Mission Hills United Church of Christ (Mission Hills UCC)
San Diego, California 92103

Senior Minister

Southern Association
Southern California Nevada Conference

December 16, 2020

LOCAL CHURCH PROFILE CONTENTS

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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)
1. POSITION POSTING
   a. LISTING INFORMATION
   b. SCOPE OF WORK
   c. COMPENSATION & SUPPORT
   d. WHO IS GOD CALLING TO MINISTER WITH US?

1a. LISTING INFORMATION

Church name: Mission Hills United Church of Christ
Street address: 4070 Jackdaw Street, San Diego, CA 92103
Supplemental web links: Mission Hills United Church of Christ (missionhillsucc.org)

Additional ecumenical affiliations:

Mission Hills UCC is in the Southern Association of the Southern California Nevada Conference of the United Church of Christ. In the past, we have been represented on the Board of Directors (SCNCUCC), but not currently. Our delegates attend the Fall and Annual Meetings of the Southern Assoc. (which our church is part of) of the SCNCUCC. Mission Hills UCC members serve on the Church and Ministry Committee of the Southern Assoc. of the SCNCUCC and attend General Synod, some serving as delegates. Youth and adults have attended our Conference’s Pilgrim Pines Church Camp in the San Bernardino Mountain Foothills above Yucaipa CA.

Youth and chaperones have represented our church at Regional Youth Events in earlier years.

Our church is involved with six Partnership Churches locally, where we have several combined services a year, march in the SD Gay Pride Parade together and accomplish Mission Projects together. The 6 churches are:

- University City United Church
- The Table: United Church of Christ of La Mesa
- Mission Hills UCC
- Kensington Community Church UCC
- Pioneer Ocean View UCC
- Christian Fellowship Congregational Church of San Diego UCC

Summary Ministry Description:
Mission Hills UCC is seeking an energetic, vibrant, caring and administratively organized pastor who is comfortable working with all ages across their life journey. One who is excited about partnering with our congregation in building our membership, especially with young families, comprising young adults, children, teens, and college age. We want to build a more ethnically diverse congregation. We want a pastor who is community oriented beyond our walls, who supports and builds on the community outreach we currently enjoy. We want a pastor who welcomes and facilitates growth in our traditional worship format. We picture a larger
congregation that smiles and laughs easily, is mission oriented and truly cares for one another. We envision having a congregation with more young families and greater diversity.

Photographs: Photographs are available for viewing on our website, listed above.

What we value about living in our area:
San Diego, the nation’s eighth-largest city, is a diverse, vibrant region of over three million residents. While we remain one of the largest military hubs in the nation, our community includes a wide array of global high tech and biotech leaders fed by three major research and teaching universities. Our corner of the city is enriched by close proximity to the cultural institutions of Balboa Park, Liberty Station and downtown, as well as the rich tapestry nurtured by San Diego’s position on the world’s busiest land border crossing and one of the country’s largest and diverse refugee populations.

Current size of membership: **268 (122 average worship attendance)**

Languages used in ministry: **American Sign Language Interpreter used**

Position Title: **Senior Minister**

Position Duration: **Settled** – a called position intended for longer-term ministry in which the minister moves church membership to the congregation and moves standing to related association

Compensation Level: **Full Time**

Does the total support package meet conference compensation guidelines?
Yes

**1b. SCOPE OF WORK**

Core Competencies:
- Spiritually mature
- Able to help people identify and nourish their spiritual gifts
- Strong communication skills
- Collaborate with staff, lay leaders, ministry teams, and the broader community
- Strong administrative skills

**1c. COMPENSATION AND SUPPORT**

Salary Basis: **Actual salary, housing and benefit amounts are negotiable. Figures from the Mission Hills UCC 2021 budget: $47,500 Salary, $47,500 Housing Allowance, $7,268 Self Employment Tax.**
Benefits:

- Annuity
- Health, Vision and Dental Insurance
- Social Security and Medicare
- Life Insurance
- Disability Insurance
- Vacation
- Personal and Sick Leave
- Sabbatical
- Mileage

What is the expected living situation for your next minister?

Living nearby with a housing allowance

Comment on the residential/commuting expectations for your next minister.

Living within the greater City of San Diego

State any incentives:

- Full Pay Sabbatical Leave for 3 months after 5 years of employment as Senior Minister with the expectation of at least 12 months of continued service after the end of the sabbatical
- Continuing Education opportunities
- Professional book allowance

Describe peer and professional supports available for ministers in your association/conference:

Spiritual Care and Counseling, Coaching with a Peer Coach, Opportunities to become a Peer Coach, Help in Navigating the Search and Call Process
Opportunities to share thoughts/concern with San Diego Partnership Church Clergy.
Communities of Practice
Participation in all settings of the wider Church

If applicable, describe how your church will adopt part-time adjustments in the pastoral schedule to support a minister’s bi-vocational employment: Not Applicable

1d. WHO IS GOD CALLING TO MINISTER WITH US?

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

- Increase social justice ministry
- Expand intergenerational and multi-racial engagement
- Increase Uber & Lyft awareness among seniors
- Lead adult education 4-6 session series in the spring and fall
- Establish Men’s Social Group
- Enhance outreach to Mission Hills Preschool
- Improve the website by adding sound, more links, meditations, etc.
- Include Mission Hills UCC on the Progressive Asian American Christians website church locator list
- Create a Young Adult Group

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

**Working to support the unhoused, those facing food insecurity, and former foster youth, by:**
- Continue to support Uptown Community Service Center.
- Continue to support Feeding America in the Mission Hills UCC parking lot once a month.
- Continue to support Just in Time for Foster Youth.

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

**Open and Affirming, Multi-Racial, Accessibility, Intergenerational, by:**
- We respect and value our LGBTQ+ siblings in our church family.
- We respect and value the many ethnicities living in San Diego and would like to see our congregation more representative of that diversity.
- We have made our church more accessible to the differently abled with ramps and lifts and by providing ASL translation services during worship.
- Our church is intergenerational, we would like to see it more so, with more young families attending.

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.

**Building Transformational Leadership Skills**
- Empowering the Church to be Faithful to God’s call, reflective of Christ’s mission.
- Performing necessary and appropriate administrative tasks.
- Encouraging leadership development of self and others through lifelong learning.

**Working Together for Justice and Mercy**
- Drawing on the ministry of Jesus Christ to confront injustice and oppression.
- Practicing the radical hospitality of God.
- Engaging in mission and outreach.

**Strengthening Inter- and Intra- Personal Assets**
- Developing and maintaining a healthy sense of self as shaped by God, community and life experiences.
- Understanding and ministering to stages of human development across the lifespan.
- Demonstrates excellent communication skills.
Participating in Theological Praxis

- Practicing theological reflection and engagement as part of one’s ministerial identity.
- Integrating theological reflection in teaching, preaching and community leadership.
- Experiencing and appreciating a variety of theological perspectives.

2. WHO IS GOD CALLING US TO BECOME?

“You shall love the Lord your God with all your heart, and with all your soul, and with all your mind.” (Matthew 22:37 NRSV)

Who is God calling you to become as a congregation?

God is calling us to lean into the tensions we are seeing between our congregations’ many privileges and our social justice mission. We are called to leverage these privileges to bridge the gaps between our affluent congregation and a city in an economic crisis. We are coalition builders.

We are looking for a minister who can lead and equip the congregation to become a vibrant place, that...

- is multicultural and diverse
- shares the love and justice of God
- is meeting the pastoral needs of our elder congregants
- integrates faith (spiritual journey and experience of God) with a deep commitment to doing justice

And, become a church without walls, that...

- is active in the community
- engages children, families, and young adults
- actively addresses social justice issues that are impacting the broader community
- is growing to meet the needs of our neighbors

Describe how God is calling you to reach out to address the emerging challenges and opportunities of your community and congregation.

We are committed to fulfilling our mission, honoring our current congregation, and growing our church community. We are looking for a creative pastor to re-energize our current community and engage new congregants to advance our mission.

