Minutes
United Church of Christ Board
The Hilton Garden Inn Cleveland Downtown
Cleveland, Ohio
October 19-October 21, 2018

Members Present:

Members Excused:
Maritza Angulo de Gonzalez, Traci Blackmon, Gabriela Everett, Kevin Graham, Richard Harter, Alice Hunt, Nesa Joseph, Penny Lowes, Michael Readinger, Yesenia Menendez-Sanchez

Non-Director Committee Members Present with Special Expertise:
Kristine Shorey-Forbes – Marketing Committee

Staff Present and others present making presentations to the Board of Directors:
Cynthia Bailie, Wayne Cherry, Donyale Copeland, Patrick Duggan, Cynthia Gaffney, Jan Gomoll, Rachel Hackenberg, Malcolm Himschoot, Tracy Howe-Wispelwey, Nicholas Katzakis, Heather Kimmel, Shameerah Lemon, Christina Lucarelli, Ron Nowak, Dianne Roberts, Valerie Smith, Brian Tracy, Cheryl Williams

FRIDAY, OCTOBER 19, 2018

FIRST BUSINESS SESSION

Frank Bolden, Chair of the United Church of Christ Board of Directors (UCCB) acting on the advice of the Secretary, Heather Kimmel, declared a quorum present and called to order the First Business Session of the United Church of Christ Board of Directors, the time being 2:00 PM Eastern Time.

John Dorhauer, General Minister and President opened with prayer and extended a welcome along with Jim Moos.

APPROVAL OF AGENDA

It was VOTED:
UCCB-18-10-01 to approve the Agenda

---

1 PowerPoint presentations and related documents are attached in the Appendix to these minutes in the order in which they occurred.
APPROVAL OF CONSENT AGENDA

It was VOTED: UCCB-18-10-02 to approve the Consent Agenda, items UCCB-18-10-02a-UCCB-18-10-02j which includes the following items of business:

- **UCCB-18-10-02a:** approve the minutes of the March 2018 United Church of Christ Board of Directors meeting.

- **UCCB-18-10-02b:** approve the minutes of the June 2018 United Church of Christ Board of Directors Special Meeting

- **UCCB-18-10-02c:** grant voice without vote to the following staff and others making presentation to the Board of Directors: Cynthia Bailie, Wayne Cherry, Donyale Copeland, Patrick Duggan, Cynthia Gaffney, Jan Gomoll, Rachel Hackenberg, Malcolm Himschoot, Tracy Howe-Wispelwey, Nicholas Katzakis, Heather Kimmel, Shameerah Lemon, Christina Lucarelli, Ron Nowak, Dianne Roberts, Valerie Smith, Brian Tracy, Cheryl Williams

- **UCCB-18-10-02d:** grant voice without vote to Non-Director Committee Members with Special Expertise: Kristine Shorey-Forbes—Marketing

- **UCCB-18-10-02e:** correct the 2019 Conference Delegate Travel pool, which was correctly voted by the Finance and Budget Committee but incorrectly recommended to the United Church of Christ Board at the March meeting, to the following:
  
  - 0 – 499 Miles $0.05
  - 500 – 999 Miles $0.06
  - 1,000 + miles $0.08
  - Hawaii Conference $1,273 per voting delegate

- **UCCB-18-10-02f:** receive the Group Exemption Compliance Report

- **UCCB-18-10-02g:** receive the report on Compliance with Bylaw 218 (Board Demographic Analysis)

- **UCCB-18-10-02h:** appoint Nicholas Katzakis, Chief Financial Officer of the National Setting, as Treasurer for the United Church of Christ Board, Local Church Ministries (a Covenanted Ministry of the United Church of Christ), Justice and Witness Ministries (a Covenanted Ministry of the United Church of Christ), and Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).

  Background: The bylaws of the above-referenced organizations call for the United Church of Christ Board to appoint a staff person as Treasurer.
• **UCCB-18-10-02i**: authorize the United Church Board for Ministerial Assistance, the charitable arm of the Pension Boards-United Church of Christ to provide supplementation of small annuities, effective February 1, 2019 based on an income level of $32,400 with three-fourths of that amount ($24,300) as the level applicable in determining supplementation for a deceased member’s surviving spouse/partner.

• **UCCB-18-10-02j**: approve the Clergy Housing Allowance under Section 107 of the Internal Revenue Code and the regulations promulgated thereunder (“Section 107”) during calendar year 2019 for each ordained minister in good standing with his or her respective denomination and any other “Minister of the gospel” within the meaning of Section 107, who is in the employ of a Covenanted Ministry of the United Church of Christ), shall be a sum equal to such employee’s good faith estimate of the amount which will be excludible under Section 107 with respect to the providing of a home by such employee for such year; however, unless and until such employee shall provide in writing the estimate described above, the amount of said Clergy Housing Allowance for such employee shall be a sum equal to one third of such employee’s gross salary compensation.

**Opening Remarks, by Chair, Frank Bolden**

He welcomed all Board members and a brief introduction by each director was provided. An invitation was extended to the 32nd General Synod meeting in Milwaukee. Remarks were made regarding challenges of Board Membership. Alice Hunt has resigned as Vice Chair. Frank thanked her for her service to the Board. Recent UCCB accomplishments include the constitutional ratification. He declared that the ratification of the Amendments to the Constitution is complete. Special thanks to all those who helped make that process happen. Nicholas Katzakis was introduced as the new Chief Financial Officer of the National Office. Thanks was given to the Committees for their work and accomplishments. Jim Moos will provide an update on what the UCC is doing to help with disasters. He asked that the United Church of Christ Board members be prepared to listen with critical ears, look for opportunities and ways to collaborate together and conduct our deliberations with compassion and clarity.

**Election of UCCB Vice-Chair**

The UCCB Nominating Committee recommended Yvette Wynn be approved by the UCCB as the Vice Chair of the United Church of Christ Board.

**It was VOTED:**

**UCCB-18-10-03**

to approve Yvette Wynn as the Vice Chair of the United Church of Christ Board of Directors.

**General Minister and President’s Report by John Dorhauer**

• PowerPoint relating to this report is attached in Appendix A.
Associate General Minister’s Report by Justice and Local Church Ministries

Report of MESA by Malcolm Himschoot and Holly MillerShank (YouTube)
Report of Faith INFO by Rev. Trayce Potter and Tracy Howe Wispelwey (YouTube)
Report of Church Building & Loan Fund by Dr. Patrick G. Duggan
Report of The Pilgrim Press and Faith-Forming Publications by Rachel Hackenberg

- PowerPoint and YouTube presentations relating to this report are attached in Appendix A.

SECOND BUSINESS SESSION

Associate General Minister’s Report by Jim Moos, Global Engagement and Operations

- PowerPoint relating to this report is attached in Appendix A.

A motion was made that the Board of Directors of the United Church of Christ move into Executive Session.

It was VOTED:
UCCB-18-10-04 to move into Executive session.

EXECUTIVE SESSION

(See separate minutes)

A motion was made that the Board of Directors of the United Church of Christ return to Regular Session.

It was VOTED:
UCCB-18-10-05 to return to Regular session.

A motion was made to Call the Order of the Day.

It was VOTED:
UCCB-18-10-06 to call the order of the day.

SATURDAY, OCTOBER 20, 2018

THIRD BUSINESS SESSION

A motion was made that the Board of Directors of the United Church of Christ move into Executive Session.
It was VOTED:
UCCB-18-10-07 to move into Executive session.

EXECUTIVE SESSION
(See separate minutes)

A motion was made that the Board of Directors of the United Church of Christ return to Regular Session.

It was VOTED:
UCCB-18-10-08 to return to Regular session.

It was VOTED:
UCCB-18-10-09 to adjourn and commence with Committee Meetings

SATURDAY, OCTOBER 20, 2018
FOURTH BUSINESS SESSION

RE-NOMINATION OF GENERAL MINISTER AND PRESIDENT

It was VOTED:
UCCB-18-10-10 to accept the recommendation of the Re-nomination Committee to re-nominate John Dorhauer to a second term as General Minister & President

Secretary’s Note: The bylaws require a 2/3 vote of the UCCB for re-nomination (UCC Bylaws para. 214). On 10/20/2018, the United Church of Christ consisted of 46 members. The Chair instructed the candidate, though eligible to vote, not to vote, reducing the board to 45 members for the purpose of this vote. Vote count: 30 in favor, 3 against, and 4 abstentions. Eight UCCB members were not present for the vote. Accordingly, the recommendation passes by the required supermajority.

GOVERNANCE COMMITTEE REPORT
By Caroline Belsom

The Governance Committee recommended that the United Church of Christ Board of Directors elect Rachel Chapman (Class of 2023) to fill an unexpired board term.

It was VOTED:
UCCB-18-10-11 To elect Rachel Chapman (Class of 2023) to fill an unexpired board term.

