, but will instead provide a continuous source of funds for carrying out the Mission of the Church. The Investment Committee has the authority to reject gifts of designated funds that are thought to be not within the Mission of the Church.
142. Investment policy: The Permanent Endowment will be managed by the Church's Investment Committee with a view to earning a reasonable rate of return, given the desire to avoid any substantial loss of principal and the need for periodic distributions of income to the Church general fund. The Investment Committee shall invest the funds of the Permanent Endowment in compliance with the Uniform Prudent Management of Institutional Funds Act, currently provided for in Title 72, chapter 30, or any successor statutes. The Cabinet shall

from time-to-time adopt investment policies to provide guidance to the members of the Investment Committee regarding the Church's goals and aspirations for the Permanent Endowment. The members of the Investment Committee shall have the responsibility and moral obligation to bear in mind the concerns of the Church in carrying out their fiduciary responsibility to the funds under management.

143. Governance and Policies. The Cabinet from time-to-time shall adopt such policies for the Permanent Endowment as may be necessitated by Montana law in order that contributions to the Permanent Endowment, if those gifts meet all other requirements established by Montana law, will qualify for any income tax credits that Montana law affords for contributions to permanent endowments. Such law is currently commonly known as the "Montana Qualified Endowment Credit," governed by Mont. Code Ann. §§ 15-30-2327 and -2328 (2013).

144. Disbursement policies. Disbursements from the Permanent Endowment shall be made only in compliance with the policies described in paragraph 143.

#### ARTICLE IX: OTHER INVESTMENT FUNDS

145. Other Investment Funds are those funds which the Cabinet has approved for ongoing oversight by the Investment Committee.

146. Other Investment Funds typically will be established in one of the following ways:

1. An agreement between the Cabinet and the initial donor(s), which sets forth the name, purpose, anticipated term (which may be perpetual), general investment strategy, distribution standards, any framework for modification, and other pertinent provisions for governing the fund.
2. A policy adopted by the Cabinet which sets forth the name, purpose, anticipated term (which may be perpetual), general investment strategy, distribution standards, any framework for modification, and other pertinent provisions for governing the fund.

147. Unless the governing instrument for a particular Other Investment Fund, or specific instructions from the Cabinet, prohibits consolidation, the Investment Committee, after at least 30 days' notice to the Cabinet, may combine two or more Other Investment Funds into a single Other Investment Fund, if the result does adversely affect achievement of the purposes of the Other Investment Funds that are being combined.

#### ARTICLE X: BYLAWS INTERPRETATION

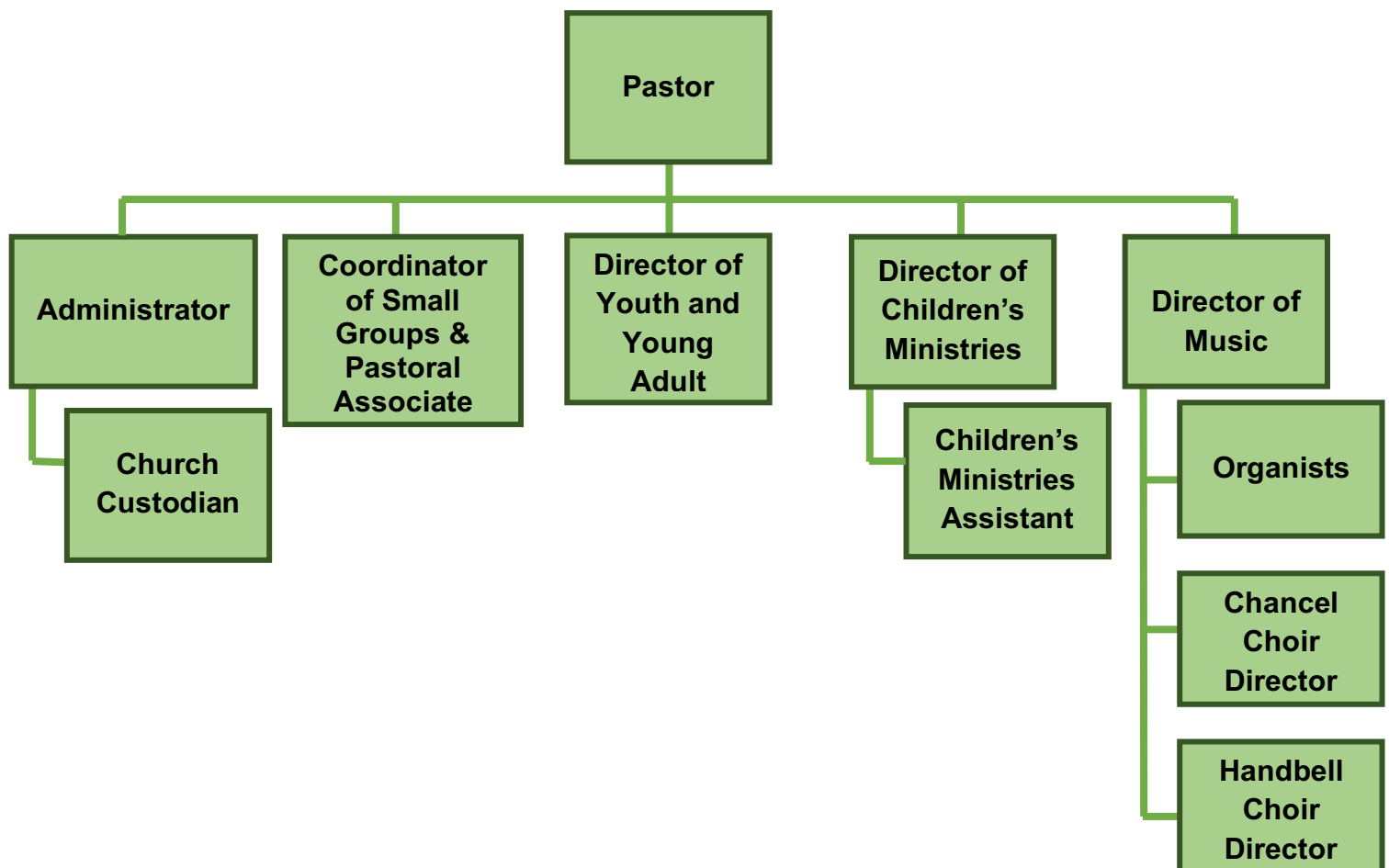
148. If a situation arises that is not addressed in the Constitution or Bylaws, the Cabinet shall

agree on the course of action. Guidance applicable to the course of action should be incorporated in the next Constitution and Bylaws revision, in accordance with Constitution Article X.