1. Overscheduled Community

- We are called to convey a message that will meet our neighbors where they are.
- We know that to do this, we must be prepared to adapt and be willing to try on new ways of worship and ministry
- We need to build nimble and flexible strategic initiatives to utilize our skills and assets to grow our church congregation
2. Discussions between preserving traditional worship, and exploring progressive change, and growth
   - Meet the needs of our current congregation
   - Adapt to the needs and wants of younger adults and young families
   - Evolve from a friendly church to a welcoming church to seek people beyond our current demographic

3. WHO ARE WE NOW?

   “You shall love your neighbor as yourself.” (Matthew 22:39 NRSV)

CONGREGATIONAL REFLECTIONS
11-YEAR REPORT
CONGREGATIONAL DEMOGRAPHICS
PARTICIPATION AND STAFFING
CHURCH FINANCES
HISTORICAL INFORMATION

CONGREGATIONAL REFLECTIONS

Describe your congregation’s life of faith.

Whether in the children’s message or the Pastor’s sermon, we are always reminded that our God is a loving God, one who hears our prayers and offers us light and hope in a hurting world. We believe that no matter who you are and where you are on life’s journey, you are welcome at Mission Hills UCC. As an Open and Affirming congregation, we celebrate and value all of God’s children regardless of race, socioeconomic class, gender, gender identity, physical ability or sexual orientation. Our members come from a variety of faith traditions and we value the richness this brings to our congregation as a whole. We strive to provide an environment where individuals are free to explore their faith and determine God’s will for their lives.

At Mission Hills UCC we feel the Spirit at work in many ways and many places. We feel it in the music provided by our choir, our organist, member/guest musicians and the voices of the congregation raised in song. Spirit inspires us as we study scripture or discuss the latest book in the Herstory book club. We feel the spirit as we prepare and distribute food for Feeding America or clean the El Nido apartment so that we can welcome a new family in need of safety and shelter. We feel the spirit when we participate in the sacrament of baptism, when we welcome confirmands and when we gather at memorials to honor and celebrate the life of a member who has died.

Describe several strengths or positive qualities of your congregation.

- We are an Open and Affirming congregation.
- When asked to describe their congregation, the word most often used is Family.
- We are a financially secure church with generous members and faithful stewardship
- Our church building is debt-free and was updated and modernized in 2010.
- We are a Mission focused congregation.
- We are a welcoming and inclusive congregation.
- We have a strong desire to deepen our commitment and expand diversity.
- We are a loving and caring congregation who support each other in joy and sorrow.
- We embrace Social Justice and are seeking ways for more involvement in this area.

Describe what worship is like when your congregation gathers.
It’s Sunday at 9:57 am at Mission Hills United Church of Christ. The front doors are open and the sounds of the organist’s prelude spill out to the street. Greeters stand on the porch, welcoming members and visitors. Many are already seated in pews while others are rushing down the street as the service begins. The sanctuary is alive with quiet conversation as people reconnect with one another or perhaps welcome a visitor seated next to them. Our Pastor welcomes us all with a special welcome to visitors and guests. Announcements remind us that we are part of a community of God. Our liturgist’s call and response centers our attention on why we are gathered. Singing our gathering hymn draws us more into the Holy Spirit. Together we recite prayers of Invitation and Honesty which grounds us and humbles us. Our choir provides a beautiful or perhaps a lively anthem which inspires us.

Mission Hills UCC members truly appreciate an engaged preacher who challenges and inspires us, intellectually and spiritually. We like to be inspired, to hear messages that resonate with what is happening in our world today, to be challenged to deepen faith and to translate that faith into action in our lives.

Describe the educational program/faith formation vision of your church.
Mission Hills UCC Faith Formation Ministry works to provide experiences for the spiritual development of the members and friends of our congregation. We provide programs for adults and support the Director of Christian Education in programs for children and teens.

In recent years we have made a concerted effort to broaden Faith Formation opportunities and activities for adults in our congregation and community. Our Faith Formation Ministry has recently undertaken a process of helping the participants learn more about white privilege and racial injustice, beginning with small group discussions of the book Waking Up White, and Finding Myself in the Story of Race by Debby Irving. Our former Pastor led two pilgrimages to the desert Southwest where participants have explored spiritual traditions of First Peoples, visited holy sites and spent time in silence with Monks at Christ in the Desert Monastery. Sharing our faith and stories is important to us. Each year volunteers collect stories from our congregation and compile them into an Advent Booklet along with scripture, prayers and reflections for each day of Advent. A program called “My Spiritual Practice” invites members to share their spiritual life and practices with others.

Our regular Faith Formation offerings include:

- Sunday morning adult book study - Rethinking Our Faith
• Weekly Lectionary Bible Study
• Monthly Theology in the Cinema evening with film, discussion and potluck.
• Sunday evenings have offered a contemplative service called ‘Into Stillness’
• Weekly Centering Prayer meeting
• Women’s book study group “Herstory”

Mission Hills UCC believes that, just like adults, children in our congregation are on a spiritual journey. Children begin the service in the sanctuary with the entire congregation, then join their teachers in Sunday school class. In addition to Bible study, children engage in activities including art, cooking projects, science, music, drama, puppets, and even technology.

Our Youth Forum for teenagers in 6th through 12th grade meets each Tuesday. On the 3rd Sunday of every month, Youth Forum members lead worship, serve as liturgists, ushers, musicians, and singers.

When it comes to decision-making, how many hours are spent in meetings per month? Approx. 10-15 hours a month. Due to COVID-19 current meetings are held on ZOOM which has increased the number of hours spent in meetings.

Describe how your congregation is organized for ministry and mission.

Ministry offers church members an opportunity to serve the church and the broader community. You may ask to serve a specific ministry based on your interests and strengths, or you may be nominated for a ministry. Each ministry team has a chairperson or co-chairs who represent the ministry as part of the Church Council, the lay leadership and governing body of Mission Hills UCC. The Ministries are listed below followed by brief descriptions of each:

1. Faith Formation
2. Diaconate
3. Membership and Growth
4. Mission and Outreach
5. Fellowship
6. Property, Administration and Technology
7. Personnel
8. Worship, Arts and Music
9. Stewardship and Investment

Ministries meet monthly at the discretion of the chair and the chairs participate in the monthly Church Council meetings.

Faith Formation Ministry

Faith Formation offers opportunities for children, youth, and adults to explore what we believe and deepen our faith through a variety of programs, including Children’s Sunday School (Preschool-6), Youth Forum (7-12), confirmation classes, and Adult Learning Opportunities. Education programs address topics such as marriage equality, environmental
stewardship, social justice, and progressive theology. Secular topics, such as children’s literacy, conscientious consumerism, and voter education, are also offered to the wider community.

**Diaconate Ministry**
The Diaconate Ministry reaches out to friends and members who are going through difficult times, are hospitalized or home bound due to illness, or experience a major loss in their lives. We assist families with memorial services and receptions and organize a group of Prayer Partners who have covenanted to pray for the requests of anyone requesting prayer.

**Fellowship Ministry**
The Fellowship Ministry plans monthly gatherings where members and friends get to know each other on a deeper level. Because “one size DOES NOT fit all,” events range from hiking excursions to game nights and potluck dinners with a focus on engaging members and friends of all ages and abilities throughout the year.

**Membership and Church Growth Ministry**
We share the story of Mission Hills UCC and extend our extravagant welcome to each guest and member. A person who attends a few services and provides their contact information, is likely to find a loaf of delicious homemade bread and a note waiting for them at their front door—no strings attached. We also sponsor quarterly Inquirer Classes to help visitors get to know the denomination and the church, and to discern if they are ready to get involved in the life of the congregation.

**Personnel Ministry**
As the human resources arm of Mission Hills UCC, personnel plans for church staff development, clarifies job descriptions and responsibilities, and oversees performance reviews.

**Property, Administration, and Technology Ministry**
Members of this ministry help plan for future space needs and ongoing maintenance and repair of the building. This ministry coordinated the modernization of this historic building in 2011-2016. This team also makes space available to local community groups who wish to use our facility, such as the Center Stage Children’s Theatre, Mission Hills Garden Club, San Diego Women’s Chorus, and Hillcrest Wind Ensemble.

**Stewardship and Investment Ministry**
Stewardship and Investment manages our financial planning, plans our annual operating budget, and leads our fall Financial Stewardship campaign with the goal of helping all of our members and friends understand and support Mission Hills UCC’s mission plan with their time, talent, and treasure.
Worship, Arts, and Music Ministry
This ministry works closely with staff to create meaningful worship experiences throughout the year, including special services during Advent and Lent. The Chancel and Children’s Choirs explore a variety of musical styles, and often highlight the musical gifts of the members and friends within our congregation. This ministry also decorates the Sanctuary with art and seasonal decorations.