The Governance Committee recommended that the United Church of Christ Board of Directors elects Gloria-Ann (Pualani) Muraki (Class of 2023) to fill an unexpired board term.
It was VOTED:
UCCB-18-10-12 To elect Gloria-Ann (Pualani) Muraki (Class of 2023) to fill an unexpired board term.

The Governance Committee recommended that the United Church of Christ Board of Directors elects Harriet Ward (Class of 2021) to fill an unexpired board term.

It was VOTED:
UCCB-18-10-13 To elect Harriet Ward (Class of 2021) to fill an unexpired board term.

The Governance Committee recommended that the United Church of Christ Board of Directors elects Marsha Williams (Class of 2023) to fill an unexpired board term.

It was VOTED:
UCCB-18-10-14 To elect Marsha Williams (Class of 2023) to fill an unexpired board term.

The Governance Committee recommended that the United Church of Christ Board of Directors approves Rev. Dr. Sarah Sarchet Butter, Rev. Dr. Dawson B. Taylor, Mr. Tommie Burton, Pastor (Kahu) Kenneth Makuakane, Rev. Charmaine Penn Johnson, Rev. Dr. Iese Tu’uao eligible for election to the Board of Trustees of the Pension Boards – United Church of Christ, Inc. when vacancies occur.

It was VOTED:
UCCB-18-10-15 To approve the six proposed individuals eligible for election to the Board of Trustees of the Pension Boards – United Church of Christ, Inc., when vacancies occur.

The Governance Committee recommended that the United Church of Christ Board of Directors continue to hold as confidential the following Full Board Executive Session Minutes and the following Executive Committee Executive Session Minutes

Full Board Executive Session Minutes: 3/18/2016, 10/20/2016, and 10/20/2017

Executive Committee Session Minutes: 3/19/2016 and 4/11/2017

It was VOTED:
UCCB 18-10-16 To hold as confidential the above-listed Full Board Executive Session Minutes and the above-listed Executive Committee Executive Session Minutes.

The Governance Board has appointed a task force to look at the UCCB Standing Rules to see if there are ways in which the Governance committee can provide better oversight for GMP evaluation and nominations.
SEMINARIAN DEBT TASK FORCE REPORT
By Carolyne Call

Oral report

Recommendation from the Board to form a task force based on a report from General Synod. There was a consensus that seminarian debt is a real issue and it is hoped that the Board can go to Synod with some concentrated thinking about this issue. They also need to know that they have been heard.

DEVELOPMENT COMMITTEE REPORT
By Cindy Bailie and Dennis Coy on behalf of Dick Harter

• Discussion on the establishment of a separate charitable entity

• The Development Committee recommended that the United Church of Christ Board of Directors request the National Setting to conduct a preliminary feasibility study relevant to determining whether to cause to be formed an affiliated charitable foundation for philanthropic purposes and report through the Development Committee.

• Development reported that Shaping our Future has reached a total of more than two million dollars and is more than half way to the four-million-dollar goal.

• Some of the funds are down due to disasters. Some of the special mission offerings are growing: Neighbors and Need and Strength Our Church has increased over last year.

• Thank you to the Digital Team since digital giving is up and easier. Finding new and innovative ways to give has been helpful.

MARKETING COMMITTEE REPORT
By Michael Cich-Jones on behalf of Darrell Goodwin

UCC Branding Guidelines

Most of the work has been on branding. It has been and will continue to be an ongoing project. Branding guidelines will be a resource both internal and external. (http://www.ucc.org/about-us_ucc-logo)

Requested Board of Directors consider how branding could be introduced to the Local Church/denomination and forward suggestions to the Marketing Committee.

UCCEVERYWHERE

Currently – 30% of local UCC churches do not have websites and among the 70% that do many need to be upgraded. UCC Everywhere is a website development program being piloted and operated by Office of Philanthropy, Technology, Identity and
Communications at the National Office it is aimed at increasing the visibility of local church through websites that are fully optimized.

- PowerPoint relating to this report is attached in Appendix A.

**UPDATE FROM COUNCIL OF CONFERENCE MINISTERS**

*By Deborah Blood*

Oral report

Provided an update on the work of the Conferences and Conference Ministers.

**FINANCE AND BUDGET COMMITTEE REPORT**

*By Bob Frieberg - Chair*

The Finance and Budget Committee recommended that the United Church of Christ Board approve the National Basic Support allocation base of $5,187,037 for 2019 and the funding to the Office of the General Minister and President, the Covenanted Ministries and the Pension Boards allocation as follows:

- Office of the General Minister and President (OGMP) $3,307,729 or 63.7%
- Justice and Witness Ministries (JWM) $918,629 or 17.7%
- Local Church Ministries (LCM) $198,354 or 3.82%
- Wider Church Ministries (WCM) $462,561 or 8.92%
- The Pension Boards $299,764 or 5.78%.

**It was VOTED:**

UCCB 18-10-17 To approve the National Basic Support allocation base of $5,187,037 to the Office of the General Minister and President, the Covenanted Ministries and the Pension Boards as listed above.

The Finance and Budget Committee recommended that that the United Church of Christ Board approve the proposed 2019 Combined Budget with a total of $21,042,842 in Revenues and $21,042,842 in Expenses.

**It was VOTED:**

UCCB 18-10-18 To approve the proposed 2019 Combined Budget with a total of $21,042,842 in Revenues and $21,042,842 in Expenses.

**MINISTRY COMMITTEE REPORT**

*By Kevin Peterson*

The Ministry Committee recommended that the United Church of Christ Board of Directors, acting as the General Synod ad interim, consider the resolution, "Manual on Ministry, Revisioned" and that it take no action and table the motion indefinitely.
It was VOTED:
UCCB 18-10-19  To table, indefinitely a Motion that The United Church of Christ Board of Directors, acting as the General Synod ad interim, the resolution, “Manual on Ministry, Re-visioned”

The Ministry Committee recommended that the United Church of Christ Board of Directors approve the resolution, “Addressing the State of Global Forced Migration,” and submit it to General Synod 32 for its consideration.

It was VOTED:
UCCB 18-10-20  To approve the resolution “Addressing the State of Global Forced Migration” and submit it to General Synod 32 for its consideration.

The Ministry Committee recommended that the United Church of Christ Board of Directors approve the resolution, “A Resolution on Ecumenical Relationship between the United Church of Christ and the Iglesia Evangelica Unida de Puerto Rico,” and submit it to General Synod 32 for its consideration.

It was VOTED:
UCCB 18-10-21  To approve the resolution “A Resolution on Ecumenical Relationship Between the United Church of Christ and the Iglesia Evangelica Unida de Puerto Rico” and submit it to General Synod 32 for its consideration.

The Ministry Committee recommended that the United Church of Christ Board of Directors affirm the statement, “A Just World for All: Engaging with All God’s Creation: United Church of Christ Interreligious Statement.”

It was VOTED:
UCCB 18-10-22  To affirm the statement “A Just World for All: Engaging with All God’s Creation: United Church of Christ Interreligious Statement.”

The Ministry Committee recommended that the United Church of Christ Board of Directors approve the resolution, “Reaffirming the United Church of Christ’s Commitment to Interreligious Relations, and Deploring Religious Bigotry,” and submit it to General Synod 32 for its consideration.

It was VOTED:
UCCB 18-10-23  To approve the resolution “Reaffirming the United Church of Christ’s Commitment to Interreligious Relations, and Deploring Religious Bigotry,” and submit it to General Synod 32 for its consideration.
AUDIT COMMITTEE REPORT  
By Inez Reid


It was VOTED:

UNITED CHURCH FUNDS REPORT  
By Donald Hart

- PowerPoint relating to this report is attached in Appendix A.

It was VOTED:
UCCB-18-10-25  to move into Executive session.

EXECUTIVE SESSION

(See separate minutes)

A motion was made that the Board of Directors of the United Church of Christ return to Regular Session.

It was VOTED:
UCCB-18-10-26  to return to Regular session.

MOTION FOR ADJOURNMENT

It was VOTED:
UCCB-18-10-27  To adjourn.

FIFTH BUSINESS SESSION

INVESTMENT AND ENDOWMENT COMMITTEE REPORT  
By David Nelson

The Investment and Endowment Committee recommended that upon receipt of the request of the Hotel Venture LLC board, in addition to the $4 million loan guarantee previously approved, the United Church of Christ Board approve a Local Church Ministries guarantee of up to $2.3 million of liquidating damages of franchise fees to the Marriott Corporation for a period of up to 20 years representing the franchise arrangement for rebranding the hotel to a Marriott Fairfield Inn and Suites.
It was VOTED:
UCCB 18-10-28
That upon receipt of the request of the Hotel Board, in addition to the $4 million guarantee previously approved, the United Church of Christ Board approve a Local Church Ministries guarantee of up to $2.3 million of liquidating damages of franchise fees to the Marriott Corporation for a period of up to 20 years representing the franchise arrangement for rebranding the hotel to a Marriott Fairfield Inn and Suites.