UCC MISSOULA

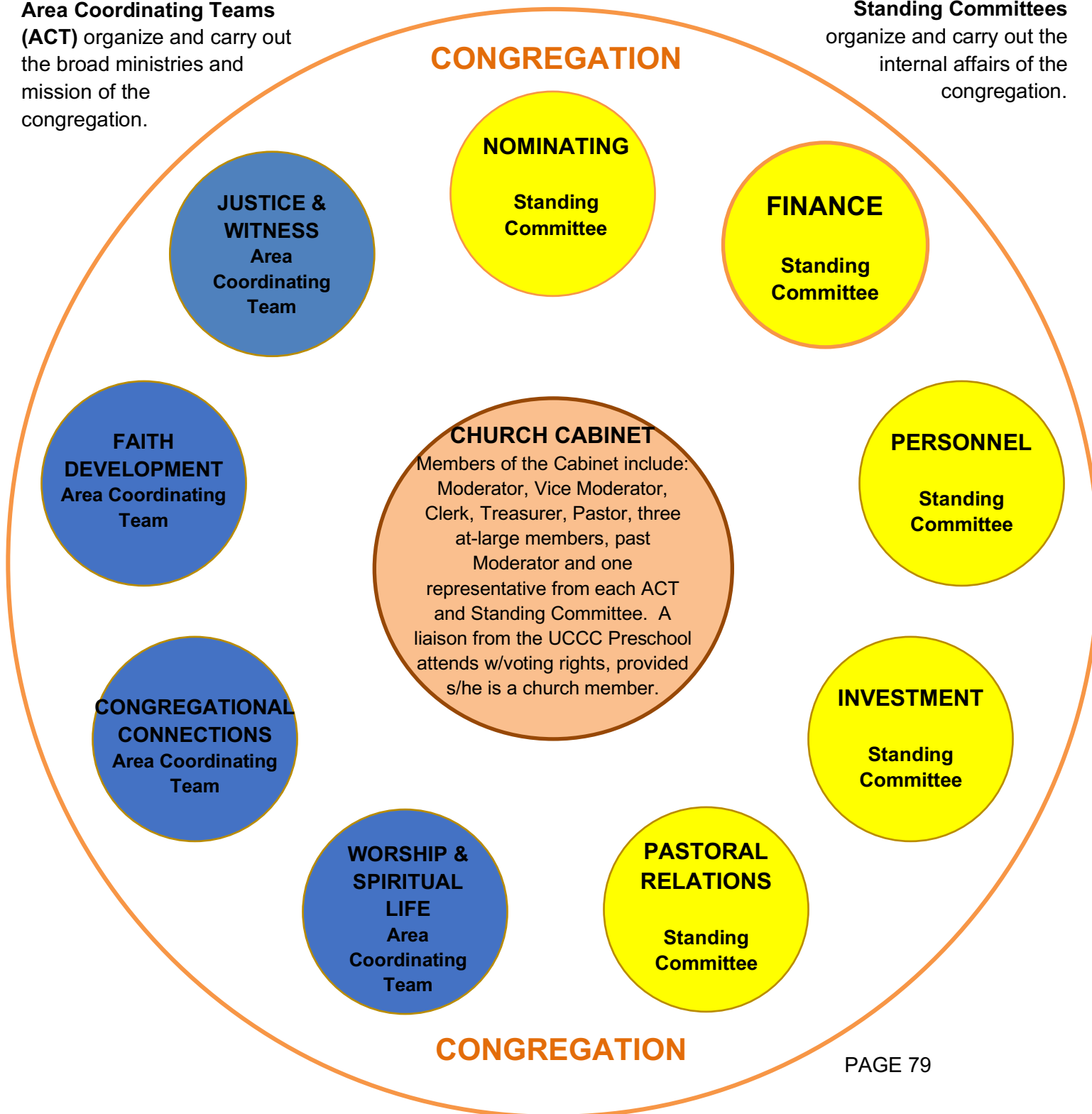
## STAFF ORGANIZATIONAL CHART



# ORGANIZATIONAL STRUCTURE

**Area Coordinating Teams (ACT)** organize and carry out the broad ministries and mission of the congregation.

**Standing Committees** organize and carry out the internal affairs of the congregation.



MISSIONINSITE REPORT (starts next page – some formatting didn't copy)

# The QuickInsit

Prepared for:	Local Church Ministries, UCC
Study area:	5 mile radius - 405 University Avenue Missoula MT 59801
Base State:	MT
Current Year Estimate:	2016
5 Year Projection:	2021
10 Year Projection:	2026
Date:	12/20/2016
Semi-Annual Projection:	Spring

## Two Sections

Two reports are provided on the following pages.

- The **Story View** Report presents 10 demographic indicators of your study area.

- The **ThemeView** Report presents greater detail about those 10 indicators but organized around themes.

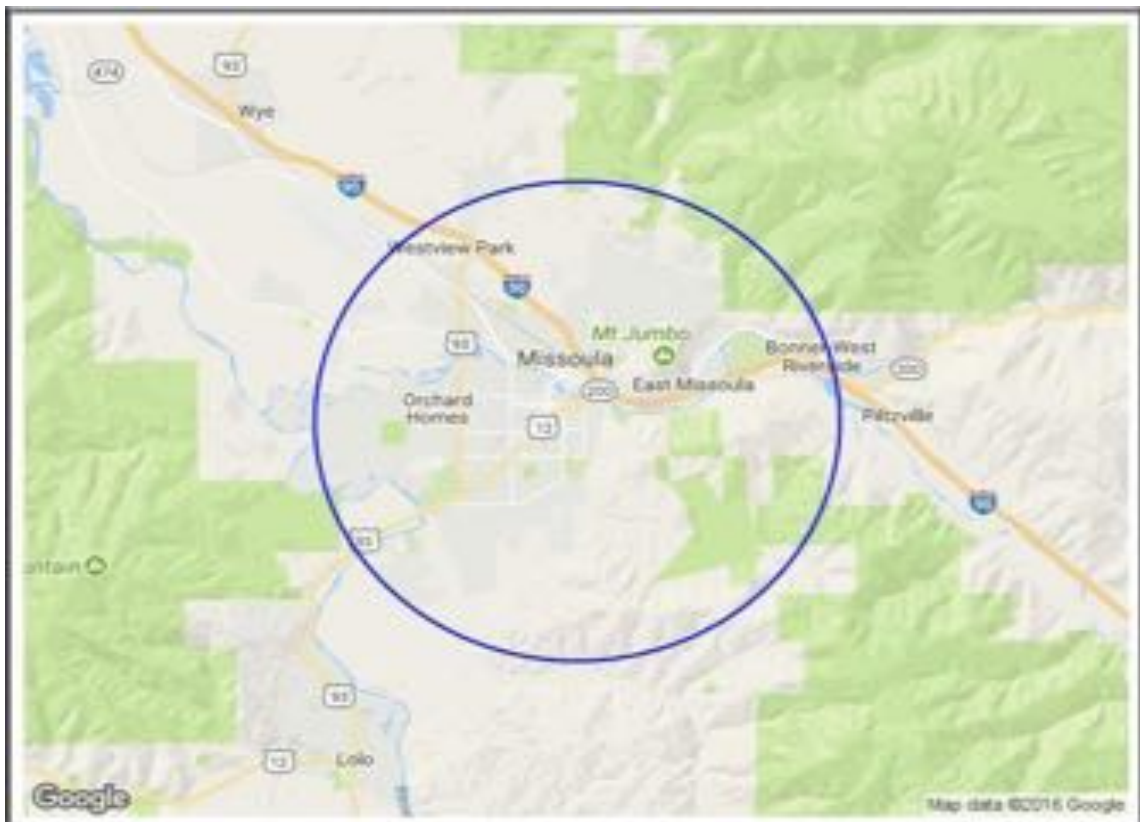
For more information on interpreting the various data on this report, please refer to the Supporting Information on the final page.

## About the QuickInsite Report

The QuickInsite report is designed to provide a quick look at a geography defined by a user. It provides an initial impression of a study area through a set of 12 demographic variables, the top 10 Mosaic Segments and 5 Religious Beliefs and Practices derived from the Simmons National Consumer research data.

NOTE: Not all of the demographic variables available in the MI System are found in this report. The FullInsite or ExecutiveInsite Reports will give a more comprehensive view of an area's demographics and ViewPoint a fuller view of its beliefs and practices.

## THE STUDY AREA



**More Information**

Please refer to the last page of the report for additional notes and interpretation aides in reading the report.

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Page 1



## Significant Demographic Indicators of the Study Area's Story

1	<b>Population Change</b>	<div> <div>Significant</div> <div>Moderate</div> <div>Little Change</div> <div>Moderate</div> <div>Significant</div> </div>				
	In the 10 year future, how is this area expected to change?	<div> <div>Decline</div> <div>Decline</div> <div>Growth</div> <div>Growth</div> </div>				
	(See Population and Families Theme)					
2	<b>School Age Change</b>	<div> <div>Significant</div> <div>Moderate</div> <div>Little Change</div> <div>Moderate</div> <div>Significant</div> </div>				
	In the 10 year future, how is the population of school age children in this area expected to change?	<div> <div>Decline</div> <div>Decline</div> <div>Little Change</div> <div>Increase</div> <div>Increase</div> </div>				
	(See Age Theme)					
	<b>Families with Children</b>	<div> <div>Significantly Less</div> <div>Somewhat</div> <div>About the</div> <div>Somewhat</div> <div>Significantly</div> </div>				
	Compared to the state, are families with children more or less likely to live in two parent households?	<div> <div>Less</div> <div>Same</div> <div>More</div> <div>More</div> </div>				
	(See Population and Families Theme)					
4	<b>Adult Educational Attainment</b>	<div> <div>Very Low</div> <div>Low</div> <div>Mixed</div> <div>High</div> <div>Very High</div> </div>				
	For this area, what is the general level of education of the adults 25 and older?					
	(See Education and Career Status Theme)					
	<b>Community Diversity Index</b>	<div> <div>Very</div> <div>Homogeneous</div> <div>Moderately</div> <div>Very Diverse</div> <div>Extremely</div> </div>				
	How diverse is the racial/ethnic mix of this area?	<div> <div>Homogeneous</div> <div>Diverse</div> <div>Diverse</div> </div>				
	(See Community Diversity Theme)					
6	<b>Median Family Income</b>	<div> <div>Significantly Less</div> <div>Somewhat Less</div> <div>About the</div> <div>Somewhat</div> <div>Significantly</div> </div>				
	How does the median family income compare to the state for this area?	<div> <div>Same</div> <div>Greater</div> <div>Greater</div> </div>				
	(See Financial Resources Theme)					

---

## Poverty

Compared to the state, is the number of families in poverty above	Significantly	Somewhat	About the	Somewhat	Significantly
or below the state average?	Below	Below	Same	Above	Above

(See Financial Resources Theme)

---

## Blue to White Collar Occupations

<b>8</b> On a continuum between blue collar and white collar occupations,	Very Blue Collar	Somewhat	Closely Split	Somewhat	Very White
where does this area fall?		Blue		White	Collar

(See Education and Career Status Theme)

---

## Largest Racial/Ethnic Group

In this area, which racial/ethnic group is the largest percentage of		Black/Afri		Hispanic or	Pac Is/Amer
the population?	Asian (NH)		White (NH)		
		American (NH)		Latino	Ind/Other