Mission and Outreach Ministry
The members of Mission Hills UCC are strongly committed to Mission and Outreach and take an active role in helping people in our community, near and far. This ministry organizes volunteers in a variety of outreach programs, which include:

- Words Alive, a program helping elementary students with reading
- Special Delivery, a service delivering meals to those with AIDS and other illnesses
- Feeding San Diego food distribution and SNAP registration assistance
- Uptown Faith Community Service Center, which provides services for the homeless
- El Nido apartment for abused women and their children who need a safe place to live

This ministry also conducts special fundraising efforts throughout the year to raise money for designated charities.

We are also a “5 for 5 Congregation,” which supports all UCC Special Offerings to assist our global missions’ programs, educational programs, justice and witness ministries, and financial assistance to retired clergy and church workers.

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

Our organizational structure and the faithfulness of our leaders enables us to respond quickly and effectively to a crisis. This was tested recently with the COVID-19 pandemic. When our Governor issued a lock down order, Mission Hills UCC needed to respond quickly and effectively to continue to safely serve our members and community. The Chairperson of our Property, Administration and Technology Ministry recognized this need and took action to safely close the church building and to form a Church Reopening Team (CRT) to plan for ways to continue serving our members and community. This multi-step process researched best practices, hired a technical consultant to assist in transitioning to a digital worship service, obtained necessary equipment for online worship services and acquired social media support to assist in integrating our in-building and virtual communications. The CRT continues to meet to refine the complex process of conducting virtual worship services while also planning for the safe re-opening of our facility.

There are a few areas where our church struggles to turn our vision into action. These include fully embracing our vision for equity and pushing outside our comfort zone and fulfilling and
actualizing our vision to become relevant to young adults and families.

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?

Yes

11-YEAR REPORT

<table>
<thead>
<tr>
<th>Year</th>
<th>Members</th>
<th>Avg Weekly Attendance</th>
<th>Chri Ed/ Faith Form</th>
<th>Confirmation</th>
<th>Confession</th>
<th>Transfer or Reaffirm</th>
<th>Deaths or Trans Out</th>
<th>Other Losses</th>
<th>Net Membs</th>
<th>Adds-Removed</th>
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</thead>
<tbody>
<tr>
<td>2009</td>
<td>266</td>
<td>157</td>
<td>83</td>
<td>6</td>
<td>5</td>
<td>22</td>
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<tr>
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<td>84</td>
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<td>5</td>
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<tr>
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<td>19</td>
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</tr>
</tbody>
</table>

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.

CONGREGATIONAL DEMOGRAPHICS

Describe those who participate in your church.

Number of active members: 268

Number of active non-members: 50 (an estimate of those that frequently attend, make yearly pledges, and participate in programs)

Total of church participants (sum of the numbers above): 318

Percentage of total participants who have been in the church:
More than 10 years: **111**

Less than 10, more than 5 years: **70**

Less than 5 years: **52**

Number of total participants by age:

<table>
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<tr>
<th>Age Group</th>
<th>Participants</th>
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<td>0-11</td>
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<td>12-17</td>
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<td>18-24</td>
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<td>35-44</td>
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<td>45-54</td>
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<td>55-64</td>
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<td>65-74</td>
<td>47</td>
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<tr>
<td>75+</td>
<td>47</td>
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</table>

<table>
<thead>
<tr>
<th>Is this an estimate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on 215 members</td>
</tr>
</tbody>
</table>

Percentage of adults in various household types:

**Education and Occupation:**

Though we don't keep data on members' occupations, the majority work in, or retired from, white collar careers. Our pews are full of many educators, professionals in healthcare and science, law, real estate and construction, the arts, and finance. A number of our members work for or are involved in policy, advocacy and nonprofit organizations. We have always been blessed to have retired and clergy serving specialized ministries engaged as active members of the community.

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?

**Our members, and those who worship with us, skew older, wealthier, and white.** While our community is enriched by African American, Asian, and Hispanic individuals, our community life is defined by Anglo culture. Mission Hills UCC has long been a welcoming spiritual home to our area's large lesbian and gay population, though we are not especially representative of the larger LGBTQ+ community. Many of our members live within a mile of our church property and own single-family homes in the uptown neighborhoods of San Diego.

Has your congregation recently had a conversation about welcoming diversity, or do you plan to hold one in the near future?

**In 2015, Mission Hills UCC participated with the five other members of the UCC San Diego Partnership for a Lenten series of Sacred Conversations About Race. This led to hosting a Partnership-wide series of programs in 2016 to educate ourselves about racial justice issues and a 2017 series based on the UCC White Privilege curriculum. When the Muslim Ban was initiated by the government, Mission Hills UCC members went to the Islamic Center of San Diego each Friday to show solidarity with our Muslim siblings.**

**During our 2019 Ministry Action Planning Retreat, the desire for more diversity in our congregation was discussed and identified as a high priority item. With the advent of COVID-19 we have not been able to actively pursue this goal.**
In October 2020, our Faith Formation Ministry began conducting small group discussions using the book *Waking Up White*. We expect these groups to continue and to draw in more members over time. One of the groups who has completed their 4 weeks discussion sessions is planning to continue meeting for ongoing conversations about race and white privilege.

### PARTICIPATION AND STAFFING

<table>
<thead>
<tr>
<th>Ways of Gathering</th>
<th>Est. number involved in attendance</th>
<th>Who plans each of the listed gatherings?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Groups or Classes</td>
<td>72</td>
<td>Director of CE, Pastor, Lay Leader, Faith Formation Ministry</td>
</tr>
<tr>
<td>Baptisms</td>
<td>4</td>
<td>Pastor</td>
</tr>
<tr>
<td>Children’s Groups/Classes</td>
<td>12</td>
<td>Director of CE</td>
</tr>
<tr>
<td>Christmas Eve and Easter Worship</td>
<td>267</td>
<td>Pastor, Director of Vocal Music, Director of Instrument Music, Worship, Arts &amp; Music Ministry</td>
</tr>
<tr>
<td>Church-Wide Meals</td>
<td>458</td>
<td>Fellowship Ministry</td>
</tr>
<tr>
<td>Choirs and Music Groups</td>
<td>44</td>
<td>Director of Vocal Music, Director of Instrument Music</td>
</tr>
<tr>
<td>Church-based Bible Study</td>
<td>16</td>
<td>Director of CE, Pastor, Lay Leader, Faith Formation Ministry</td>
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<tr>
<td>Communion</td>
<td>Monthly</td>
<td>Pastor, Worship Arts &amp; Music Ministry</td>
</tr>
<tr>
<td>Community meals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirmation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drama or Dance Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funerals</td>
<td></td>
<td>Pastor, Diaconate Ministry</td>
</tr>
<tr>
<td>Intergenerational Groups</td>
<td>45</td>
<td>Membership &amp; Church Growth Ministry, Fellowship Ministry</td>
</tr>
<tr>
<td>Outdoor Worship</td>
<td>100</td>
<td>Pastor, Worship Arts &amp; Music Ministry, Fellowship Ministry</td>
</tr>
<tr>
<td>Activity</td>
<td>Participants</td>
<td>Ministry Assignment</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>Prayer or Meditation Groups</td>
<td>25</td>
<td>Diaconate Ministry, Pastor</td>
</tr>
<tr>
<td>Public Advocacy Work</td>
<td>34</td>
<td>Mission &amp; Outreach Ministry, Church members</td>
</tr>
<tr>
<td>Retreats</td>
<td>70</td>
<td>Pastor, Faith Formation Ministry</td>
</tr>
<tr>
<td>Theology/Bible Programs in the Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weddings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Worship (10:00-11:00 am)</td>
<td>175</td>
<td>Pastor, Director of Vocal Music, Director of Instrumental Music, Worship Arts &amp; Music Ministry</td>
</tr>
<tr>
<td>Worship (7:00-8:00 pm)</td>
<td>6 (On hold)</td>
<td>Pastor</td>
</tr>
<tr>
<td>Young Adult Groups or Classes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Groups or Classes</td>
<td>6</td>
<td>CE Director, Youth Leader, Faith Formation Ministry</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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).