PENSION BOARDS REPORT
By Brian Bodager

• PowerPoint relating to this report is attached in Appendix A.

EXECUTIVE COMMITTEE REPORT
By Frank Bolden

The Executive Committee recommended that the Board approve the application for membership in ACT Alliance for Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).

It was VOTED:
UCCB-18-10-29
To approve the application for membership in ACT – Alliance for Wider Church Ministries (a Covenanted Ministry of United Church of Christ)

The Executive Committee also discussed letters received by the Board from the Southwest Conference and the Southern California-Nevada Conference regarding ratification of the amendments to the UCC Constitution, and the Southern Conference regarding living together in covenant during its meeting.

GENERAL SYNOD PROGRAM AND PLANNING COMMITTEE REPORT
By Norman Williams

Oral report

It was VOTED:
UCCB-18-10-30
to move into Executive session.

EXECUTIVE SESSION

(See separate minutes)

A motion was made that the Board of Directors of the United Church of Christ return to Regular Session.

It was VOTED:
UCCB-18-10-31 to return to Regular session.

It was VOTED:
UCCB-18-10-32 to approve the Executive session minutes from March 2018 UCCB Meeting and June 2018 Special UCCB Meeting.

It was VOTED:
UCCB-18-10-33 to move into Executive session.

(See separate minutes)

It was VOTED:
UCCB-18-10-34 to return to Regular session.

UPDATE FROM WESTERN REGION CONFERENCES
By Diane Weible

Oral report

Next scheduled meeting of the United Church of Christ Board is March 7 – 9, 2019 in Cleveland, Ohio.

It was VOTED:
UCCB-18-10-35 To adjourn the 2018 Fall meeting of the Board of Directors of the United Church of Christ.

Respectfully Submitted

Dianne L. Roberts
Recorder
Office of the Secretary
United Church of Christ
Appendix A

1. Report of General Minister and President of the United Church of Christ
   a. GMP PowerPoint presentation

2. Report of Associate Minister of the United Church of Christ by JLCM staff
   a. MESA by Malcolm Himschoot
   b. Holly MillerShank Presentation – YouTube
   c. Faith INFO: Rev. Trayce Potter and Tracy Howe Wispelwey – YouTube
   d. PowerPoint: Building and Loan Fund by Dr. Patrick G. Duggan
   e. Pilgrim Press and Faith Forming Publications by Rachel Hackenberg

3. Report on Wider Church and Global Ministries
   a. Wider Church Ministries, Global Ministries and The Local Church
      PowerPoint

4. Report of the Marketing Committee
   a. PowerPoint: UCC Identity Standards
   b. PowerPoint: Brand UCC presentation
   c. PowerPoint: UCC Everywhere presentation

5. Report of United Church Funds
   a. PowerPoint: UCF Presentation

6. Report of Pension Boards
   a. PowerPoint: Pension Boards Highlights
REGISTER OF ACCOMPLISHMENTS:
OCTOBER 2018
Presentation to
UCC Board of Directors
by General Minister & President
John C. Dorhauer
Towards a Transformative UCC in 10 Years

Christ-Driven Connection  >  God-Centered Action  >  Spirit-Led Leadership

Inclusive Excellence

Priorities

Tech Infrastructure

Curriculum, Training & Development

Organizational Alignment

Innovation
Priority: Organizational Alignment
National Setting Reorganization

- Communicated in October 2017, Effected January 2018
- Staff size: 113
- Global Engagement & Operations, Justice & Local Church Ministries, OGMP
- 4th Quarter 2018 Assessment and Evaluation
Internal Reorganization
Impact/Outcomes

- Continuing focus on Church Vitality and enhanced support to the Local Church
- Added Ministers for Congregations of Color, Disabilities, and Youth and Young Adults
- Collapsed Offices of PIC and OPS into newly organized OPTIC to better integrate fundraising and communication streams
Office of Philanthropy, Technology, Identity and Communication

- Branding Guidelines
- Utilization of SEO - digital footprint doubled
- All funds up
- UCC in the news
- Social Media Policy in progress, Nov. ’18
- Engaging UCC in Tech Opportunities
Staff Culture

- Combining Local Church Ministries with Justice & Witness Ministries seeks to integrate justice into all that shapes congregational ministry.
- New attention to Pilgrim Press
- How are we? Giving attention to nurture/care of staff
National Setting Operations

- Synergizing fundraising and accounting functions
- U-Connect platform to manage our work together, and improve communications
- Rejuvenated MPC, establishment of Ministry Advisory Council
- Monthly meetings and weekly huddles of Senior Staff
- Quarterly Full Staff Meetings, Staff retreats
- Formation of Organizational Goals
- Revised Staff Evaluation Process
Asset Mapping Local Church Resources: How do we serve local churches?

Inform & Invite
Review
Feedback
Seek Audience
Alignment
Resource Report now on Board Max

Create Strategic Response
What gaps/needs are there?
How can we resolve them?

Collaborate
Who are our partners in closing gaps & responding to needs?

Local Church
Affiliated Ministries
Conferences
National
Priority: Fostering Innovation
What’s New & What’s Next

- U-Connect
- Adese Fellowship
- UCC Everywhere
- Theological Formation
- In Process: Innovation Lab/Incubator is in planning to launch 2019
- National Setting 2.0 – “World Café” creative design session to brainstorm the evolving National Setting
Priority: Inclusive Excellence
Sensitizing to Privilege and Cultural Competencies

- White Privilege Curriculum
- Sacred Conversations on Racism for staff as continuing education
- Launching in early 2019: how the UCC currently equips/coaches toward cultural competencies
National Council of Churches

- Engaging this important collaborative microcosm of faith-based inclusion and diversity: April 4, Traci, Mike, Peter, Karen Georgia, GMP, Velda
Priority: Curriculum, Training & Development
From the Ground Up: Reimagining Theological Formation

- 130 gathered to cast a UCC vision for theological formation
- Potential game-changing pathways named:
  1. engaging technology,
  2. resourcing church leadership,
  3. marks/systemic endorsement,
  4. integrating and activating biblical platform for justice,
  5. deepening community & contemplative practice,
  6. resourcing local churches, and
  7. process & cultural change – all to support TF
- Next Step: engaging broader UCC in formation of a position statement
Leadership Development

- Leadership Cohorts for Staff
- CCM training for CCG
- Development Support for Conference Setting
- Fostering collaboration with CTE to better equip church leaders for the future
- Manuals on Ministry and Church
Priority: Technology Infrastructure
What’s New Now:

- U-Connect – newly launched business management system for staff to improve communication, collaboration and connectedness
- UCC Everywhere – supporting local churches with branded websites and support
- Transition to relational databases for fundraising and accounting functions (Raiser’s Edge and Financial Edge) to improve efficiencies
What’s Upcoming:

- Asset/Resource Report transitioning to searchable, digital, dynamic online platform in early 2019
- UCC IT Audit to assess church readiness and IT needs.
Questions?
Local Church Ministries

Rev. Traci Blackmon, Executive Minister
Justice and Local Church Ministries
MESA: Ministerial Excellence, Support and Authorization

Rev. Malcolm Himschoot, Minister for Calls & Ministerial Transitions
Rev. Trayce Potter, Minister of Youth & Young Adult Engagement

Rev. Tracy Howe Wispelwey, Minister for Congregational & Community Engagement
United Church of Christ
Church Building & Loan Fund

Rev. Dr. Patrick G. Duggan,
Executive Director
*FUND FACTS . . . TRUE OR FALSE?

• Founded in 1853 with $60,000
• Four Different Names
• Financed over 7,000 Church Buildings
• Parsonage Loans since 1870
• Church Building Loans since 1904
• Architectural Templates for Church Buildings in the 1860s
• Developed Church Real Estate/Built Churches and Parsonages
• “Parent” of the UCC Cornerstone Fund
CB&LF TODAY...

- $61 million in assets
- 86 active loans, 394 special mortgages
- First UCC Impact Investment Policy
- Strategic alliances with Cornerstone and four other loan funds
- Feasibility studies, pre-development for affordable housing on church properties
- Innovative, mission-focused, revenue-generating church real estate projects
- Seeding spiritual entrepreneurs: Adese Fellows
CB&LF Performance 2015-2017

2015-2017
CB&LF Loans, Capital Campaigns, & Sponsorship by Amount
Dec. 31, 2017

Loans: $27,203,974
Cap. Campaigns: $7,925,000
Sponsorship: $200,211
2018 YTD CB&LF Performance

2018 CB&LF Loans, Capital Campaigns, & Sponsorships by Amount
Sep 30, 2018

Loans: $3,370,000
Participation Loans: --
Capital Campaigns: $600,000
Sponsorships: $73,619

2018-2020 Targets
2018 Totals
CB&LF INTO THE FUTURE...