(See Community Diversity Theme)

---

## Religiosity

<b>10</b> What is the level of religiosity in this study area?		Somewhat		Somewhat	
	Very Low		Mixed		Very High
		Low		High	

(See Religiosity Theme)

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Page 2

# ThemeView

## Demographic Descriptions of the Study Area

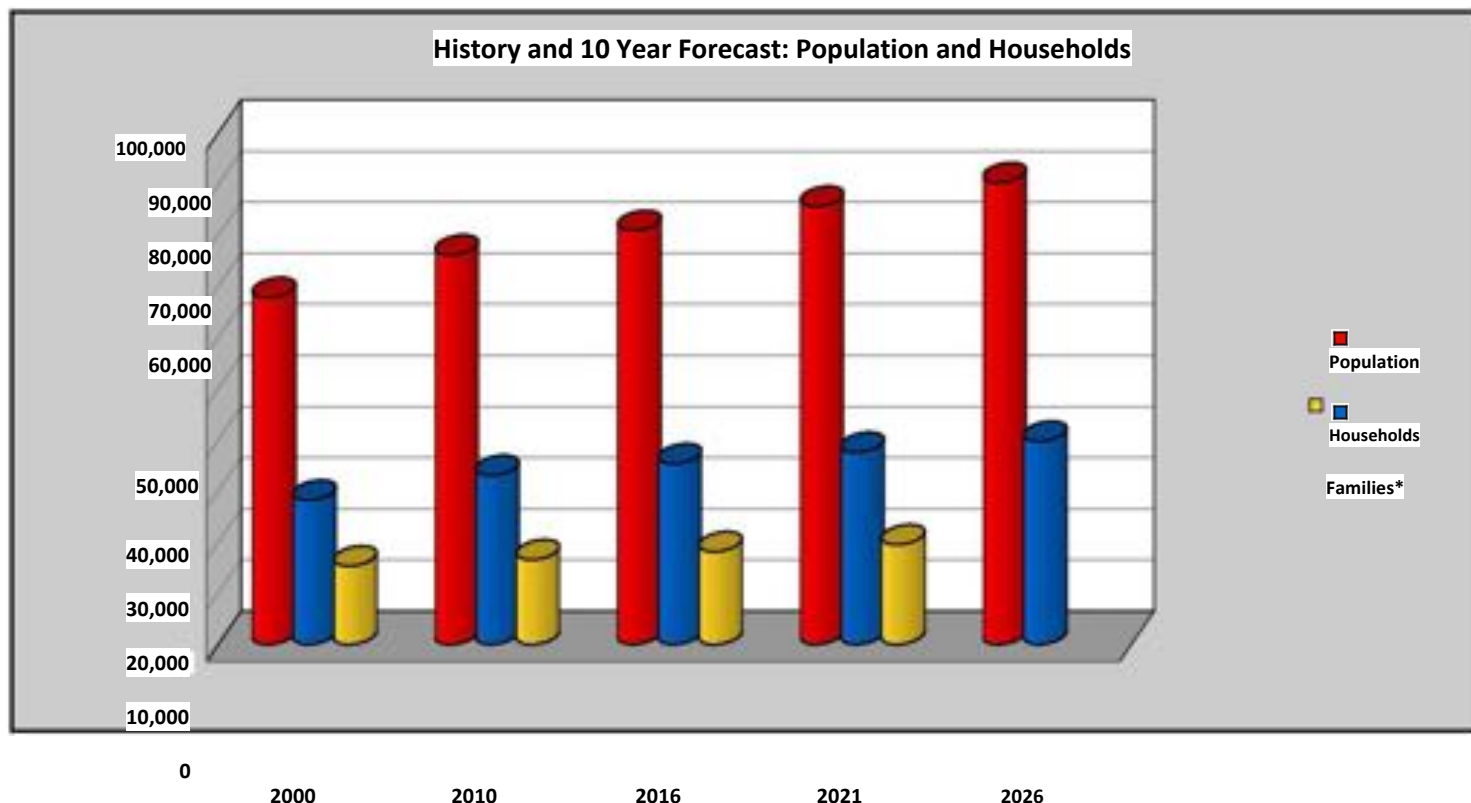
Study area: 5 mile radius - 405 University Avenue Missoula MT 59801

Date: 12/20/2016

### Population and Households Theme

Population is the most basic demographic characteristic. It indicates how many persons reside within an area and how that total changes over time. In addition, future population is forecasted looking out 10 years.

#### Population and Household History with 5 and 10 Year Projected Change



NOTE: Family Household data is not projected out 10 years.

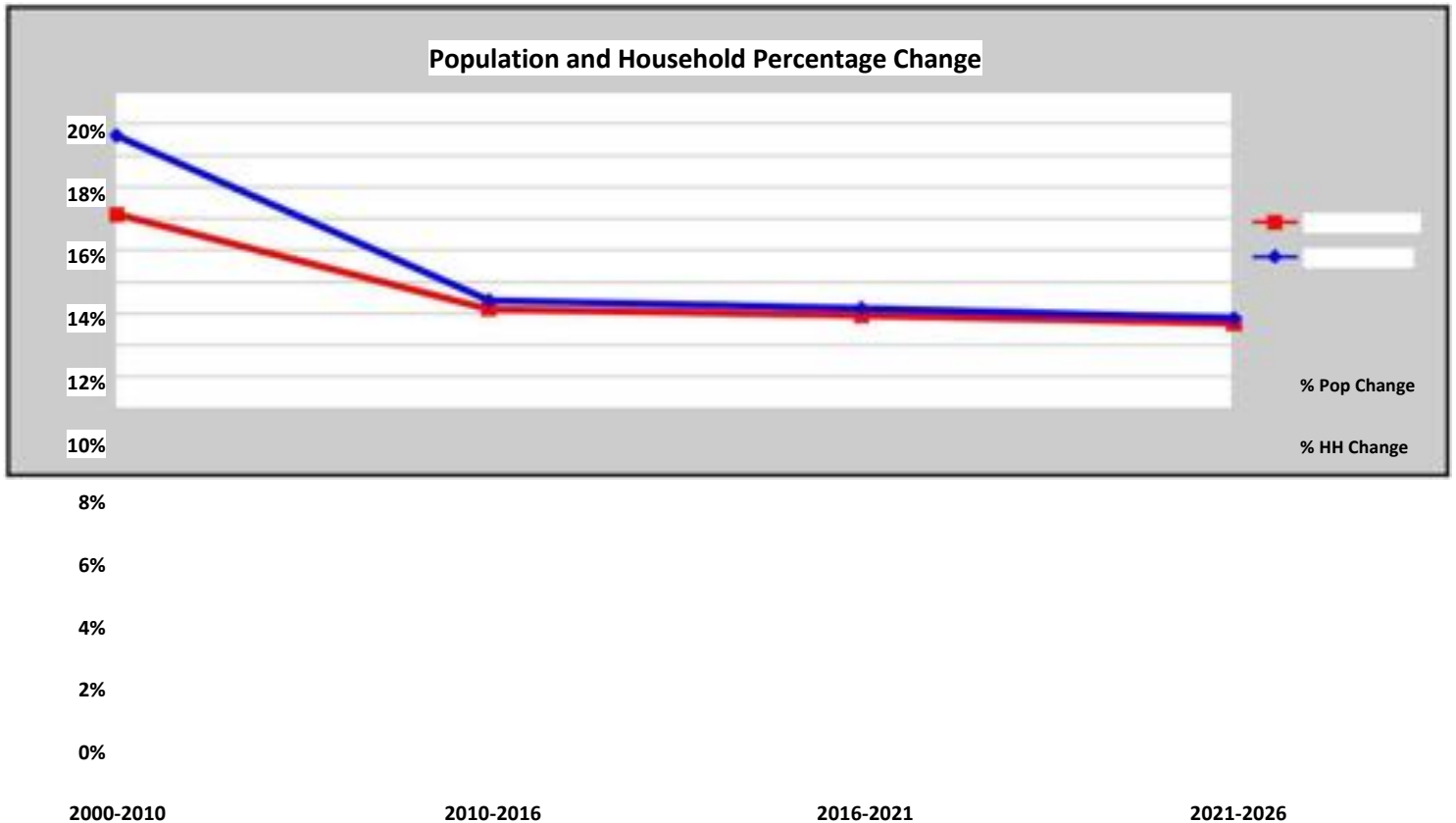
#### Population, Households & Families

	2000	2010	2016	2021	2026
Population	67,890	76,217	81,008	85,766	90,381
Population Change		8,327	4,791	4,758	4,615
Percent Change		12.3%	6.3%	5.9%	5.4%
Households	28,231	33,098	35,366	37,610	39,756
Households Change		4,867	2,268	2,244	2,146

Percent Change		17.2%	6.9%	6.3%	0.0%
Population / Households	2.40	2.30	2.29	2.28	2.27
Population / Households Change		-0.10	-0.01	-0.01	-0.01
Percent Change		-4.2%	-0.5%	-0.4%	-0.3%
Family Households	15,347	16,581	18,145	19,525	
Family Households Change		1,234	1,564	1,380	
Percent Change		8.0%	9.4%	7.6%	