<table>
<thead>
<tr>
<th>Name</th>
<th>Three or Four Way Covenant?</th>
<th>Ministry Setting</th>
<th>Type if Ministry Role</th>
<th>Retired Y or N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dorothy Crockett</td>
<td>No</td>
<td></td>
<td></td>
<td>Leave of Absence</td>
</tr>
<tr>
<td>Susan Maginn</td>
<td>Four Way (pending)</td>
<td>Navy Chaplain</td>
<td>Chaplain</td>
<td>N</td>
</tr>
<tr>
<td>Courtney Mys</td>
<td>Four Way</td>
<td>Hospital Chaplaincy</td>
<td>Chaplain</td>
<td>N</td>
</tr>
</tbody>
</table>
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:

Our current Minister of Visitation plays a pivotal role in our congregation beyond ministering to hospitalized or home-bound members. With the departure of our Settled Pastor in January 2020, she served as Bridge Pastor while we recruited an Interim Minister. She has forged strong relationships in the congregation and is a regular participant in church events.

List all current staff, including ministers. Exclude the position you are seeking to fill. Indicate which staff person serves as head of staff.

<table>
<thead>
<tr>
<th>Staff Position</th>
<th>Head of Staff?</th>
<th>Compensation (Full time, Part time, Volunteer)</th>
<th>Supervised by</th>
<th>Tenure in current position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Christian Education</td>
<td>No</td>
<td>Part Time</td>
<td>Pastor</td>
<td>3 years</td>
</tr>
<tr>
<td>Minister of Visitation</td>
<td>No</td>
<td>Part Time</td>
<td>Pastor</td>
<td>3 years</td>
</tr>
<tr>
<td>Director of Vocal Music</td>
<td>No</td>
<td>Part Time - Independent Contractor</td>
<td>Pastor</td>
<td>12 years</td>
</tr>
<tr>
<td>Soloists/Section Leader (5 positions)</td>
<td>No</td>
<td>Part Time - Independent Contractor</td>
<td>Director of Vocal Music</td>
<td>Varies – mostly years</td>
</tr>
<tr>
<td>Youth Leaders</td>
<td>No</td>
<td>Part Time</td>
<td>Director of Christian Education</td>
<td>3 months</td>
</tr>
<tr>
<td>Director of Instrumental Music</td>
<td>No</td>
<td>Part Time - Independent Contractor</td>
<td>Pastor</td>
<td>6 years</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>No</td>
<td>Full Time</td>
<td>Pastor</td>
<td>5 years</td>
</tr>
<tr>
<td>Sexton</td>
<td>No</td>
<td>Part Time - Independent Contractor</td>
<td>Pastor</td>
<td>10+ years</td>
</tr>
<tr>
<td>Child Care Worker (2 positions)</td>
<td>No</td>
<td>Part Time</td>
<td>Director of Christian Education</td>
<td>1 year each</td>
</tr>
<tr>
<td>Bookkeeper</td>
<td>No</td>
<td>Part Time - Independent Contractor</td>
<td>Pastor</td>
<td>7 years</td>
</tr>
</tbody>
</table>
Reflection: After reviewing the congregational demographics and activities above, what does this information reflect about your congregation’s overall ministry?

For a family sized congregation, Mission Hills UCC offers a wide array of activities and involvement within our church and in the community. In looking at our current membership, about 45% over age 65 and 60% are over age 55 which tends to be reflected in the adult focus of most activities and in the allocation of our staff budget. If we are to achieve our stated goal of attracting more young adults and families with children, we need to carefully examine and adjust our programs and ministry opportunities to appeal to these groups. We would also be well served to examine our staff budget allocation. Currently, we have very little staff time allocated to children, youth and young adult programs. This is an area we will need to prayerfully examine and be open to change if we are to achieve our goal of bringing more young people and families into the church.

CHURCH FINANCES

Current annual income (dollars used during most recent fiscal year)

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Offerings and Pledged Giving</td>
<td>$392,226 (2019)</td>
</tr>
<tr>
<td></td>
<td>$361,376 (YTD 10/31/20)</td>
</tr>
<tr>
<td>Endowment Proceeds (as permitted within spending policy, such as a cap of typically 4.5%-5% on total return) [=4%]</td>
<td>$22,769 (2020)</td>
</tr>
<tr>
<td>Endowment Draw (beyond what is permitted by spending policy, “drawing down the principal”)</td>
<td>$0</td>
</tr>
<tr>
<td>Fundraising Events</td>
<td>$0</td>
</tr>
<tr>
<td>Gifts Designated for a Specific Purpose [Holding &amp; Designated Funds, excluding prepaids $ &amp; transfers]</td>
<td>$88,120 (2019)</td>
</tr>
<tr>
<td>Grants</td>
<td>$0</td>
</tr>
<tr>
<td>Rentals of Church Building</td>
<td>$29,125 (2019)</td>
</tr>
<tr>
<td></td>
<td>$9,723 (YTD 10/31/20)</td>
</tr>
<tr>
<td>Rentals of Church Parsonage</td>
<td>$ n/a</td>
</tr>
</tbody>
</table>
Support from Related Organizations (e.g. Women’s Group) | $0
---|---
Transfers from Special Accounts [Pilgrim Fund income] | $2746 (2019)
| $2363 (YTD 10/31/20)
Other (specify): [Pilgrim Fund 2020: Search Committee] | $15,000
Other (specify): [Pilgrim Fund 2020: Roof repair] | $29,839
TOTAL | $579,825

Current annual expenses (dollars budgeted for most recent fiscal year): $462,800 (2020)

<table>
<thead>
<tr>
<th>INCOME</th>
<th>2020 Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plate Collection</td>
<td>$ 20,000</td>
<td>4.3 %</td>
</tr>
<tr>
<td>Pledges (2020: 96 Pledges = $384,228)</td>
<td>$378,500</td>
<td>81.8%</td>
</tr>
<tr>
<td>Building Use</td>
<td>$ 29,500</td>
<td>6.4%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$ 5,500</td>
<td>1.2%</td>
</tr>
<tr>
<td>Additional Income</td>
<td>$ 2,466</td>
<td>0.5%</td>
</tr>
<tr>
<td>Transfer (To)/From Pilgrim Fund</td>
<td>$ 4,065</td>
<td>0.9%</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>$ 22,769</td>
<td>4.9%</td>
</tr>
<tr>
<td></td>
<td>$462,800</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2020 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONNEL</td>
<td></td>
</tr>
<tr>
<td>Pastor Salary</td>
<td>$ 43,885</td>
</tr>
<tr>
<td>Pastor Housing</td>
<td>$ 43,885</td>
</tr>
<tr>
<td>Pastor Self-Employment Tax</td>
<td>$ 6,710</td>
</tr>
<tr>
<td>Position</td>
<td>Salary</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Director of Christian Education</td>
<td>$18,500</td>
</tr>
<tr>
<td>Minister of Visitation</td>
<td>$2,000</td>
</tr>
<tr>
<td>Director of Vocal Music</td>
<td>$21,143</td>
</tr>
<tr>
<td>Soloists/Section Leaders</td>
<td>$16,213</td>
</tr>
<tr>
<td>Youth Leaders</td>
<td>$10,000</td>
</tr>
<tr>
<td>Director of Instrumental Music</td>
<td>$20,000</td>
</tr>
<tr>
<td>Admin Assistant</td>
<td>$40,000</td>
</tr>
<tr>
<td>Child Care</td>
<td>$4,500</td>
</tr>
<tr>
<td>Bookkeeper</td>
<td>$4,800</td>
</tr>
<tr>
<td>Supply Clergy</td>
<td>$8,000</td>
</tr>
<tr>
<td>Supply Organist</td>
<td>$1,000</td>
</tr>
<tr>
<td>Social Media Support</td>
<td>$8,400</td>
</tr>
<tr>
<td><strong>Total Salaries</strong></td>
<td><strong>$248,975</strong></td>
</tr>
</tbody>
</table>

**PERSONNEL EXPENSES**

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Continuing Education</td>
<td>$1,000</td>
</tr>
<tr>
<td>Staff Health &amp; Annuities</td>
<td>$36,800</td>
</tr>
<tr>
<td>Staff Other Expenses</td>
<td>$1,700</td>
</tr>
<tr>
<td>Insurance Workers Comp</td>
<td>$3,000</td>
</tr>
<tr>
<td>Payroll Service Fees</td>
<td>$1,100</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>$5,800</td>
</tr>
<tr>
<td><strong>Total Personnel</strong></td>
<td><strong>$298,375</strong></td>
</tr>
</tbody>
</table>