- Innovative, mission-focused, revenue-generating church real estate projects
- Greater collaboration with the UCCB
- Aligning mission impact with UCC Financial Ministries
- Global actor in faith & finance
- Measuring impact through the United Nations Sustainable Development Goals
NEED HELP PUTTING ALL THE PIECES TOGETHER?

GOD IS STILL BUILDING AND WE’RE HERE TO HELP.

VISION PLANNING • CONSULTING SERVICES • LOANS AND CAPITAL CAMPAIGNS

Church Building & Loan Fund
(216) 736-3834

cbifund.org
THE PILGRIM PRESS and FAITH-FORMING PUBLICATIONS

Rev. Rachel Hackenberg, Managing Editor
* Bible Studies and Small Group Studies

* Advent and Lent Devotionals

* Daily Devotional

StillSpeaking Resources
THE PILGRIM PRESS
Question and Answer

with the teams of Local Church Ministries
Wider Church Ministries, Global Ministries & The Local Church
Resources and Programs for Local Churches:

- Worship
- Education
- Leadership Development
- Direct Participation
- Advocacy
- Ecumenical/Interfaith
Worship

World Communion Sunday Resources

Indonesia    Congo    Cuba
Mexico     South Africa
Indonesia
# Worship

## Global Worship Resources

### This Week's Worship Resources

<table>
<thead>
<tr>
<th>Weekly Prayer</th>
<th>Monthly Bulletin (English)</th>
<th>Monthly Bulletin (Español)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pray with Zambia on Sunday, September 30, 2018</td>
<td>September 2018: It's not in Vain</td>
<td>Septiembre 2018: No es en vano</td>
</tr>
<tr>
<td>Archive</td>
<td>Archive</td>
<td>Archive</td>
</tr>
</tbody>
</table>

### General Worship
- Calendar of Weekly Prayers
- Global Music Resources
- Hymnary
- Mission Study
- Prayers and Bible Studies
- The Caribbean Initiative
- The Middle East Initiative
- Resources for Youth and Children

### Special Days
- Human Trafficking Awareness Day - January 11
- Lent and Easter - February 14 - April 1
- World Water Day - March 22
- Earth Day - April 22
- World Refugee Day - June 20
- International Day of Peace - September 21
- World Communion Sunday - October 7
- World Toilet Day - November 19
- World AIDS Day - December 1
- Advent and Christmas - December 2-25

### Themes
- Community Development
- Creation Care
- Education
- Empowering Women
- Food Security
- Health
- Human Rights
- Human Trafficking
- Refugees and Migrants
- Work with Children

### Other Resources
- Interfaith Relations
- Disaster Response
- Ecumenical and Interfaith Relations Sermons
- Evangelism and Church Capacity Building
- Globalisation
- HIV/AIDS
- Justice and Advocacy
- Peacemaking
- Water
God of our ancestors, many of whom fled violence and persecution in search of a new land, we know of your love and compassion for refugees. We remember that Mary and Joseph once fled to Egypt with the Christ child to escape the murderous rampage of King Herod, and we come to you with concern for the many millions of refugees in our day. . .
Worship

• Lectionary Based Sermon Notes
• Liturgies
• Children’s Sermons
• Youth Resources
• Songs
• Video Resources

More than we can imagine

Now to God be the glory, who by the power at work within us is able to accomplish abundantly far more than all we can ask or imagine.

Ephesians 3:20

700 Prospect Avenue, Cleveland, OH 44116-1100 | 216.736.3215 | ucc.org/oghs
Preparation for the Journey

Ready to take your youth on a journey of self-discovery as they broaden the view of who they are, their place in the church, their community, and their world? Then "R.E.A.D.Y! - Preparing for the Journey" curriculum created by Global Ministries is for you.

This curriculum is a wellspring of information and resources to equip youth with the tools to continually evaluate who they are, their world, and God’s mission.

- Challenging stereotypes, and prejudices
- Recognizing God in all religious traditions
- Discovering differences and similarities to people in different cultures
- Realizing God’s mission requires a constantly evolving worldview
What Kind of Asian Are You?
REACH is broken into three sessions:
• Renewing our understanding of mission today
• Engaging God in all religious traditions
• Advocating for a world where all of creation can share in God’s abundant life
Education

Vacation Bible School Curriculum
A Costly Peace for Colombia - Caribbean Initiative Webinar

from Global Ministries
Education

Let’s keep talking
...about just peace in Palestine and Israel

Conversation starters for your faith community
Education
WORSHIP MATERIALS AND RESOURCES

WORLD REFUGEE DAY

5 THINGS YOU CAN DO TO HELP

1. Pray for refugee families and worldwide leaders whose decisions impact the lives of refugees.
2. Reach out to your local refugee resettlement office. https://greateras1.org/contact/affiliates/
5. Explore: www.greateras1.org to learn more about refugee resettlement in the U.S.
Education

2018 Hurricane Response

October 11, 2018

Donate

2018 Hurricanes Downloadable Bulletin Insert

U.S. Hurricanes

FLORENCE: Slow-moving Hurricane Florence made landfall in North Carolina Sept. 14, then lingered over the region, causing catastrophic flooding, including prolonged significant river flooding, to the Carolina coast and inland. More than 40 people in the Carolinas and Virginia were killed.

International Hurricanes/Typhoons

MANGKHUT: At least 134 people are dead and dozens more feared buried in a landslide in the Philippines due to Typhoon Mangkhut (local name Ompong), which destroyed shelters and livelihoods including crops. The equivalent of a Category 5 Hurricane, Typhoon Mangkhut also battered Hong Kong, China and other parts of Asia.

About other disasters...

UCC Disaster Ministries is also responding to the recent earthquake/tsunami in Indonesia and earthquake in Haiti. Click here to contribute.

Read More

Typhoon Mangkhut

FLORENCE’S IMPACT

- AT LEAST 7 DEAD
- MORE THAN 25,000 IN SHELTERS
- 1,000,000+ WITHOUT POWER

Typhoon Catastrophe

SLOW MOTION CATASTROPHE
Education

Local Church Disaster Response Resources:
- Build a Household Disaster Supplies Kit
- UCC Local Church Disaster Preparedness & Planning Guide
- Help and Hope: Disaster Preparedness and Response Tools for Congregations
Leadership Development

Global Mission Interns
Leadership Development

Join the YASC community today!
One year can change the world.
Leadership Development

1 SUMMER CAN CHANGE YOUR/ THE WORLD

SERVICE + ADVOCACY + FAITH + YOU

Apply Today!
www.ucc.org/volunteer_scos

Summer Communities of Service
Direct Participation

Be a Global Mission Church!

Engage in God’s transforming mission through Global Ministries
Direct Participation

Be a global mission Church

Here is a summary of the STEPS that we invite you to follow to be a Global Mission Church:

**STEP 1**
Gather a team to coordinate the Global Mission Church process: pages 4 – 5

**STEP 2**
Learn about Disciples and UCC global mission understandings and commitments: pages 6 – 12

**STEP 3**
Evaluate your past and current global mission involvement: pages 13 – 15

Create your new action plan for engaging in God’s global mission: pages 16 – 22

Commit to carrying out your plan in covenant with Global Ministries: page 23 – 24

Global Ministries Programs:
A list of programs with contact information: pages 25 – 27

An important note for Disciples’ areas/regions and UCC associations/conferences:

We are excited that you have decided to undertake the Global Mission Church process. With your intentional support, the congregations of your area/region or association/conference will be able to deepen their global mission involvement. We have designed this workbook for congregations, but the five steps can easily be adapted to UCC conferences and associations and Disciples’ regions and areas. We look forward to walking with you on your journey to be a Global Mission Region or Conference!
Direct Participation

Child and Elder Sponsorship Program
Direct Participation
Direct Participation

Welcome refugees in your community

There's so much you can do to help a refugee feel safe and comfortable in their new home. Help create welcoming communities by volunteering at the CWS refugee resettlement office nearest to you.

Opportunities may include serving as a language partner, assisting with school registration, accompanying a family grocery shopping, or mobilizing your faith community as a welcome team for an arriving family.

Find our office in your area

No CWS resettlement office in your community? Other refugee resettlement organizations across the country also welcome community engagement. Find one in your area here.
Direct Participation

Disaster Response
Direct Participation

Clean Up Buckets  School Kits  Hygiene Kits
Direct Participation

Southern Conference
United Church of Christ

e-Newsletter / October 2, 2018

Buckets and more....

Put together 500 CWS
Clean-up buckets
and/or...
Volunteer
and/or...
Contribute to UCC disaster relief

Graphic by C. L. Stumb
Direct Participation

Disaster Sites Ready for Volunteers

U.S. Virgin Islands (Hurricanes Irma and Maria)
Debris Removal, Cleaning, Tarping and Sanitization on St. Thomas. Homes had been tarped over by FEMA teams soon after the hurricanes, but many of the tarps were poorly installed or have already deteriorated and thus need to be replaced. The interiors of the homes need to be stripped to remove drywall, paneling and carpeting etc. so that the structure can be dried out, cleaned and treated to remove and prevent further damage from water and mold. [Click here for more information and to volunteer.]