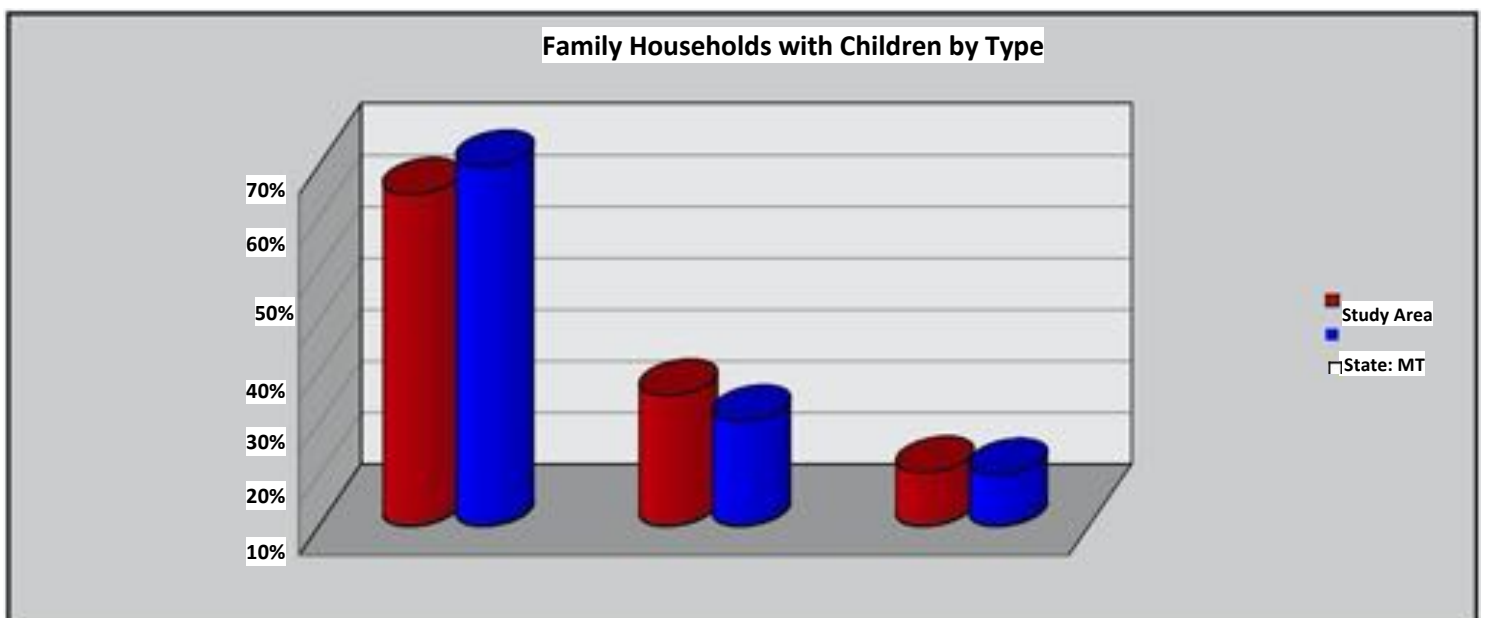
## Population and Households Theme

### Population and Household History with 5 and 10 Year Projected Percentage Change



### Family Households

Family households with children are changing. The traditional married couple structure is evolving into many different family expressions in which children are being raised. These data provide an insight into the family structures within the study area and then compares them to the state.



0%      Married-couple      Single Mother      Single Father

This table presents both the history and projections for family structures in the study area. Take note of the change column to discern how these family structures have changed and are projected to change in the future.

1.3% -1.6% 0.3%

Households with Children	Actual Hhlds by Year			2010 to 2021	Percent of all Hhlds by Year		
				Change			
Family: Married-couple	4,835	4,956	5,214	379	61.8%	64.4%	63.2%
Family: Single Mother	2,148	1,949	2,133	-15	27.5%	25.3%	25.8%
Family: Single Father	836	795	905	69	10.7%	10.3%	11.0%
<b>Total:</b>	<b>7,819</b>	<b>7,700</b>	<b>8,252</b>	<b>433</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

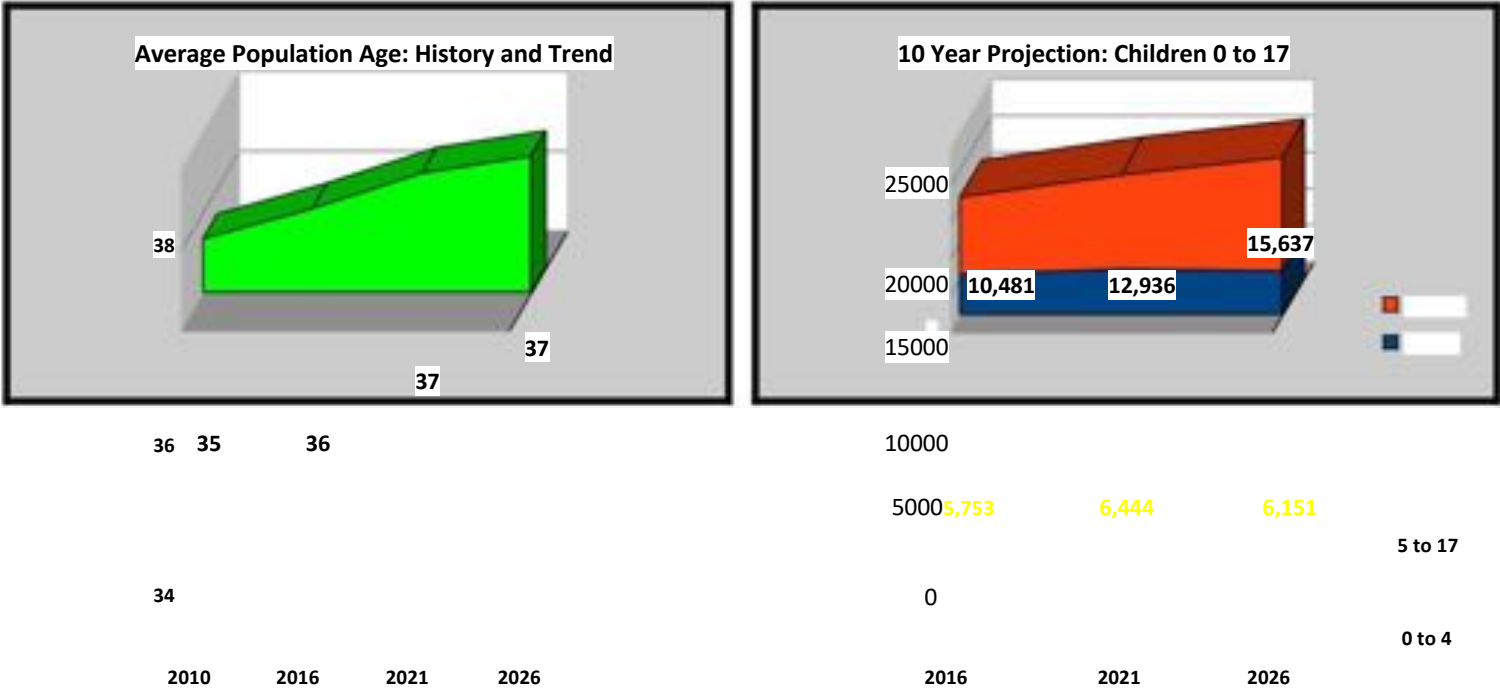
Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