**FAITH FORMATION**

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curriculum</td>
<td>$300</td>
</tr>
<tr>
<td>Christian Ed Supplies</td>
<td>$900</td>
</tr>
<tr>
<td>Category</td>
<td>Amount</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Youth Ministry</td>
<td>$200</td>
</tr>
<tr>
<td>Resource Person</td>
<td>$2,500</td>
</tr>
<tr>
<td>Programs</td>
<td>$900</td>
</tr>
<tr>
<td><strong>Total Faith Formation</strong></td>
<td><strong>$4,800</strong></td>
</tr>
<tr>
<td>DIACONATE</td>
<td>$400</td>
</tr>
<tr>
<td><strong>Total Diaconate</strong></td>
<td><strong>$400</strong></td>
</tr>
<tr>
<td>MEMBERSHIP &amp; CHURCH GROWTH</td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>Total Membership &amp; Church Growth</strong></td>
<td><strong>$1,000</strong></td>
</tr>
<tr>
<td>FELLOWSHIP</td>
<td>$4,000</td>
</tr>
<tr>
<td><strong>Total Fellowship</strong></td>
<td><strong>$4,000</strong></td>
</tr>
<tr>
<td>STEWARDSHIP &amp; INVESTMENT</td>
<td></td>
</tr>
<tr>
<td>Stewardship &amp; Investment – Other</td>
<td>$100</td>
</tr>
<tr>
<td>Donation Account Service Fees</td>
<td>$1,500</td>
</tr>
<tr>
<td><strong>Total Stewardship &amp; Investment</strong></td>
<td><strong>$1,600</strong></td>
</tr>
<tr>
<td>MISSION &amp; OUTREACH</td>
<td></td>
</tr>
<tr>
<td>Southern Association Dues</td>
<td>$1,011</td>
</tr>
<tr>
<td>Conference Support</td>
<td>$4,044</td>
</tr>
<tr>
<td>Uptown Community Service Center</td>
<td>$8,000</td>
</tr>
<tr>
<td>Mission Other</td>
<td>$2,495</td>
</tr>
<tr>
<td>SD Partnership Churches</td>
<td>$750</td>
</tr>
<tr>
<td>Category</td>
<td>Amount</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>OCWM</td>
<td>$16,000</td>
</tr>
<tr>
<td>Food Distribution</td>
<td>$3,800</td>
</tr>
<tr>
<td><strong>Total Mission &amp; Outreach</strong></td>
<td><strong>$36,100</strong></td>
</tr>
<tr>
<td><strong>WORSHIP ARTS &amp; MUSIC</strong></td>
<td></td>
</tr>
<tr>
<td>Music Supplies</td>
<td>$2,000</td>
</tr>
<tr>
<td>Organ Repair/Maintenance</td>
<td>$3,500</td>
</tr>
<tr>
<td>Worship Supplies</td>
<td>$2,000</td>
</tr>
<tr>
<td>ASL Interpreter</td>
<td>$9,000</td>
</tr>
<tr>
<td>Special Events/Contemp.</td>
<td>$1,300</td>
</tr>
<tr>
<td>Special Musicians</td>
<td>$3,000</td>
</tr>
<tr>
<td>Fee for Podcasts</td>
<td>$400</td>
</tr>
<tr>
<td>Music Appreciation</td>
<td>$100</td>
</tr>
<tr>
<td><strong>Total Worship Arts &amp; Music</strong></td>
<td><strong>$21,300</strong></td>
</tr>
<tr>
<td><strong>PROPERTY, ADMIN. &amp; TECH.</strong></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td>$3,000</td>
</tr>
<tr>
<td>Office Equip Maintenance</td>
<td>$8,500</td>
</tr>
<tr>
<td>Utilities &amp; Phone</td>
<td>$12,500</td>
</tr>
<tr>
<td>SDG&amp;E Gas &amp; Electricity</td>
<td>$2,200</td>
</tr>
<tr>
<td>Insurance – Fire/Liability</td>
<td>$25,725</td>
</tr>
<tr>
<td>Kitchen &amp; Custodial Supp</td>
<td>$2,500</td>
</tr>
<tr>
<td>Bldg. Repair/Maintenance</td>
<td>$12,000</td>
</tr>
<tr>
<td>Furniture &amp; Equipment</td>
<td>$1,000</td>
</tr>
<tr>
<td>Cleaning Service</td>
<td>$19,900</td>
</tr>
<tr>
<td>Service</td>
<td>Cost</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Gardening Service</td>
<td>$4,500</td>
</tr>
<tr>
<td>Postage/Office Supplies</td>
<td>$2,400</td>
</tr>
<tr>
<td>Other P&amp;A Expenses</td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>Total Property, Admin. &amp; Technology</strong></td>
<td><strong>$95,225</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENSE</strong></td>
<td><strong>$462,800</strong></td>
</tr>
</tbody>
</table>

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

**Ministerial Support is 34% of the annual budget in 2019.**

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?

- _x_ Our Church’s Wider Mission (OCWM – Basic Support)
- _x_ One Great Hour of Sharing
- _x_ Strengthen the Church
- _x_ Neighbors in Need
- _x_ Christmas Fund

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

**OCWM gifts are gathered at worship services and requested in our weekly and monthly publications to our members and friends of Mission Hills UCC**

- For 2019, OCWM $16,000 of a $469K budget = 3.41%
- For 2020, OCWM $16,000 of a $462.8K budget = 3.46%
- It has been a flat $16,000 for years, regardless of the size of our budget.

What is the church’s current indebtedness?

- Total amount of loan debt: 0
- Reason for debt: n/a
- Are capital and other payments current? n/a
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. **No planned building projects**

If the church has had capital campaigns in the last ten years, describe:

<table>
<thead>
<tr>
<th>Year(s)</th>
<th>Purpose</th>
<th>Goal</th>
<th>Result</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2016</td>
<td>Facilities upgrade + 10% to mission project</td>
<td>$1,000,000</td>
<td>$954,615</td>
<td>Mission 10% to Just In Time for Foster Youth.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Extensive updating of our facility in the beautiful Mission Style prevalent in our historic neighborhood. Included creation of a lounge/board room, a Heart Space meditation room and a Senior Minister’s office adjacent to the church office. A lift was installed for 2nd floor office/classroom access. Fellowship Hall was revamped with new lighting, wooden shutters and molding. The library, youth lounge and classrooms were upgraded with new carpet and furnishings.</td>
</tr>
</tbody>
</table>

If a capital campaign is underway or anticipated, describe:

**N/A**

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

The mission component of our capital campaign focused on a local organization, Just in Time for Foster Youth (JIT) which is a volunteer driven organization assisting youth age 17-26 who have aged out of the foster care system. Serving over 800 youth per year, JIT’s mission is to help young people become confident, capable, and connected. The organization provides assistance in a variety of ways including emergency basic needs support, housing/transportation, employment/networking, and education/training. In seeking an organization to receive our capital campaign mission donation we wanted an organization where our members could actively engage to support their mission in addition to our financial donation. Mission Hills UCC members have become active volunteers with JIT, assisting in JIT’s many programs and have served on the organization’ board of directors. ([www.jitfosteryouth.org](http://www.jitfosteryouth.org))
Does your church have an endowment? Yes

What is the market value of the assets?

Investment: $699,266 (12/31/19); $701,601 (10/31/20)

Are funds drawn as needed, regularly, or under certain circumstances? Once per annum

What is the percentage rate of draw (last year, compared to 5 years ago)? 4% of principal

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

Began Jan. 2018 = $5056; 2019 = $17,567 (4%); 2020 = $22,769 (4%)

At the current rate of draw, how long might the endowment last? Perpetual, in theory

Please comment on the above calculations or estimates: Annual draw is based on 4% of the average year-end balances of the most recent five years.

Other Assets

Reserves (savings):

$138,202 (Cornerstone, 12/31/19 for Designated Funds)
$94,470 (Cornerstone, 10/31/20 for Designated Funds)

Investments (other than endowment):

$240,517 (T. Rowe Price for Pilgrim Fund, 12/31/19)
$207,064 (T. Rowe Price for Pilgrim Fund, 10/31/20)

Property value: $13,259,999 based on valuation from Property and Liability Insurance

Does your church have a parsonage? No

Describe all buildings owned by the church:

Our campus consists of a large, two-story historic building which was modernized in 2010, including the addition of solar panels. The church building includes a 300-person sanctuary, chapel, large Fellowship Hall with stage, kitchen, Commons meeting room, administration offices, Heart Center meditation room, youth lounge, and multiple meeting and Sunday school rooms equipped with multimedia, that serve the congregation and community. We are the sole owner of the building and property has no liens.