Puerto Rico (Hurricanes Irma and Maria)
Work may include repairing cement roofs, light carpentry, metal and wood roofing repair, and painting interior ceilings and walls. Most of the work will be done in the Humacao city area, the hardest hit area in Puerto Rico. [Click here for more information and to volunteer.]

Port Arthur, Texas (Hurricane Harvey)
Volunteers are helping to repair homes for low income renters who were displaced by the floods. Work may include but will not be limited to light carpentry, drywall, insulation, flooring, trim and painting. [Click here for more information and to volunteer.]

Volusia County, Florida (Hurricanes Irma & Matthew)
Repair/Rebuild homes. Roofing, gutting interiors, replacing insulation, siding, drywall repair and painting, flooring and other interior work as needed. [Click here for more information and to volunteer.]

BE INSPIRED – Create community. Practice discipleship. See God and other people and creation in new ways. Resources to help you prepare your group are available at UCC Mission Trip Opportunities.

LEARN – You are an important part of a larger system of response and recovery. Explore the networks in place for disaster response and recovery. Know your UCC Conference Disaster Coordinator. Follow UCC Disaster Ministries on Facebook at [One Great Hour of Sharing (UCC)].
Direct Participation

Mission Trip Opportunities
List of Mission Trip Opportunities around the United States.
Advocacy

Now You Are Home: What Is Next?

An Advocacy Guide on How to Remain Engaged After an International Pilgrimage
Advocacy

JOIN THE GLOBAL MOVEMENT
FRIENDS OF THE CONGO AND PEOPLE WORLDWIDE

BREAKING THE SILENCE
FRIENDS OF THE CONGO AND PEOPLE WORLDWIDE

CONGO WEEK
OCT. 14 - 20, 2018
WWW.CONGO8EEK.ORG
FOR MORE INFO: EMAIL SUPPORT@CONGO8EEK.ORG
ALSO CALL 1-888-584-6510
AFRICA'S BEST KEPT SECRET
3rd Thursday Action Alert: Tell Congress Not to Cut Assistance to Palestinians

BY MIDDLE EAST & EUROPE - GLOBAL MINISTRIES ON SEPTEMBER 19, 2018

Tell Congress: Cutting Assistance to Palestinians won’t bring peace

The Trump administration has slashed U.S. assistance to the Palestinians.
Advocacy

Trump administration sets lowest refugee admission goal

September 19, 2018

From our refugee resettlement partner Church World Service: "The Trump administration has just set the refugee admissions goal for next fiscal year at 30,000 - the lowest level in U.S. history. This drastically low number will leave tens of thousands of vulnerable refugees without a chance at safety."
At the Nexus: Mission Co-Workers

Bring Global Ministries to your Doorstep:
How to Host a Missionary

A Guide to Help You Prepare for a Missionary Visit
Mission Co-Workers

Phyllis Byrd
Organization of African Instituted Churches

Nishan Bakalian
Union of Armenian Evangelical Churches in the Near East (UAECNE)

Karen Campbell-Nelson
Evangelical Church of West Timor (GMIT)

Michael Joseph
CEDECOL - Concilio Evangelico de Colombia

Judy Chan
Hong Kong Christian Council
Ecumenical Relations
Interfaith Relations

Interfaith Toolkit
Multiple Religious Belonging
Sign up to join and receive updates, mission stories, weekly prayers, and more right in your inbox!
Table of Contents

Introduction ........................................................................................................................................3
The Purpose, Vision and Mission .............................................................................................. 4
Logos, Crest and Mission Marks .............................................................................................. 5
Full Color Logo Usage .................................................................................................................. 6-9
God is Still Speaking Comma ..................................................................................................... 10
Logo Placement, Size and Usage .............................................................................................. 11-13
UCC Crest ..................................................................................................................................... 14
3 Great Loves Logo ...................................................................................................................... 15
UCC Mission Logos ..................................................................................................................... 16-22
Mobile/Responsive Header Logo ............................................................................................... 23
Printed and Online Colors .......................................................................................................... 24
Typography/Fonts ......................................................................................................................... 25
Photography .................................................................................................................................. 26
Correspondence ........................................................................................................................... 27
Co-Branding for Conferences and Churches ............................................................................. 28-29
Downloadable Files ..................................................................................................................... 30
Introduction

These Identity Standards provide the guidelines for proper use of the various United Church of Christ (UCC) visual identity elements recently refined to provide a refreshed, updated and consistent look to the UCC Brand. These Identity Standards include a comprehensive identity system including logo and crest usage, typefaces, color palettes, photography use, correspondence guidelines and templates for Conferences and Churches to use when using both their logos/names and the United Church of Christ logo/name.

These standards have the endorsement of the General Minister and President; oversight for proper use is the responsibility of the Office of Philanthropy, Technology, Identity & Communications (OPTIC).

Proper and consistent use of the United Church of Christ logos, crest, and marks will enable the UCC to achieve clarity, accuracy and efficiency in all print and digital communications and better position the UCC brand while better aligning throughout its organizational and operational structure – from the National Setting offices in Cleveland to Conferences, Churches and other UCC-affiliated entities.

The UCC logos are the registered trademarks of the National Setting of the United Church of Christ. The Three Great Loves logo is the trademark of the National Setting of the United Church of Christ. The logos may be used by Local Churches, Associations, and Conferences of the United Church of Christ for use in their own social media, print publications, and websites. All other uses without permission are prohibited. The National Setting of the United Church of Christ reserves all rights, including the exclusive right to prohibit any usage it deems inconsistent with the purpose, mission, and vision of the United Church of Christ.
The Purpose, Vision and Mission of the United Church of Christ

PURPOSE:
To love God with all our heart, mind, soul, and strength and our neighbor as ourselves (Mt. 22)

VISION:
United in Christ’s love, a just world for all.

MISSION:
United in Spirit and inspired by God’s grace, we welcome all, love all, and seed justice for all.

FROM THE GENERAL MINISTER AND PRESIDENT

A vision of a just world for all people will guide and shape the future work of the United Church of Christ. I can’t even begin to express how proud I am of our beloved United Church of Christ for articulating not just a purpose, vision and mission – but this purpose, vision and mission. I call upon every covenant partner to embrace fully this call to love and justice.

Creating a consistent identity for the United Church of Christ is essential to living into the world we envision and fulfilling the mission God has set before our church. Our updated visual identity, including the new UCC logo and the various other marks are our most visible expression of who we are in reminding the world why we matter.

The proper use of these Identity Standards is important in moving our work forward. I urge every UCC covenantal partner – from the National Setting, Conferences and our nearly 5,000 churches, to use our identity properly, and consistently.
United Church of Christ Logos, Crest, and Mission Marks

Our logos, crest and mission marks are the most visible and recognizable elements in our identity. The new UCC logo features an updated typeface as well as a modified “ICON” which is known as the “God is Still Speaking Comma”; various alternative UCC marks are also approved for use. The “God is Still Speaking Comma” symbol continues the foundation build by just the comma in the “Still Speaking” campaign. The traditional UCC “crest” has been slightly modified to better align with the refreshed UCC logo identity. Finally, new mission marks have been developed to bring consistency to the work of the Church and, consistency that better aligns this work with the United Church of Christ.

United Church of Christ Logo

The United Church of Christ logo is the most visible and recognizable element of our identity. Our logo includes a version with and without the tagline "A Just World for All.”

The logo consists of three colors: black, UCC dark blue and UCC light blue.
Full-Color Logo Usage

The full-color logo may only be used on either a white background or on a neutral background.
Rainbow Logo Color Versions

The rainbow logo provides an approved alternative logo of the United Church of Christ. Use this full-color version for diversity and inclusion communications.

When printing restrictions do not permit use of the logo in color, use a one-color logo on a white or neutral background or the white logo reversed out of black (see following page).
Whenever possible, use the full-color version on a white or neutral background. When printing restrictions do not permit use of the full colors, use the black one-color logo on a white or neutral background or the white logo reversed out of black.
One-Color Logo Usage

The examples shown represent the backgrounds allowed for the one-color logo.

A | Black logo on white background

B | Black logo on neutral background or paper stock

C | Black logo on UCC logo light blue background

D | White logo reversed out of black background

E | White logo reversed out of logo dark blue background
Using the God is Still Speaking Comma Alone

The God is Still Speaking Comma may be used without the “United Church of Christ” logo in place of the full logo in certain situations. The God is Still Speaking Comma should only be used in all black or in the rainbow option and never be used as a pattern, or in combination with another symbol to create a new logo. On collateral pieces, the God is Still Speaking Comma may be used alone with “A Just World for All” and “UCC.org” as long as “United Church of Christ” logo appears elsewhere on the piece as the complete logo. If you have questions about whether your application is acceptable, please contact OPTIC.
Area of Isolation

The legibility and distinction of the United Church of Christ logo is very important. To ensure that the logo is highly visible, always separate it from its surroundings. The area of isolation, or clear space, surrounding the logo should equal the height of the "U" in the "United Church of Christ" Do not allow any other graphic element to penetrate this area of isolation.
Minimum Size

There is a minimum size for reproducing the United Church of Christ logos. This ensures that our logos remain legible in every usage. Never reproduce the logo smaller than the minimum size. These minimum sizes apply to all UCC logos, both for print and online usage.