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# Age Theme

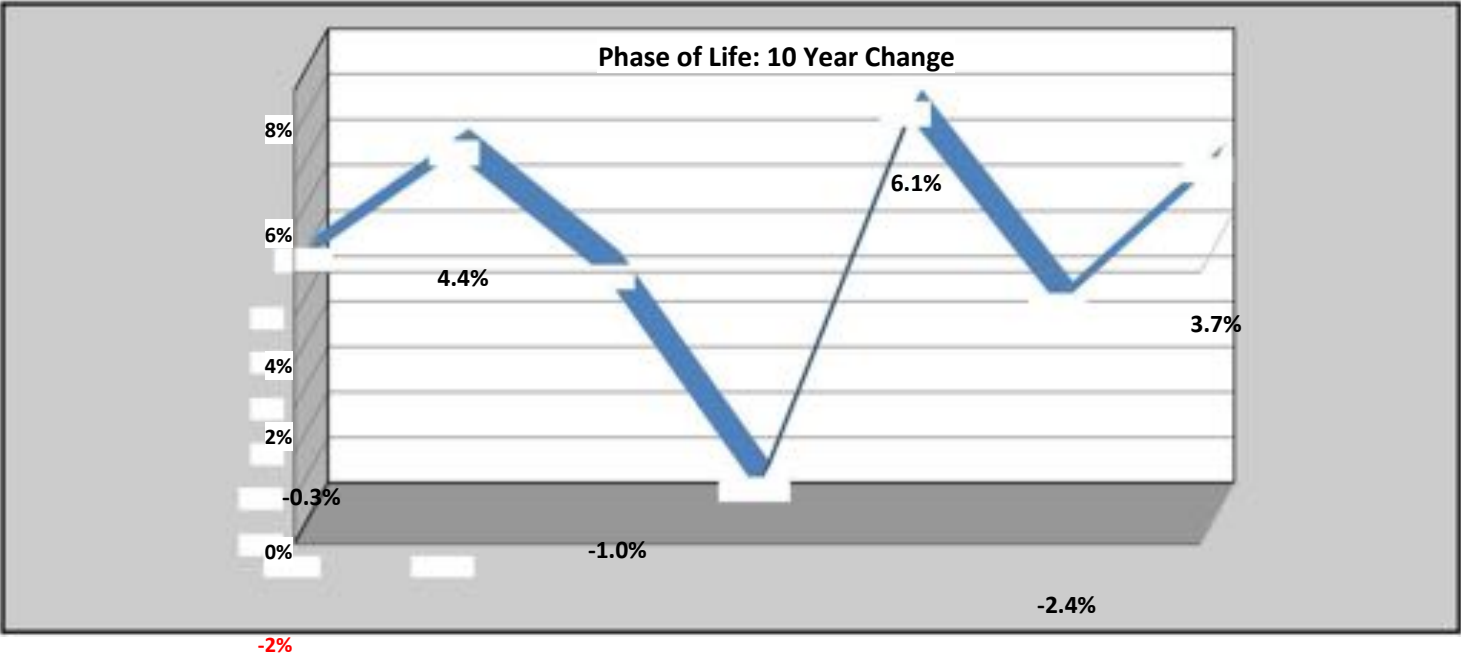
## 10 Year Average Age and Children 0 to 17 Trends

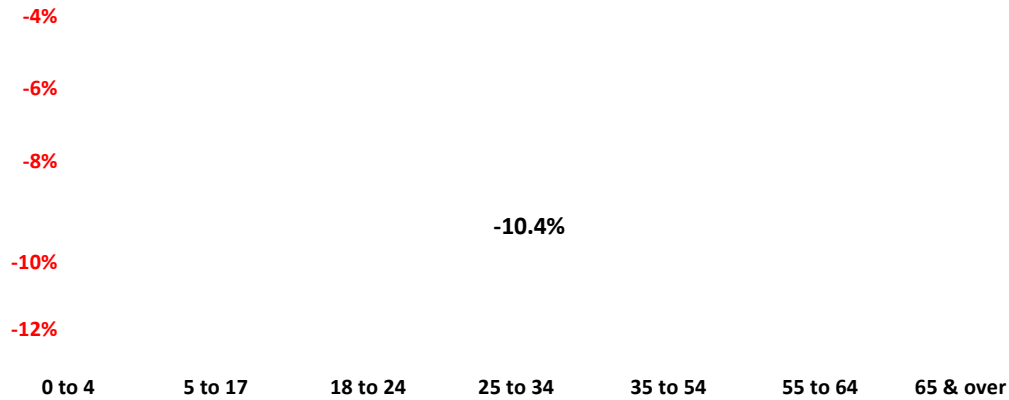
The age history and forecast reflects change in a community. Many are aging as a consequence of the aging Baby Boom generation and the decline in live births for many years in the late 20th and early 21st centuries.



## Phase of Life

The Phase of Life 10 Year Change graph highlights life phases that will increase or decrease as a percentage of the total population in the forecasted 10 year future.





Phase of Life presents how a community changes and people age through their various life phases.

Phase of Life	Actual Population by Year & Phase				Percent of Pop by Year & Phase			
Before Formal Schooling: 0 to 4	4,283	5,753	6,444	6,151	5.6%	7.1%	7.5%	6.8%
Required Formal Schooling: 5 to 17	9,381	10,481	12,936	15,637	12.3%	12.9%	15.1%	17.3%
College/Career Starts: 18 to 24	14,066	10,439	10,116	10,700	18.5%	12.9%	11.8%	11.8%
Singles & Young Families: 25 to 34	13,666	15,576	11,919	7,966	17.9%	19.2%	13.9%	8.8%
Families & Empty Nesters: 35 to 54	17,507	18,868	22,486	26,554	23.0%	23.3%	26.2%	29.4%
Enrichment Yrs Singles/Cpls: 55 to 64	8,690	9,417	9,023	8,377	11.4%	11.6%	10.5%	9.3%
Retirement Opportunities: 65 & over	8,625	10,473	12,841	14,996	11.3%	12.9%	15.0%	16.6%
<b>Total:</b>	<b>76,218</b>	<b>81,007</b>	<b>85,765</b>	<b>90,381</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

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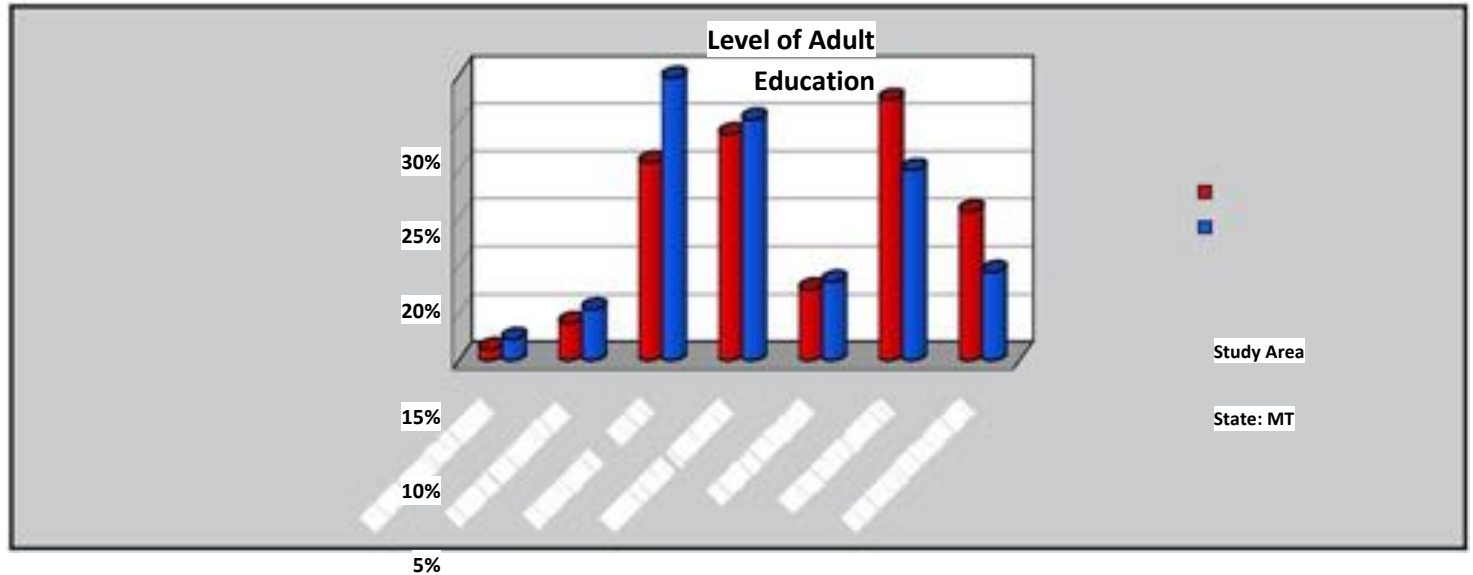
## Education and Career Status Theme

The Education/Career Status theme portrays the level of education and the career types by the categories of Blue Collar and White Collar in the study area.

### Adult Educational Attainment

The following graphs present the adult population within the study area 25 years of age and older by the level of education completed.