The Preschool Building is a separate single-family home on adjacent property which is used to
operate a year-round preschool.

Describe non-owned buildings or space used or rented by the church: **None.**

Which spaces are accessible to wheelchairs?
**All interior spaces are accessible to wheelchairs. Stairs leading to our main sanctuary entrance require those in wheelchairs to enter the sanctuary via a different door.**

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

-- Does our budget reflect our mission?
**The above budget reflects our congregation’s strong commitment to our church’s long-term stability. Over the past decade we have invested in our church campus, bringing in technology and modern aesthetics. Our church works to invest in our community, both locally and globally. We also value our staff and provide competitive compensation. In the future we would like to explore opportunities to have our budget better reflect our commitment to young families and to our social justice priorities.**

**OUTLINE OF Mission Hills UCC BUDGET PROCESS**

*From our Bylaws:*

11.6 Budget Review
Each Ministry will be responsible for the review of budget items administered by the Ministry and will make recommendations to the Stewardship and Investment Ministry to aid in the preparation of the Annual Budget.

11.11.g. Stewardship and Investment Ministry
The Stewardship and Investment Ministry (S&I) after consultation with all other Ministries, Committees and organizations of the Church shall prepare an annual budget at least ninety (90) days prior to the Annual Corporate Meeting of the Church and present it to the Church Council for recommendation to the Church.

**Budget Calendar:**

*August –*
- Treasurer drafts initial budget for the next calendar year

*September –*
- S&I Ministry reviews draft budget to be sure it is OK for use at Council meeting and to help in setting Pledging Goals for the annual Stewardship campaign.
- Draft budget submitted to Council with a request to respond with any and all changes by the end of November.

*October –*
● Statements of Giving sent to all donors as of Sep. 30th.
● Annual Stewardship Campaign begins near the end of the month.

**November –**
● Pledge responses monitored and, near the end of the month, compared to prior year to project results for this year’s campaign.
● Ministries to respond with their proposed budget changes by the end of the month.

**December –**
● Treasurer provides for S&I review an updated draft budget based on Ministry feedback and any other new info Treasurer has learned.
● S&I contacts potential pledgers in order to wrap up the campaign and establish the pledge income budget.
● Council is advised of pledging and budget status in preparation for the January meeting.

**January –**
● Upon completion of Operating Fund results for this year, Treasurer updates draft budget with current year actual figures and pledge campaign results.
● Treasurer also modifies fixed budget items as more info is learned (e.g., insurance premiums), and presents the updated draft budget to the S & I Ministry for review and adjustment.
● S&I works to ensure a balanced budget is submitted to Council.
● Council reviews and approves the budget as a recommendation for approval by the members at the Congregational Meeting. (Current Treasurer has never seen a change proposed at this point.)

**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.

1. **In 2005, Mission Hills called its first openly gay minister who was warmly welcomed into our congregation and became much beloved. At the time of the Call, we had not yet completed the process for becoming an Opening and Affirming (ONA) congregation but made a commitment to do so and followed through. The process of becoming an ONA congregation was transformative for our church.**

2. **For many years, Mission Hills UCC held annual Gala Fundraisers to benefit a local organization or charity. The process involved volunteers from all areas of the church working together and allowed us to fulfill the passion within our congregation for Mission. As a congregation, we shared satisfaction and pride when we presented the Gala recipient with a check (typically $20K+).**

3. **Mission Hills UCC members are involved in building projects to assist our neighbors in Baja California. We have participated in building clinics, schools, or community buildings and prior to COVID-19 restrictions, we were assisting in building basic homes for families in need.**
Describe a specific change your church has managed in the recent past.

As our previous Settled Pastor approached retirement age, our congregation recognized that change was coming. Change in churches is never easy but often required to remain a vital force in the lives of our members and community. In 2019, Mission Hills UCC took up the challenge of developing a new 1-3-year Strategic Plan. Utilizing the Mary Scifres Ministries Consulting Group, a series of meetings and retreats were held to complete an assessment, brainstorm goals, set priorities and develop a Ministry Action Plan (MAP). This detailed plan has enabled us to be clear on our goals and to focus our energies in making the changes that we believe will help to revitalize our church. Specific action items for implementation of the MAP have been delegated to the appropriate Ministry and are moving forward. One change we have managed in the recent past was the addition of digital media equipment for our worship service and in other areas of our facility. This process was managed smoothly and the timeline moved up successfully when COVID-19 required us to quickly bring virtual worship services and after-worship fellowship time online.

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. Mission Hills UCC is fortunate in having a minimum amount of conflict. When conflict does arise, church members can be relied upon to listen to each other and reach resolution without lingering divisiveness. A recent example of this occurred when a decision was made to set up an Endowment Fund. A proposal was brought forth to seed the Endowment Fund with money from our Pilgrim Fund, an undesignated fund whose purpose is for overall welfare of the church and its mission in the world. Conflict arose when there was disagreement on whether the wording in our bylaws allowed such a transfer of funds to occur. An open discussion was held at the congregational meeting followed by a vote which approved the fund transfer. Members expressed their feelings and beliefs and then moved on, accepting the outcome of the vote.

Ministerial History

<table>
<thead>
<tr>
<th>Name</th>
<th>From</th>
<th>To</th>
<th>UCC Standing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scott Landis</td>
<td>2005</td>
<td>2020</td>
<td>Y</td>
</tr>
<tr>
<td>Ed Schadt</td>
<td>1985</td>
<td>2003</td>
<td>Y</td>
</tr>
</tbody>
</table>

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

Over the years we have been blessed to have Pastors with relatively long tenure at Mission Hills UCC. We have learned that each minister brings different strengths to the church. As a congregation we have appreciated and adapted to the various gifts our ministers have brought and have been successful in forming strong partnerships between our minister and the lay leaders of the church.
Has any past leader left under pressure or by involuntary termination?  
No

Has your church been involved in a Situational Support Consultation?  
No

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

4. WHO IS OUR NEIGHBOR?  
“You shall love your neighbor as yourself.” (Matthew 22:39 NRSV)

a. COMMUNITY VISION
b. MISSION InSite

4a. COMMUNITY VISION

Mission Hills UCC is a traditional church with a progressive theology. The progressive philosophy combined with a warm, welcoming atmosphere has attracted and sustained most of the members. The culture of the church treasures service to others, equity, justice, inclusion. A major motivation for membership is being part of a community which shares those values.

Because Mission Hills UCC is a small church, many of its targeted outreach activities are done in partnership with other organizations. Mission Hills UCC members individually and in groups participate in multiple activities in the community, and several have professional positions in key civic organizations. As a small church, we may not have the membership or resources to make an impact with a group within the church, but individual engagement is strongly supported, and members may participate in multiple activities with the encouragement of the congregation.

As a church, Mission Hills UCC supports:

- The Uptown Community Service Center, which provides services to homeless, poor and needy persons (http://uptowncsc.org/). Uptown was founded by Mission Hills UCC and several other area churches in 1984.
- Monarch School, a public school operated under the San Diego County Office of Education’s Juvenile Court and Community Schools educational program to serve homeless children (https://monarchschools.org/)
- Feeding San Diego, a member of Feeding America food bank, which provides foods for distribution by volunteers at Mission Hills UCC the third Tuesday of every month (https://feedingsandiego.org/)
- Just in Time for Foster Youth, which supports young adults coming out of foster care to independent living. (https://jitfosteryouth.org/)
- San Diego LGBT Pride, which provides resources for the gay community in San Diego (https://sdpride.org/). Mission Hills UCC has been an active leader in this group and has regularly had a presence in the annual Parade, held virtually in 2020.
Special Delivery is a weekly activity on Tuesday mornings to provide sustenance and education to those dealing with diabetes and with hunger.

Prayer Partners is a covenant of church members who pray every day for submitted prayer requests. Partners respond to requests for prayers for persons and groups across the globe.