1.5”

2”

.875” high
Incorrect Logo Usage

The examples shown represent incorrect usage of the UCC logo.

A | Do not use part of the logo, such as “United Church” without “of Christ.”

B | Do not angle or rotate the logo.

C | Do not use the logo as a pattern.

D | Do not stretch, distort or alter the logo in any way.

E | Do not use a different typeface in the logo.

F | Do not use the United Church of Christ logotype without the symbol.
UCC Crest

Since it’s beginning, the United Church of Christ “crest” has been a recognized symbol for the Church. This symbol has been refreshed to better align with the updated brand identity for the UCC. INSIDE a church, the UCC “crest” symbol can be used in isolation; outside a church, the UCC “crest” should always be used with an approved United Church of Christ logo.
3 Great Loves Logo

The 3 Great Loves logo is the most visible and recognizable element of the 3 Great Loves identity. Our logo includes a full color version and a version in black and white. Use this logo for any/all 3 Great Loves communications.
Use of approved UCC Mission Logos is permissible. The primary Mission Logo use should include the UCC logo. The secondary Mission Logo use can be without the UCC logo; however, the UCC logo must be included elsewhere.
Use of approved UCC Mission Logos is permissible. The primary Mission Logo use should include the UCC logo. The secondary Mission Logo use can be without the UCC logo; however, the UCC logo must be included elsewhere.
UCC Mission Logo: Our Church’s Wider Mission

Use of approved UCC Mission Logos is permissible. The primary Mission Logo use should include the UCC logo. The secondary Mission Logo use can be without the UCC logo; however, the UCC logo must be included elsewhere.
Use of approved UCC Mission Logos is permissible. The primary Mission Logo use should include the UCC logo. The secondary Mission Logo use can be without the UCC logo; however, the UCC logo must be included elsewhere.
UCC Mission Logo: One Great Hour of Sharing

Use of approved UCC Mission Logos is permissible. The primary Mission Logo use should include the UCC logo. The secondary Mission Logo use can be without the UCC logo; however, the UCC logo must be included elsewhere.
Use of approved UCC Mission Logos is permissible. The primary Mission Logo use should include the UCC logo. The secondary Mission Logo use can be without the UCC logo; however, the UCC logo must be included elsewhere.
Use of approved UCC Mission Logos is permissible. The primary Mission Logo use should include the UCC logo. The secondary Mission Logo use can be without the UCC logo; however, the UCC logo must be included elsewhere.

RGB: 0 103 160
HEX/HTML: #007ea9
CMYK: 86 41 19 1

RGB: 187 221 230
HEX/HTML: #c0e1ed
CMYK: 23 2 4 0

RGB: 0 0 0
HEX/HTML: #000000
CMYK: 0 0 100

RGB: 120 190 32
HEX/HTML: #79a848
CMYK: 59 15 95 1

RGB: 218 41 28
HEX/HTML: #da291c
CMYK: 0 95 100 0
Mobile/Responsive Header Logo

These logos have been developed for mobile and responsive headers and navigations. No other use is approved.

Logo dimensions: 300 X 36 pixels (should not exceed this size)
Design Guidelines: Printed and Online Colors

PRIMARY COLORS

The primary colors for the United Church of Christ are

- **PANTONE 641**
  - RGB: 0 103 160
  - HEX/HTML: #007ea9
  - CMYK: 86 41 19 1

- **PANTONE 7457**
  - RGB: 187 221 230
  - HEX/HTML: #c0e1ed
  - CMYK: 23 2 4 0

- **Black**
  - RGB: 0 0 0
  - HEX/HTML: #000000
  - CMYK: 0 0 0 100

Always reproduce these colors using the formulas specified in this guide. Do not use the standard software translation values when converting PMS colors to CYMK or RGB. Always reproduce the primary colors at 100%; do not screen.

SECONDARY COLORS

The secondary colors *complement* the primary colors and may be used only as such. They should be used in support of the primary colors, not overpower them.

- **PANTONE 485C**
  - RGB: 218 41 28
  - HEX/HTML: #da291c
  - CMYK: 95 100 0 0

- **PANTONE 1235**
  - RGB: 255 184 28
  - HEX/HTML: #ffeb1c
  - CMYK: 31 98 0 0

- **PANTONE 2593**
  - RGB: 132 50 155
  - HEX/HTML: #84329b
  - CMYK: 66 92 0 0

- **PANTONE 368**
  - RGB: 120 190 32
  - HEX/HTML: #79a848
  - CMYK: 59 15 95 1

- **PANTONE Cool Gray 9**
  - RGB: 117 120 123
  - HEX/HTML: #75787b
  - CMYK: 30 22 17 57
DORHAUER: PRIVILEGE COMES WITH POWER.

Use it to make a difference.

The United Church of Christ General Minister and President makes a powerful statement about white privilege illustrated by the case of two African American men arrested April 12 in Philadelphia just for sitting at Starbucks.

Rashon Nelson and Donte Robinson, both 23, were confronted by police at Starbucks in Philadelphia’s Rittenhouse Square neighborhood last Thursday, while waiting for a business associate. Video of their April 12 arrests went viral, prompting outrage and accusations of racism against Starbucks and the Philadelphia police...
Photography

Photography is a powerful tool to support the UCC story. However, image use is critical as that they must align with the visual and voice of the United Church of Christ.

Photography may be used in full-color, duotones or as black and white images. All photography used should be of high-resolution quality. Photography may come from various resources including original photography taken by a member of your organization/church; from online stock image providers; or, the National Setting of the United Church of Christ’s OPTIC Office can help source needed photography. Regardless, original photography taken must include Photo Release Forms that must be signed by any person(s) included in a photo (forms available from the OPTIC Office); any stock photography must be properly secured and paid for by your organization/church; the National Setting of the UCC is NOT RESPONSIBLE for payment of stock images/photography. A license must be secured from the owner of the copyright to the photograph prior to use. Do not download, copy, or embed photographs from any website or search engine without copyright permission.

Link to form here
Correspondence

Your Email Signature is an important element in the UCC identity as it serves as a business card for the Church, and for you. Do not customize or personalize your email signature. Do not use an electronic version of your business card as your email signature. Do not include images in your signature or use decorative color backgrounds or typefaces not aligned with the approved UCC Identity Standards.

For your reference, following are the four preferred formats for all email signatures:

**SAMPLE 1:**

YOUR FULL NAME  
*Title*  
Your Organization/Your Church

Address  
Email Address  
O: 123.456.7890  
C: 123.456.7890 (optional)

**SAMPLE 2:** (with pronouns)

YOUR FULL NAME  
*(pronouns: she/her/hers)*  
*Title*  
Your Organization/Your Church

Address  
Email Address  
O: 123.456.7890  
C: 123.456.7890 (optional)

**SAMPLE 3:** (with Marketing Promotions)

YOUR FULL NAME  
*Title*  
Your Organization/Your Church

Address  
Email Address  
O: 123.456.7890  
C: 123.456.7890 (optional)

Register today for General Synod

**SAMPLE 4:** (with Global Ministries logo)

YOUR FULL NAME  
*Title*  
Your Organization/Your Church

Address  
Email Address  
O: 123.456.7890  
C: 123.456.7890 (optional)
Co-Branding for Conferences and Churches

Aligning the United Church of Christ with your Conference/Church, both entities become stronger. The UCC National Setting understands the importance, and power, of your local identity. Your local identity (name, logos, ICON) should always be the PRIMARY identity in any co-branded communications with the United Church of Christ. The United Church of Christ should be used as a secondary brand.

When co-branding your organization with the United Church of Christ, please refer to the following design guidelines:

CO-BRANDING GUIDELINES WITH NO EXISTING UNITED CHURCH OF CHRIST IDENTITY

When there is NO reference to the United Church of Christ brand included, include the UCC God is Still Speaking Comma and name as a secondary logo to your organizations’ logo, placed below with “United Church” justified right to the right end of your organization’s name (see examples below).
Co-Branding Guidelines with EXISTING United Church of Christ Identity

When your organization's NAME/LOGO INCLUDES reference to the United Church of Christ, the God is Still Speaking Comma and United Church of Christ name should be used as a secondary logo/name and be located in an appropriate place in the communications being produced BUT NOT AS PART OF YOUR EXISTING LOGO.