### Adult Educational Attainment Compared to the State of MT



Less than 9th Grade

626

634

8

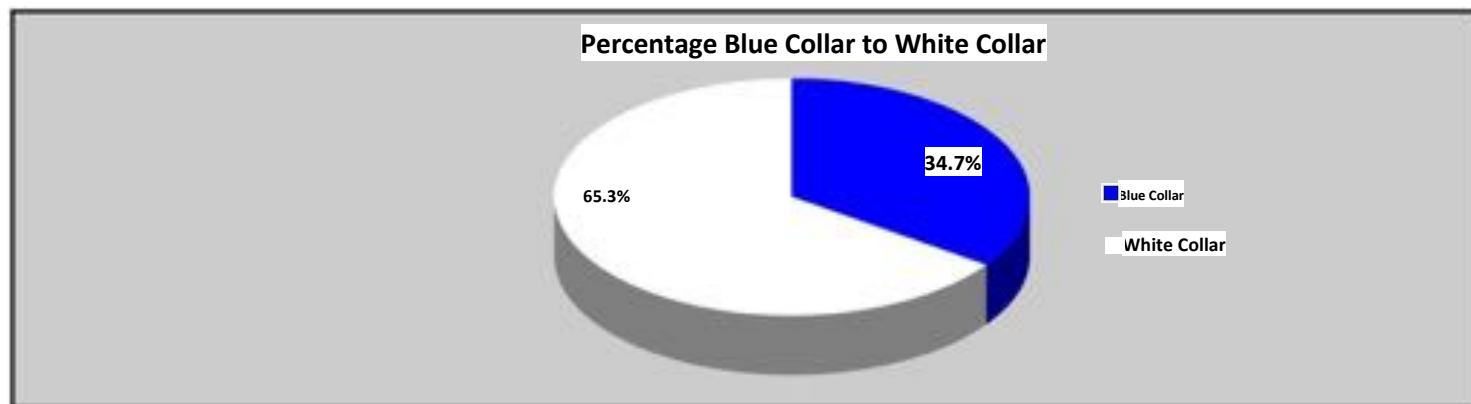
1.2%

1.1%

0.0%

Some High School, No diploma	2,121	2,177	56	3.9%	3.9%	0.0%
High School Graduate (or GED)	11,281	11,461	180	20.8%	20.4%	-0.4%
Some College, No degree	12,897	12,979	82	23.7%	23.1%	-0.7%
Associate Degree	4,047	4,409	362	7.4%	7.8%	0.4%
Bachelor's Degree	14,857	15,726	869	27.3%	27.9%	0.6%
Graduate or Professional school degree	8,506	8,884	378	15.7%	15.8%	0.1%
<b>Total:</b>	<b>54,335</b>	<b>56,270</b>	<b>1,935</b>	<b>100.0%</b>	<b>100.0%</b>	

***Career Types: Blue Collar and White Collar***

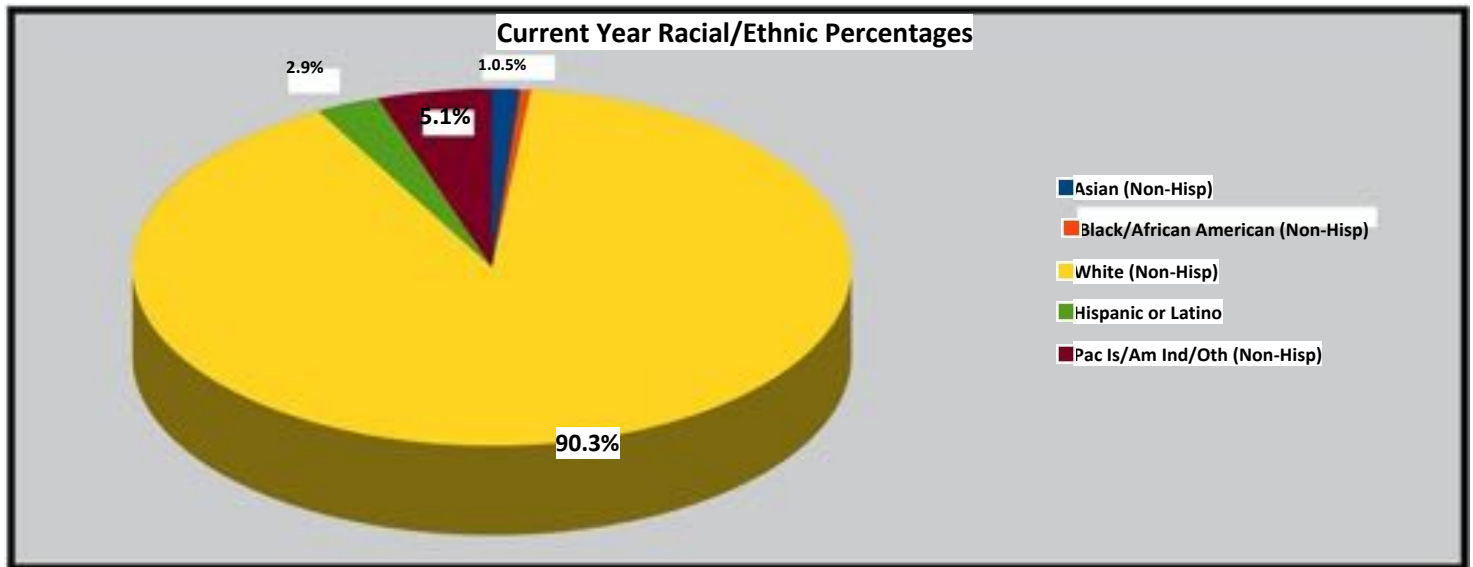


Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

Page

The diversity of a community is shaped by the racial/ethnicity of the people who reside in it but also people's age, income and education.

### Study Area Racial and Ethnic Diversity



NOTE: Race and ethnicity breakouts are based upon Census Bureau categories. Only those groups for which the Bureau provides extended detail can be reported.

### Race and Ethnic History and Trends

Racial/Ethnicity by Year	Actual Population by Year				Percent of all Pop by Year			
	2010 to 2021				2010 to 2021			
				Change				% Change
Asian (Non-Hisp)	937	1,004	1,109	172	1.2%	1.2%	1.3%	0.1%
Black/African American (Non-Hisp)	349	383	400	51	0.5%	0.5%	0.5%	0.0%
White (Non-Hisp)	68,981	73,117	77,158	8,177	90.5%	90.3%	90.0%	-0.5%
Hispanic or Latino	2,143	2,343	2,607	464	2.8%	2.9%	3.0%	0.2%
Pac Is/Am Ind/Oth (Non-Hisp)	3,808	4,160	4,491	683	5.0%	5.1%	5.2%	0.2%
<b>Total:</b>	<b>76,218</b>	<b>81,007</b>	<b>85,765</b>	<b>9,547</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	

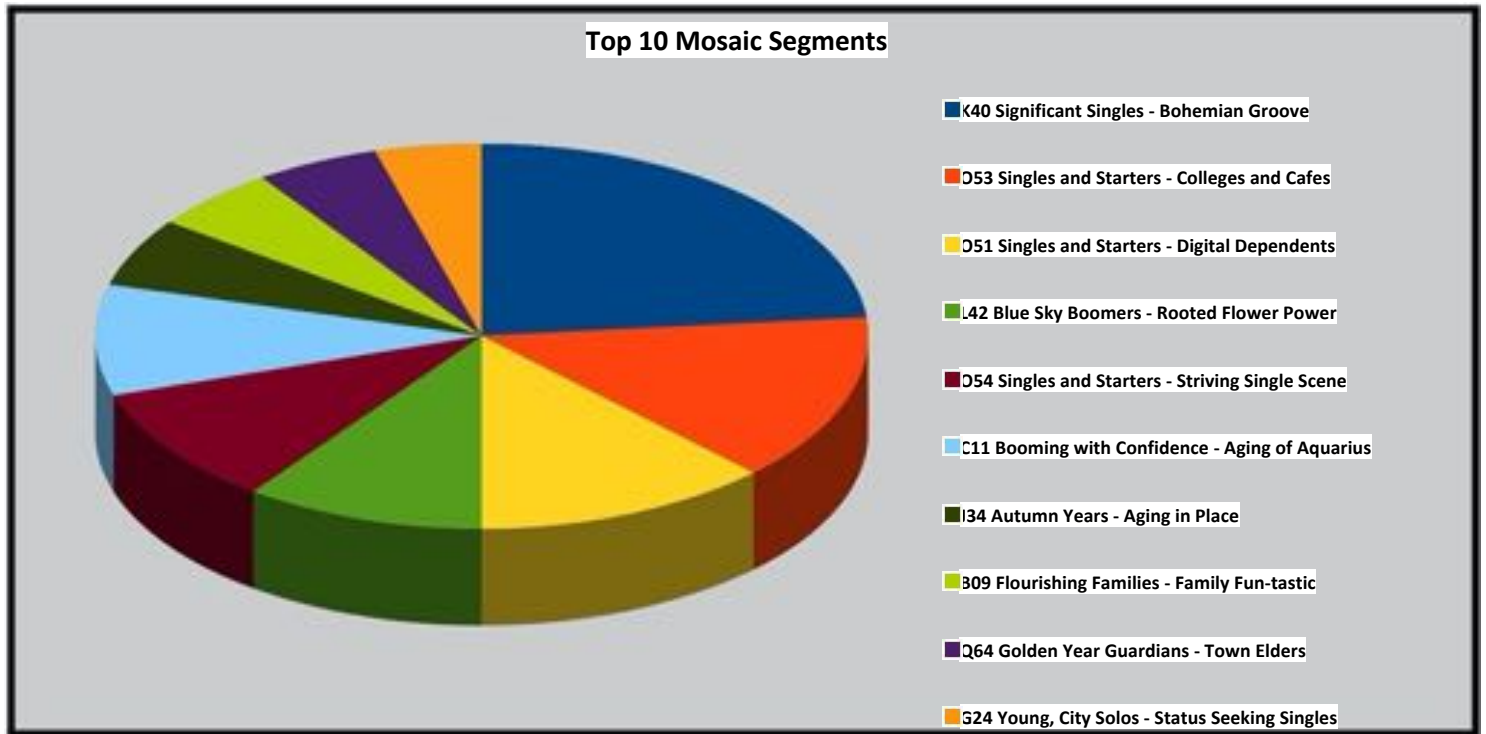
Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

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## Community Diversity Theme

### Mosaic Lifestyle Segmentation Types

Mosaic Lifestyle Types provides insight into the behaviors, attitudes and preferences of the households within the Study Area. The result is a fuller multidimensional understanding of a community, neighborhood, zip code or other geography.