Several activities have been interrupted by the SARS-Cov-2 pandemic, and are expected to resume when it is safe to do so, including:

- Project Build in Tijuana: In November 2018, Mission Hills UCC sent 23 builders ranging in age from 13-80+ to Tijuana to build a home for a homeless family with the group Casas de Luz. [http://www.casasdeluz.org/](http://www.casasdeluz.org/)
- Knitting 2 Give meets on the third Thursday of the month at the church and to craft hope, healing, and peace one stitch at a time. Shawls, blankets, scarves, caps, and dolls are created for individuals and families in global areas of conflict.
- Material Aid meets monthly in Fellowship Hall. A group of volunteers creates beautiful quilts for veterans, shut-ins, and members and friends in the hospital.

Mission Hills UCC’s catchment area includes a significant residential and commercial area friendly to LGBTQ+ persons, who are well represented in and embraced by the congregation.

Green Manor, which was built with the support of Mission Hills UCC in the early 70’s, is a 13-story high-rise apartment for section 8 seniors. Several residents are members of the church, which is committed to the support of the elderly and needy. Several of our church members regularly serve on Green Manor's Board of Directors. First Congregational Memorial Tower is a 13-story high-rise for section 8 seniors as well. This was built in the late 70’s with funds from 1st Congregational Church- San Diego, in collaboration with the Federal Housing/Urban Development Dept. Members of our church regularly serve on this tower's Board of Directors.

The congregation is welcoming to persons of diverse racial, ethnic and economic backgrounds. It regularly welcomes homeless neighbors to services and Fellowship Hour after services.

Mission Hills UCC has invested heavily in ensuring that the facility is accessible, installing ramps and automatic door openers and a 2nd floor lift. Transportation is offered to the church for those with mobility challenges, provided both by members and by use of the church’s ride-sharing account designated for this purpose.
Mission Hills UCC supports a preschool on its grounds and oversees its governance and activities. The relationship between the preschool, its parents and students and the congregation could be strengthened, with more encouragement of families to join the church. Several community groups meet regularly at Mission Hills UCC, including:

- Mission Hills Step Study (weekly AA meetings)
- Mission Hills Garden Club
- San Diego Women’s Chorus
- Center Stage Children’s Theater
- Southern Association of the Southern California Nevada Conference
- Special Delivery of San Diego (the diabetes class mentioned above)
- Contemplative Outreach of San Diego
- Recovery International
- Zeta Rho Women’s Study Club founded in San Diego in 1932

Mission Hills UCC members regularly participate in activities for social justice, Black Lives Matter, border and immigrant justice, and engage with larger organizations which are active in these crucial areas.

Every spring, Mission Hills UCC hosts a visit from members of the Peppermint Ridge community, a facility for developmentally disabled adults. About a dozen of the community members and one staff member per two community members attend and participate actively in the service.

Before the SARS-Cov-2 pandemic, Mission Hills UCC members have participated in several ecumenical and interfaith activities. Mission Hills UCC members visited The Islamic Center to welcome worshipers on Friday afternoons and evenings at times when significant civic strife was raising considerable fear for their members’ safety.

We describe ourselves as “a traditional church with a progressive theology.” As a congregational church, many of the activities take place in ministerial committees and ad hoc groups in the congregation. Its progressive philosophy supports substantial involvement in social justice activities, usually in partnership with larger groups with more resources and reach. The primary activities involving the entire congregation are worship, bible study and children’s faith formation. Time spent in outreach varies by the interests and resources of members; the church provides opportunities for members’ engagement.

The primary expectations of the pastor have been for service to the congregation and representation in relevant outreach activities. Our previous pastor had multiple activities in the UCC and elsewhere which the congregation encouraged but did not drive. The congregation strongly supports such pastoral activities and encourages its leaders to engage in the outside activities appropriate for their skills, interests and passions.
Mission Hills was developed in the early part of the 20th century, in the hills above Old Town, the historic heart of San Diego. It was California’s first settlement with only a mission and a fort. Its rich Spanish heritage is evident today. Over 320 homes in Mission Hills have a historical designation.

The history of the church reflects its importance in the community at large. Founded in 1886, First Congregational Church (our parent church) was first located at 6th and A Streets in downtown San Diego. In 1911, George Marston, an early founder of San Diego, purchased land nearby at the corner of Fort Stockton and now Jackdaw Streets. Here they built a redwood chapel, a joint venture of the Congregational and Christian Church (Disciples of Christ), first used only as a Sunday School. The lot north of the present church was purchased and an L-shaped addition was constructed. This was used until the present church building was built to replace the original chapel in 1920. During the construction of the new sanctuary, the congregation worshiped in the auditorium of the nearby Francis Parker School. In 1950 the chapel and the education annex were added. In the early 1970s the small house on the north end of the lot was converted to the church sponsored preschool, Mission Hills Community Preschool. The church also during that time sponsored the building of the Green Manor residential tower for seniors on Ibis Street.

The MissionInSite report describes demographics of this urban community, 3 miles from the San Diego Lindbergh Field Airport and downtown Convention Center, extending up to the border with Mexico, which it shares with its sister city of Tijuana. It is also very close to Balboa Park with its Old Globe Theatre, and a wide variety of museums as well as the world-famous San Diego Zoo. The immediate area is diverse in many ways. There are extensive cultural activities throughout the area, including the La Jolla Playhouse, the San Diego and La Jolla Symphonies, and a rich variety of live music and theater originating from and representing multiple heritages, languages and cultures. Multiple enclaves support persons whose heritages include Italy (downtown), Pan-Asian areas (Convoy) and those who have come from various Central and South American countries.

San Diegans have ready access to beaches. The desert and nearby mountains are within a 2-hour drive, as is the city of Los Angeles. The climate is mild year-round, with minimal rain falling predominantly in the winter.

Real estate is very expensive in California in general, including San Diego. The housing inventory is limited. There is a mixture of single-family homes and condominiums/apartments. The immediate neighborhood residential area is largely white and educated. Many families are forced to spend much of their income on housing, leaving them with less disposable income for other activities. The San Diego region has a substantial population of unhoused persons in the near vicinity of the church. Although Mission Hills UCC is only 20 miles from the Mexican border and Tijuana, the immediate area is not heavily LatinX or minority. San Diego has
undergone major changes in the last decade, with considerable growth in technology industries, universities, and a lessening dominance of military activities.

Mission Hills UCC has a highly rated public-school Grant K-8 nearby, which makes the immediate neighborhood attractive to families with young children. A distinguished private school, Francis Parker, and St Vincent de Paul Academy preschool-K-8 are nearby, as are other educational facilities.

Both UCSD and Scripps Medical Centers have campuses in Hillcrest, nearby Mission Hills UCC, and larger campuses in La Jolla. The extensive academic and research activities in the area have grown substantially over the past decade. Qualcomm, Illumina and other biotechnology companies and the United States Navy and Marine Corps have major presences here and are major employers.

Mission Hills UCC is less ethnically and racially diverse than the wider communities nearby. The congregation is older. Its outreach activities have not made it as well known in the broader community as it would like to be. Most new members find us through connections with existing members, by looking for a convenient neighborhood church or by an online search.

The community continues to attract young families. Many of those families are not yet members of the congregation; building a stronger youth program is a powerful aspiration of the congregation. Seniors and the LGBTQ+ community are important groups both within the community and the church. While the church has some racial and ethnic diversity, it is strongly motivated to attract new members from local demographic groups not currently represented.

The Church is best known for some of the outreach activities and events which occur within the building itself. Church members have been major leaders in the local LGBTQ+ activities and Pride Parade, where there is a regular Mission Hills UCC cohort. The Pre School and Feeding America Programs which the church runs, and the Children’s Theater which rehearses and has performances in the church, increase local visibility.

“There is a sense of family at Mission Hills UCC. I’ve never been in a church like it” said one business leader who has been active in the Mission Hills community for 36 years. “There is no judgment, everyone is welcome, no matter their ethnicity, gender, or economic status. The congregation reflects the real world. The minister and the congregation are grounded in the idea of helping one another and the greater community.”

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

- The welcoming nature of the congregation.
- Many become involved because they have been brought by friends and family, and comment on the warm welcome they experience on each visit. This definitely keeps people coming back.
● Progressive theology: many new members are looking for a church which has a progressive culture and which shares their values. Feeling that they are in a place which reinforces their sense of belonging.
● Community activism
● Open and Affirming
● Traditional worship practices
● Music programs
● Children’s program
● Quality of ministers and leadership

5. REFERENCES
Name up to three people who have agreed to serve as phone and written references. Advise the three references: “The contact information you provide may be shared publicly. Please use contact information that you feel comfortable giving to candidates so they can reach you with their questions.”