Current

Modified

Current

Modified
Downloadable Files

LOGO File Formats:

.EPS Files
Vector-based artwork with transparent background recommended for all high-quality reproduction. Can be “placed” or “imported” into page layouts. Can be enlarged without loss of quality or resolution. Best used in offset printing, silk-screening and specialty item printing.

.JPG Files
72 dpi (dots per inch) pixel-based artwork also known as a raster image. Have opaque background and are suitable for low-resolution web or on-screen use only. Can be “placed” or “imported” into Microsoft Word applications such as Word, Power Point and Excel. Cannot be enlarged without loss of quality. Works best for web design, on-screen viewing, and home/office printing.

.GIF Files
72 dpi pixel-based artwork with transparent background. Used for low-resolution web or screen only applications. Can be "placed" or "imported" into Microsoft applications such as Word, Power Point and Excel. Cannot be enlarged without loss of quality. Works best for web, on-screen viewing, and home/office printing.
Create a recognizable brand (brand is the bringing together of an idea system) that represents the United Church of Christ.
• By the end of 2018,
  • Design and introduce a refreshed set of brand marks, including logos, and an expanded color palette
  • Create and introduce usage guidelines
ACTIVITIES

- Audited existing brand marks
- Researched best practices for use of brand marks and institutional seals and crests
- Audited existing color palettes across the national setting
- Leveraged historical success
  - God is Still Speaking comma (registered trademark)
Objective #2

By June 2019, create a voice guide for use by content creators, media spokespeople, and others who write for or speak on behalf of the United Church of Christ.
ACTIVITIES

- Conduct a voice audit through a series of exercises with selected, but widely diverse audiences throughout the denomination
- Analyze audit results
- Draft a Voice Guide for the UCC
- Review, revise, and rollout
By Summer 2021 (Synod), introduce rollout of a new marketing communications campaign that includes clear strategies, tactics, timelines, costs, and measurable outcomes.
• Work with the marketing committee to develop a marketing communications plan to rival or eclipse the God is Still Speaking campaign.
  • Raise funds
  • Secure pro bono assistance
  • Lean heavily into digital
  • Analyze God is Still Speaking to leverage what worked and to determine benchmarks for new campaign
UCC EVERYWHERE
Proof of Concept
October 2018 | United Church of Christ

Prepared by
Cynthia Bailie, Director of OPTIC | bailiec@ucc.org
Chris Gabriel, Manager of Web Strategies, OPTIC | gabrielp@ucc.org
What is UCC Everywhere?

• Currently, ~30% of local UCC churches do not have websites and among the ~70% that do, many need to be upgraded.

• UCC Everywhere is a website development program being piloted and operated by the Office of Philanthropy, Technology, Identity, and Communications at the national office. It is aimed at increasing the visibility of local churches through websites that are fully optimized for:
  • search rankings,
  • online donations,
  • social media marketing,
  • local content, and
  • live content feeds
What is the proposed timeline?

- **Proof of Concept Phase: March 2018 – June 2019**
  - Secure funding for the project through the Shaping Our Future Campaign
  - Create structure for the financial and legal aspects of the program
  - Create ~20 websites, beginning with 4-5 prototypes
  - Create a learning center
  - Create evergreen content calendar and marketing collateral
  - Gather analytics and analyze results on website traffic
  - Gather feedback and evaluate the learning center and content calendar
  - Gather analytics and analyze online giving results
  - Set up analytics for measuring internal capacity for scale-up
  - Present UCC Everywhere at Synod 2019

- **Initial Rollout Phase: June 2019 – June 2020**
  - Create an additional ~80 websites
  - Gather analytics to measure results

- **Scale-up Phase: June 2020-June 2021**
  - Create additional ~100 websites
  - Report at Synod 2021
• OPTIC is working with:
  • Legal counsel to draft terms of service, user agreements, and other documents
  • The finance office to create the business model and pricing and payment structures
  • Conferences, other intermediaries, and local churches to identify and secure 20 churches for the first phase of the project
  • Tithe.ly to provide an onboard and secure online giving platform for every local church in the program
  • Internal staff to create an easily accessible online portal for learning digital best practices
  • 4-5 churches to build prototype websites that will become templates for rollout and scale-up phase while documenting the development process for quality assurance.
  • Internal staff to develop robust analytic profiles for every UCC Everywhere website
  • Internal staff to track staff effort to fully execute on the UCC Everywhere project plan
The Numbers

- Expenses*:
  - Staff and contractors
  - Materials and services
  - Maintenance and support
  - Contingency

- Income*:
  - UCCE monthly subscriptions
  - Hourly fee for technical support
  - Display advertising placements for UCC Resources and Pilgrim Press

* Subject to change
UCC EVERYWHERE

Proof of Concept
October 2018 | United Church of Christ

Prepared by
Cynthia Bailie, Director of OPTIC | bailiec@ucc.org
Chris Gabriel, Manager of Web Strategies, OPTIC | gabielic@ucc.org
UCF’s Vision and Mission

**Vision**
Investment that creates a just world for all.

**Mission**
United Church Funds supports our clients’ missions and generates outstanding values-aligned investment performance.
Investing with a Mission: Performance Beyond the Numbers

- **Experience** – For over 100 years, UCF has been investing wisely to help our investors achieve their financial goals for their ministries.

- **Expertise** – UCF partners with investors to provide a range of resources and services to strengthen their portfolios, their endowment management structures, and ultimately, the ministries they value.

- **Values-Aligned** – UCF provides socially responsible investment options, aligning to broadly-held Christian values on a variety of environmental, social, and governance (ESG) issues.

- **Non-Profit Structure** – UCF offers professional investment management services exclusively for churches and faith-based ministries in a not-for-profit structure, reducing costs and providing more money for the ministries of our investors.
Performance —
Selected Index Returns

Market Review – June 2018

<table>
<thead>
<tr>
<th>Public Markets Performance (TR, USD)</th>
<th>YTD</th>
<th>2017</th>
<th>Past 3 Years</th>
<th>Since Mar-09 (Ann.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSCI World</td>
<td>0.6%</td>
<td>23.1%</td>
<td>9.1%</td>
<td>14.6%</td>
</tr>
<tr>
<td>ACWI IMI</td>
<td>-0.1%</td>
<td>24.6%</td>
<td>8.8%</td>
<td>14.2%</td>
</tr>
<tr>
<td>S&amp;P 500</td>
<td>2.6%</td>
<td>21.8%</td>
<td>11.9%</td>
<td>17.5%</td>
</tr>
<tr>
<td>MSCI EAFE</td>
<td>-2.4%</td>
<td>25.6%</td>
<td>5.4%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Russell 2000</td>
<td>7.7%</td>
<td>14.6%</td>
<td>11.0%</td>
<td>18.3%</td>
</tr>
<tr>
<td>MSCI World ex-US Small Cap</td>
<td>-1.2%</td>
<td>31.5%</td>
<td>9.9%</td>
<td>15.4%</td>
</tr>
<tr>
<td>MSCI EM Equity</td>
<td>-6.5%</td>
<td>37.8%</td>
<td>6.0%</td>
<td>11.5%</td>
</tr>
<tr>
<td>Barclays Global Aggregate</td>
<td>-1.5%</td>
<td>7.4%</td>
<td>2.6%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Barclays US Long Treasury</td>
<td>-3.0%</td>
<td>8.5%</td>
<td>3.4%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Barclays US Long Corporate</td>
<td>-6.8%</td>
<td>12.1%</td>
<td>5.1%</td>
<td>8.9%</td>
</tr>
<tr>
<td>JPM EM Debt</td>
<td>-5.2%</td>
<td>10.3%</td>
<td>4.6%</td>
<td>8.7%</td>
</tr>
<tr>
<td>JPM EM Debt Local</td>
<td>-7.5%</td>
<td>15.2%</td>
<td>1.6%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Barclays Global High Yield</td>
<td>-2.5%</td>
<td>10.4%</td>
<td>5.5%</td>
<td>11.5%</td>
</tr>
<tr>
<td>FTSE/NAREIT Global</td>
<td>0.8%</td>
<td>11.4%</td>
<td>6.7%</td>
<td>15.9%</td>
</tr>
<tr>
<td>GSCI Commodities</td>
<td>10.4%</td>
<td>5.8%</td>
<td>-4.4%</td>
<td>-2.0%</td>
</tr>
</tbody>
</table>

Discount Rate Factors (%)

<table>
<thead>
<tr>
<th>Changes in Yields and Spreads by Maturity (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Free (Treasuries)</td>
</tr>
<tr>
<td>Jun 2018</td>
</tr>
<tr>
<td>2Y</td>
</tr>
<tr>
<td>10Y</td>
</tr>
<tr>
<td>30Y</td>
</tr>
<tr>
<td>10Y Swap</td>
</tr>
<tr>
<td>Barclays Long Corporate Spread</td>
</tr>
<tr>
<td>1.75%</td>
</tr>
<tr>
<td>Moody’s Long AA Corporate</td>
</tr>
<tr>
<td>4.11%</td>
</tr>
</tbody>
</table>