Mosaic	Study Area		State		Comparative Index
K40 Significant Singles - Bohemian Groove	5,002	16.9%	15,126	4.0%	420
O53 Singles and Starters - Colleges and Cafes	3,025	10.2%	5,781	1.5%	665
O51 Singles and Starters - Digital Dependents	2,647	8.9%	30,076	8.0%	112
L42 Blue Sky Boomers - Rooted Flower Power	2,153	7.3%	18,887	5.0%	145
O54 Singles and Starters - Striving Single Scene	2,121	7.2%	6,022	1.6%	447
C11 Booming with Confidence - Aging of Aquarius	1,993	6.7%	16,913	4.5%	150
J34 Autumn Years - Aging in Place	1,218	4.1%	12,735	3.4%	121
B09 Flourishing Families - Family Fun-tastic	1,132	3.8%	5,832	1.6%	247
Q64 Golden Year Guardians - Town Elders	1,106	3.7%	34,413	9.1%	41

G24 Young, City Solos - Status Seeking Singles	952	3.2%	4,887	1.3%	247
	21,349		150,672		

Learn about your Mosaic Households

To access Mosaic Portrait data click on:

[Mosaic USA E-Handbook by Experian \(To open in a new Tab hold Control key when you click on the link\)](#)

Handbook includes Mosaic Overview and two graphic pages for each of the 19 Groups and 71 Segments.

To access the Mosaic application guide click on:

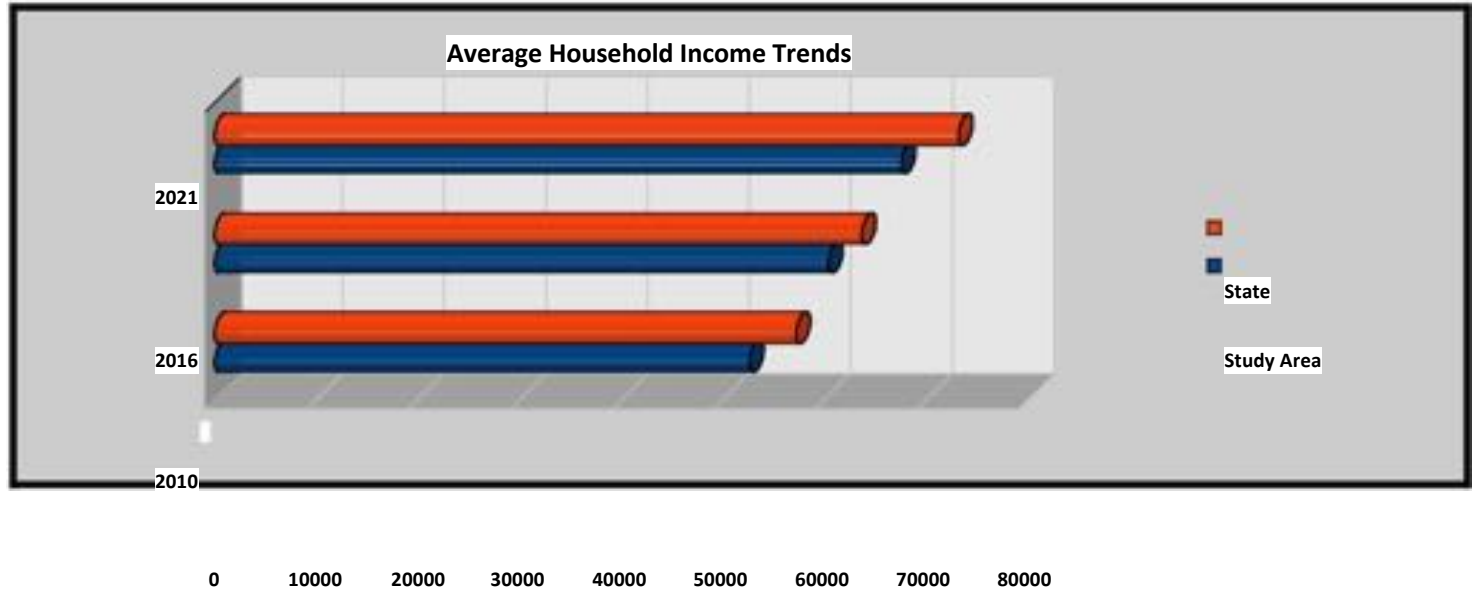
[Mission Impact Mosaic Application Guide by Bandy \(To open in a new Tab hold Control key when you click on the link\)](#)

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

## Financial Resources Theme

Financial resources available is an indicator of community opportunity or distress. Three variables are presented in this category: 1) Household Income, 2) Family Income and 3) Poverty.

### *Household Income*



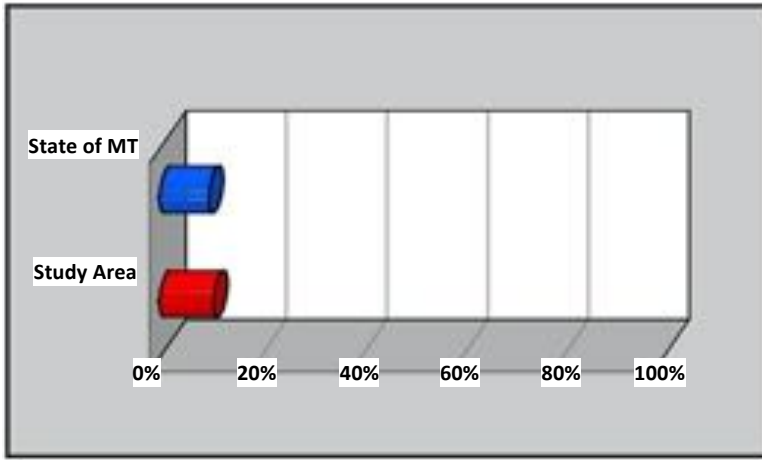
### Income Trends: Households and Families

	2010 to 2021 Change			
Average Household Income	52,611	60,381	67,536	14,925
Median Household Income	38,593	44,774	49,759	11,166
Per Capita Income	22,847	26,361	29,616	6,769
Median Family Income		61,287	60,090	60,090

### *Poverty*

Percentage of Families Below Poverty Line:

## CurrentYear



Above poverty level	16,212	89.3%	90.2%
Below poverty level	1,933	10.7%	9.8%
	18,145	100.0%	100.0%

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite

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Religiosity Theme

The Religiosity provides insight into the level of religiosity of a study area. It is based upon the strength of each of the following five variables.

Religious Beliefs and Practices			
	Estimated Percent of	Estimated Percent of	Comparative Index*
Conservative Evangelical Christian	38.7	34	114
Consider Myself A Spiritual Person	48.9	43	114
Enjoy Watching Religious TV Programs	19	16	119
Important to Attend Religious Services	19.8	17	116
My Faith Is Really Important To Me	15.9	14	114

Sources: US Census Bureau, Synergos Technologies Inc., Experian, DecisionInsite/MissionInsite



## Correlating the StoryView and DetailView Reports

The Detail View Report presents the important demographic detail behind the Demographic Indicators found on the QuickView page. It is organized around six themes.

DetailView Themes	StoryView Number	DetailView Themes	StoryView Number
1. Population, Households & Families	1 & 3	4. Community Diversity	5 & 9
2. Age	2	5. Financial Resources	6 & 7
3. Education/Career Status	4 & 8	6. Religiosity	10

### Interpreting the Report

The QuickInsite report is formatted to help you interpret data at a glance.

**Change over time:** Several trend tables have a column indicating a change over time. Generally these tables begin with the last census, include the current year estimate, a five year projection and if available, a 10 year forecast. The data in each cell represents a percentage change up or down.

**Color Coding:** Both the "Change over Time" and "Comparative Indexes" columns are color coded to easily spot any change and the direction of that change.

Change:	Increasing	Stable	Declining
Index:	Above Ave	Ave	Below Ave.

**Indexes:** Some variables will have a column called "Comparative Index." An index is an easy way to compare a study area with a larger area. For this report, all comparisons are with the state or states within which the study area falls. The indexes can be interpreted as follows.

- Indexes of 100 mean the study area variable is the same as its base area.
- Indexes greater than 100 mean the study area variable is above the base area. The higher the number, the greater it is above the base.
- Indexes less than 100 mean the study area variable is below the base area. The lower the number, the greater it is below the base.
- w the ba

### Variable Definitions

Full variable definitions can be found in the MI Demographic Reference Guide. Download it free from the Help/Documents menu located on the map screen of your study area on the MissionInsite website.