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.

REFERENCE 1
Mrs. Judy Wilkinson
Lay Member- University City United Church of Christ
2877 Governor Drive, San Diego CA 92122
858-459-1538
rwilkinson @san.rr.com
Friend to Mission Hills UCC

To whom it may concern.

I have known Mission Hills UCC of the San Diego United Church of Christ Partnership churches where their members have been active leaders of this organization. Mission Hills UCC (Mission Hills UCC) has shared her facilities for many of our monthly meetings.

Mission Hills UCC is a very generous church. The church has donated to the five important yearly offerings of the United Church of Christ. Mission Hills UCC has an amazing Pre-school and active high school group. I have served with the church's members on the Southern California/Nevada Conference Board of Directors.

I have celebrated with Mission Hills UCC participants on a seven-day meditative spiritual journey to New Mexico and the Southwest. It was an extremely meaningful prayer and meditative journey with small, daily group activities and prayer.
I have participated in several special projects related to studies on Race and Justice and watched special films on current African American issues with Mission Hills UCC members. We shared excellent meals as well as participation in community services. We provided lunch for the homeless at one of the shelters. Adults and youth worked together to prepare, pack, deliver, and serve the meal to more than 200 male and females homeless living in the San Diego shelter. This activity continued as a regular activity for at least three years and continues to grow at Mission Hills UCC.

One of the many “best times” I have had with members and friends of Mission Hills UCC is my participation with the yearly Pride Parade and the other local San Diego churches. Thanks to the committee for PRIDE we were able to rent a large open van to include older people who rode in the van in the San Diego Parade.

Mrs. Judy Wilkinson
Lay Member, University City United Church of Christ
2877 Governor Driver, San Diego, CA 92122
858-459-1538
rwilkinson@san.rr.com

REFERENCE 2
Rev. Mary Sue Brookshire
Minister- Pioneer Ocean View United Church of Christ
2550 Fairfield Street, San Diego CA 92110
pastor@povucc.org
619-275-4881
Friend to Mission Hills UCC

PIioneer Ocean View
United Church of Christ
2550 Fairfield Street, San Diego CA 92110

November 11, 2020

To Whom It May Concern:

I am pleased to write a letter of reference for Mission Hills United Church of Christ as they engage in a pastoral search. I have known the people of Mission Hills for over twelve years, and I have attended worship, preached, and participated in missions and service projects there. I have worked closely with their former pastor, the Rev. Dr. Scott Landis, and many of their members through our churches' collaborative efforts as part of the San Diego UCC Partnership Churches.
From my experiences with Mission Hills UCC, I know them to be a dynamic and engaged congregation. Their members are warm and welcoming, and they care for one another well. To my knowledge, their leaders work together in harmony with their minister. They have a strong commitment to social justice and are active in serving the community. As part of the Partnership Churches, Mission Hills has joined with other UCC churches in San Diego in recent years to host Sacred Conversations on Race, to study the UCC's "White Privilege: Let's Talk" curriculum, and to march in the annual San Diego Pride Parade.

Mission Hills UCC is also closely connected to our denomination, serving as the office for the Southern Association of the Southern California/Nevada Conference. On a monthly basis, people from across the region gather at Mission Hills to provide leadership to our larger body of churches. Their property is attractive, spacious, and well maintained, and they generously share it with other groups in San Diego.

While I do not have specific data on Mission Hills' current membership, I would imagine they face many of the same challenges as other Mainline progressive churches these days: an aging congregation and declining attendance. Of course, this year all churches have dealt with the additional challenges brought about by COVID 19, as we adapt to virtual worship and ministry. From what I have seen, Mission Hills has faced these challenges with creativity, optimism and hope.

In closing, I believe Mission Hills UCC is an excellent congregation in the United Church of Christ. Together with their next pastor, they will continue to worship and serve God and their neighbors faithfully.

In Christ's Service,

Rev. Mary Sue Brookshire

REFERENCE 3
Rev. Darryl Kistler
Senior Minister at Kensington Community Church
4773 Marlborough Dr., San Diego CA92116
redheadedpadre@gmail.com
619-371-7854
Friend to Mission Hills UCC

Rev. Darryl Kistler
Senior Minister, Kensington Community Church
4773 Marlborough Drive
San Diego, CA 92116
My name is Rev. Darryl Kistler, and I am the Senior Minister of Kensington Community Church (KCC) in San Diego, CA. I have served KCC for the last eight years, and in that time, I have come to know, respect, and value the tremendous ministry and mission of Mission Hills UCC. Mission Hills UCC has a rich history of meaningful ministry. It has a clear vision of their mission to be a beacon of the light of God’s love. Whether through worship or through social justice advocacy, through children’s faith formation or contemplative times of meditation and prayer, Mission Hills United Church of Christ lives out its calling to welcome all of God’s children and be instruments of God’s peace.

Mission Hills and KCC are sister congregations in the San Diego UCC Partnership of Churches. The congregations have worked side-by-side conducting Sacred Conversations to End Racism and walked hand-in-hand in San Diego Pride. Our youth groups have served meals at shelters to our neighbors without permanent homes, and our adults have served on Association, Conference, and National boards and committees together. In every setting Mission Hills UCC has provided leadership, shared resources, and built beloved community. I am incredibly grateful for the ways Mission Hills UCC has participated in our Partnership.

Finally, Mission Hills UCC has been blessed over the last two decades with amazing clergy and lay leadership. And yet, its better days are ahead of them. I believe Mission Hills UCC is ready to walk boldly into this new decade discerning what new things God is doing with them and through them. They will need a servant leader who possesses a sense of purpose and a sense of humor. They are a diverse community of faith full of people taking their first steps on a spiritual journey as well as people who have been life-long members of that congregation. Mission Hills UCC deserves and will need a clergy leader who celebrates the blessedness of diversity in the unifying grace of the Holy Spirit. Is that clergy person you?

Please feel free to contact me anytime if you have any questions regarding this recommendation, or if you wish to speak further about the ministry and mission of Mission Hills United Church of Christ.

Peace. Love. Understanding.

Rev. Darryl Kistler
6. CLOSING THOUGHTS
   a. CLOSING PRAYER
   b. STATEMENT OF CONSENT
   c. CONFERENCE/ASSOCIATION VALIDATION

6a. CLOSING PRAYER

Creating and sustaining God, you call us to be the church in how we worship, how we serve, and in who we are as a community. In this time of transition, help the people of Mission Hills UCC to truly be the church. Help us to discern your will, to deepen our commitment to the work of healing, reconciliation and building a world that more fully reflects your justice. Nourish us and prepare us to fully enter into ministry with the next senior pastor who you will bring to our congregation, that we may live into our mission and be a reflection of how you still speak in our neighborhood, city, and world. Amen.

6b. 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?
   This profile was completed by the Mission Hills UCC Settled Pastor Search Committee. Our committee has 11 members representing the various ministries of our church and the congregation as a whole. Our committee has newer church members, less than 5 years and longtime members, 20 years or more. The information herein is derived from our committee member knowledge and experience, church records, calendars, budgets, and Conference documents. The Mission Hills UCC Settled Pastor Search Committee solicited input from the congregation, members, long-time attendees and youth via an
online survey and through focus groups. We strived to be accurate and truthful in answering the profile questions.

2. Additional comments for interpreting the profile:

Signed:
Bruce Ramet, Search Committee Co-Chair, December 16, 2020
Julia James, Search Committee Co-Chair, December 16, 2020
Jeremy Bloom, Search Committee Scribe, December 16, 2020
David Jay, Search Committee Chaplain, December 16, 2020
Jere McInerney, Search Committee Member, December 16, 2020
Laura Borschel, Search Committee Member, December 16, 2020
Susan Shurin, Search Committee Member, December 16, 2020
Zachery Nimke, Search Committee Member, December 16, 2020
Patricia McQuater, Search Committee Member, December 16, 2020
Laura More, Search Committee Member, December 16, 2020
Steven Nugent, Search Committee Member, December 16, 2020
Name / Title / Date:
6c. VALIDATION BY CONFERENCE/ASSOCIATION

The congregation is currently in good standing with the association / conference named.
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: [Signature]
Name / Title: Rev. Dr. Rudy van Graan
Email: rangaarson@scncucc.org
Phone: 818-317-4202
Date: December 16, 2020
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