**Support** If you need support with this report, please email MissionInsite at [misupport@missioninsite.com](mailto:misupport@missioninsite.com)

## LUND LETTER OF REFERENCE



May 2, 2022

Letter of Recommendation for University Congregational Church, Missoula, MT

I write this letter as a clergyperson in Missoula for the past 17 years and a partner in ministry with UCC church.

**UCC church has many strengths that they have worked hard on over many years.**

1. Facility: they have been good stewards of their facility and grounds and have done many recent updates. I have used their sanctuary space many times for campus ministry worship and their fireside room and kitchen area for many dinners and group discussions. It is a wonderful space and the new kitchen is a joy to work in. We have also used the outdoor fire pit for worship events and storytelling. That too is a great space and it's always fun to be out there.
2. Worship: UCC church has a strong worship program on Sunday mornings. My impression is that they have been able to keep sustained attendance as well as a range of age participation. They may feel like they are declining in this area but they are probably doing better than other mainline churches in town. They do have a wonderful music culture within and without worship that includes many musicians and singers as well as special musical events.
3. Peace and Justice work: This congregation has been in the forefront of justice issues for many years. Their clergy have been prophetic and they have many lay leaders who are connected to justice issues in the community. They are not apologetic about their welcoming and advocacy for LGBTQ+ people and are one of the few outwardly open and affirming congregations in Missoula. They are also well represented and advocates in anti-racism, Muslim ally, interfaith, poverty, sexism, domestic violence, care for creation and climate change, immigration and prison re-entry work. They jumped in with other congregations and community leaders to help make Family Promise a reality and have been partners in the Missoula Interfaith Collaborative which includes over 20 churches and leaders working together with agencies around social needs in Missoula.
4. Small Group Ministry: I have not directly been part of this work, but I believe it is a strength of the congregation. I know that many young adults are looking for communities to go deeper into theology and issues and this is one way to do that.
5. Youth Ministry: I realize the numbers may be down from previous years, but continued investment in this program makes a difference. There is also renewed cooperation between several mainline churches and Emmaus around coordinated youth events.
6. Campus Connections: UCC church is positioned two blocks off of the heart of campus. They have numerous members who are faculty and draw on progressive faculty, staff and students in a variety of ways. They partner in campus ministry with the ELCA (Emmaus Campus Ministry) and the local Episcopal and Methodist churches. This has been a great partnership over the years and there is room for more collaboration and possibilities in the years to come.
7. Leadership and solvency: my impression is that this congregation has had strong lay leadership for many years. They seemed poised to move into a new era with fresh ideas and possibilities. They have

a healthy donor base that has kept them solvent for many years. They may have had to make some cuts, but I still see this as a strength overall.

8. Potential: As a church community with an outwardly progressive Christian perspective, it seems to me that they will appeal to a large demographic of people in the liberal Missoula community. I connect with many young adults who are looking for a different way of being Christian that what they have grown up with or hear about. UCC offers that perspective and backs it up with tangible social action and advocacy work. They could really push this identity through advertising, marketing, and networking if they feel inclined to grow.

### **Possible areas of improvement:**

1. Like all mainline churches, UCC will need to work hard to understand and reach out to the under 40 crowd. Even if they appeal to this crowd in theology and practice, they might not get them to be regular Sunday morning worshipers. As they look into the future, Sunday morning worship attendance should not be used as their only barometer for success, impact, community size, or financial stability. They will have to think and vision outside of that traditional box to reach and engage new generations of young progressives.
2. Given all of that, I still believe that some young people are looking for a quality worship community that also includes deeper conversations, small group work, and direct social action and justice work. UCC church cannot expect people to just walk through the door, but rather they will have to develop a strategy for engagement, relationship building, and invitation that will include paid staff, leaders, and young adults who are committed to the work.
3. I recommend hiring about 5-10 students and young adults as interns to work in many different areas of mission. This could include social work practicum students, LGBTQ advocacy work, Climate Change work, Interfaith work, Family Promise, and so forth. If their staff included 8-10 people under 30 the culture of the community might change dramatically.
4. Work with Emmaus and UM: This is a partnership that has been strong, but not fully explored or developed. There is ample room here for deeper visioning, shared mission and shared resources.
5. Confluence: this is a new young adult group that UCC church is investing in along with Emmaus and other ELCA churches in town. There is a lot of potential here and room for possibilities. Its still in the infant stage and it is not clear where it will go, but this kind of community might be what we need to consider for the long haul.
6. Interfaith Partnerships: This is an area that is strong, but there is still room to grow here. UCC was slow to partner with MIC and has sometimes worked alone in their advocacy work, often because others were slow to get on board. It seems to me that we are in a new era of collaboration, cooperation and shared vision around many of the social issues that UCC is concerned about. This is an area that I am excited to see grow and develop as trust and relationships are built.

Overall, I believe University Congregational Church to be a healthy, strong and vibrant progressive Christian community in Missoula. They have a lot of strengths and potential to be a force of love and change for many years to come!

Rev. John Lund, Emmaus Campus Ministry, University of Montana

## BROCK LETTER OF REFERENCE

May 3, 2022

To Whom it May Concern:

I am pleased to write this letter of reference for the Missoula University Congregational Church. I came to know UCC well during my more than 7 years as the Executive Director for Missoula Food Bank & Community Center (July 2014 through February 2022), and I have always been impressed during those interactions.

Missoula UCC has developed a well-deserved reputation as a church focused on tangible social-justice work. When discriminatory legislation or policy is proposed, UCC can be counted on to stand up to speak against it, often with success. In my work at Missoula Food Bank, I advocated often for our lower-income neighbors and I was grateful to have UCC as a partner in these broad efforts.

I also attended UCC periodically to give updates about our work and to receive funds that had been specifically raised to support our organization. In these times, I always felt welcome and heard, and the entire church – leadership and member and guest alike – engaged with me in ways that stand out because of the authenticity and understanding that I felt in that space.

If I have any suggestions for improvements at UCC, it's simply in my asking for more. This Missoula community would benefit from more action from UCC. Our world feels increasingly strange and polarized in recent years, and for the first time in my adult life I am actively questioning whether Dr. Martin Luther King was correct when he said, "The moral arc of the universe is long but it bends toward justice." In my opinion, the fulfillment of Dr. King's words and work (and the work of so many others) requires a redoubling of the efforts of those who would fight for this justice. Missoula UCC is one of these important voices. I hope that voice is amplified.

I wish you all the success in this process of identifying and engaging new leadership. Please let me know if I can be helpful in any way.

Sincerely,

Aaron Brock

Former Executive Director, Missoula Food Bank & Community Center

## SPENCER-SMITH LETTER OF REFERENCE

May 20, 2022

My knowledge of UCC Missoula's ministry comes primarily through a collegial relationship and friendship with their former pastor, the Rev. Dr. Jennifer Yocum. I am also familiar with UCC Missoula as a companion congregation in the Montana-Northern Wyoming Conference and as conference vice moderator and moderator over the last 4 years.

As the pastor of a companion conference congregation, I have experienced UCC Missoula to be a church that creatively leads the way into areas and practices of mission and ministry. I have been impressed with their ability to be innovative as they seek to pursue areas of mission and ministry.

UCC Missoula comes across as a progressive, forward-thinking congregation. I believe they were one of the first (if not THE first) Open and Affirming Congregations in the Montana-Northern Wyoming Conference. They seem to be on the leading edge within the conference when it comes to addressing issues of justice and creation care from a faith perspective. UCC Missoula has historically been one of the conference's major OCWM supporters and has provided valuable conference leadership over the years.

As Conference Moderator, I am aware of a shift in how UCC Missoula has supported OCWM. From my understanding, UCC Missoula began encouraging individual members to make direct contributions to OCWM to the conference 4 or 5 years ago. It appears that this took some time to catch on and the conference experienced an initial drop in OCWM support from UCC Missoula and its members. That trend seems to have reversed and UCC Missoula has returned to previous levels of OCWM support through a combination of congregational and individual contributions. While the conference is grateful for the return to previous levels of overall giving, this style of OCWM support has created additional work for support staff to be able to handle an increase in individual donations and correspondence related to those donations.

My first direct encounter with UCC Missoula's ministry came about when we joined forces to present a confirmation program for a year. Classes were held as weekend retreats and leadership was shared between pastors and lay members of both churches. We were able to offer an engaging program that involved more youth a broader teaching and leadership style.

More recent knowledge of the ministry of UCC Missoula has come through consulting with their former pastor on issues related to COVID-19. Although the connection was primarily between the pastors, it appeared that we had similar levels of lay leader involvement regarding research and decision making. I got the impression that UCC Missoula's lay leaders were highly involved

in the decision-making process around building closures and mitigations upon re-gathering.  
I experience UCC as a vibrant and exciting place to be engaged in ministry.

With best wishes,  
Rev. Lynne Spencer-Smith

Pastor at First Congregational UCC, Great Falls, MT  
Moderator, Montana-Northern Wyoming Conference UCC  
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406-770-9157

(I will be traveling June 1-30 and July 11 – August 7 and may not have consistent access to the internet or phone signal.)