As of 30-June-2018. Source: GPS, Plot Tool. Plot tool is a proprietary analytical tool and database representing developed and emerging markets including the US, Europe, Asia, and Latin America for their respective Fixed Income, Equity, Foreign Exchange, Commodities, and Credit Markets covering thousands of cash, forward, futures, options, and swap instruments. Plot tool houses over 20 years of economic data. Indices are unhedged. Past performance does not guarantee future results, which may vary.
UCC Composite

Fund ID: UCCCOMP
Report Period: 12/31/2011 to 06/30/2018
Fiscal Year Ends: December

Portfolio Composition

- Impact Fixed Inc 2.81%
- EM Debt 1.97%
- Core Fixed Inc 15.61%
- Bank Loans 3.14%
- Alternatives 19.08%
- Emerging Mkts Eq 2.55%
- Small Cap Equity 5.24%
- BFF Global Eq 8.80%
- Int1 Developed 22.98%
- Domestic Core Eq 19.17%

Account Activity Summary

<table>
<thead>
<tr>
<th></th>
<th>Latest Quarter</th>
<th>Fiscal Yr to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Market Value</td>
<td>258,980,987</td>
<td>262,361,221</td>
</tr>
<tr>
<td>Contributions</td>
<td>134,145</td>
<td>325,324</td>
</tr>
<tr>
<td>Withdrawals</td>
<td>(2,310,469)</td>
<td>(4,407,325)</td>
</tr>
<tr>
<td>Net Flows</td>
<td>(2,176,324)</td>
<td>(4,082,004)</td>
</tr>
<tr>
<td>Earned Income</td>
<td>1,254,567</td>
<td>2,062,275</td>
</tr>
<tr>
<td>Gains/Losses</td>
<td>(1,828,458)</td>
<td>(4,110,700)</td>
</tr>
<tr>
<td>Total Earnings</td>
<td>(573,871)</td>
<td>(2,048,425)</td>
</tr>
<tr>
<td>Ending Market Value</td>
<td>256,230,792</td>
<td>256,230,792</td>
</tr>
</tbody>
</table>

Performance Summary

<table>
<thead>
<tr>
<th>Fund</th>
<th>Inception Date</th>
<th>Market Value</th>
<th>% of Total</th>
<th>Latest Quarter</th>
<th>Fiscal Yr to Date</th>
<th>Latest 1 Year</th>
<th>Latest 3 Years</th>
<th>Latest 5 Years</th>
<th>Since Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fund</td>
<td>12/31/11</td>
<td>256,230,792</td>
<td>100.00</td>
<td>-0.23</td>
<td>-0.60</td>
<td>6.41</td>
<td>5.18</td>
<td>6.27</td>
<td>7.28</td>
</tr>
<tr>
<td>Balanced Index</td>
<td></td>
<td></td>
<td></td>
<td>0.34</td>
<td>-0.29</td>
<td>6.70</td>
<td>5.80</td>
<td>6.74</td>
<td>7.56</td>
</tr>
<tr>
<td>Moderate BF</td>
<td>12/31/11</td>
<td>13,311,487</td>
<td>5.20</td>
<td>-0.39</td>
<td>-1.98</td>
<td>4.99</td>
<td>4.99</td>
<td>5.91</td>
<td>7.00</td>
</tr>
<tr>
<td>UCF 60/40 Mod</td>
<td></td>
<td></td>
<td></td>
<td>0.21</td>
<td>-0.72</td>
<td>6.57</td>
<td>5.97</td>
<td>6.77</td>
<td>7.54</td>
</tr>
<tr>
<td>UCC Endowment Fd</td>
<td>01/31/18</td>
<td>209,502,896</td>
<td>81.76</td>
<td>-0.11</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>-3.90</td>
</tr>
<tr>
<td>Custom Benchmark</td>
<td></td>
<td></td>
<td></td>
<td>0.37</td>
<td>-0.19</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>-2.90</td>
</tr>
<tr>
<td>Beyond FF BF</td>
<td>11/30/14</td>
<td>33,416,409</td>
<td>13.04</td>
<td>-0.88</td>
<td>-4.78</td>
<td>4.86</td>
<td>5.24</td>
<td>N/A</td>
<td>4.85</td>
</tr>
<tr>
<td>UCF 60/40 EqFx</td>
<td></td>
<td></td>
<td></td>
<td>0.21</td>
<td>-0.72</td>
<td>6.37</td>
<td>5.87</td>
<td>N/A</td>
<td>9.22</td>
</tr>
</tbody>
</table>

Fund data is on a settlement date basis and income is included in the fund returns on an accrual basis.
Fund returns are net of management fees.
All returns include the effects of all principal change and income, and returns for longer than one year are annualized.
An account segment must contain at least 1.00% to be reflected in the pie chart.
Total Fund Balanced Index: End of month asset mix allocations. Report period average asset mix allocation detailed below.
12/31/11 - 06/30/18 16% UCF 60/40 Mod, 6% Custom Benchmark, 7% UCF 60/40 EqFx, 71% UCF Alt Balanced
UCC Composite

Fund ID: UCCCOMP
Report Period: 12/31/2011 to 06/30/2018
Fiscal Year Ends: December

Market Value vs. Invested Capital: Total Fund

<table>
<thead>
<tr>
<th></th>
<th>12/31/11</th>
<th>12/31/12</th>
<th>12/31/13</th>
<th>12/31/14</th>
<th>12/31/15</th>
<th>12/31/16</th>
<th>12/31/17</th>
<th>06/30/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Value</td>
<td>218,016</td>
<td>233,505</td>
<td>248,738</td>
<td>247,014</td>
<td>235,015</td>
<td>239,485</td>
<td>262,361</td>
<td>256,231</td>
</tr>
<tr>
<td>Invested Capital</td>
<td>218,016</td>
<td>206,328</td>
<td>193,447</td>
<td>179,904</td>
<td>171,196</td>
<td>162,838</td>
<td>150,255</td>
<td>146,173</td>
</tr>
<tr>
<td>Investment Gain/Loss</td>
<td>0</td>
<td>27,207</td>
<td>56,290</td>
<td>67,110</td>
<td>63,018</td>
<td>76,647</td>
<td>112,106</td>
<td>110,056</td>
</tr>
<tr>
<td>Balanced Index</td>
<td>218,016</td>
<td>222,039</td>
<td>248,377</td>
<td>246,074</td>
<td>238,674</td>
<td>242,923</td>
<td>265,562</td>
<td>260,742</td>
</tr>
</tbody>
</table>

Background note: Fund data is on a settlement date basis and income is included in the data presented on an accrual basis. Fund data is net of management fees. Index Market Value growth represents monthly fund market values if the fund had grown at the Index rate of return. Total Fund Balanced Index: End of month asset mix allocations, Report period average asset mix allocation detailed below 12/31/11 - 06/30/18: 16% UCF 60/40 Mod, 6% Custom Benchmark, 7% UCF 60/40 Eq/Fx, 71% UCF Alt Balanced.

Page 2
Comparative Returns for Selected Fiscal Periods: Total Fund

<table>
<thead>
<tr>
<th>Period</th>
<th>Fund</th>
<th>Balanced Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latest Month</td>
<td>-0.93</td>
<td>-0.35</td>
</tr>
<tr>
<td>Latest Quarter</td>
<td>-0.23</td>
<td>0.34</td>
</tr>
<tr>
<td>Fiscal Yr to Date</td>
<td>-0.80</td>
<td>-0.29</td>
</tr>
<tr>
<td>Latest 1 Year</td>
<td>6.41</td>
<td>6.70</td>
</tr>
<tr>
<td>Latest 3 Years</td>
<td>5.18</td>
<td>5.80</td>
</tr>
<tr>
<td>Latest 5 Years</td>
<td>6.27</td>
<td>6.74</td>
</tr>
<tr>
<td>From 12/31/11</td>
<td>7.28</td>
<td>7.56</td>
</tr>
</tbody>
</table>

Fund data is on a settlement date basis and income is included in the fund returns on an accrual basis.
Fund returns are net of management fees.
Returns for longer than one year are annualized.
Rates of returns include the effects of all principal change and income.
Total Fund Balanced Index: End of month asset mix allocations, Report period average asset mix allocation detailed below:
12/31/11 - 06/30/18: 16% UCF 60/40 Mod, 6% Custom Benchmark, 7% UCF 60/40 Eq/Fx, 71% UCF Alt Balanced.
Portfolio Growth Comparison: Total Fund

<table>
<thead>
<tr>
<th>Ratio Scale</th>
<th>277,480</th>
<th>272,570</th>
<th>267,750</th>
<th>263,010</th>
<th>258,360</th>
<th>253,790</th>
<th>249,300</th>
<th>244,890</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund</td>
<td>218,016</td>
<td>233,505</td>
<td>249,738</td>
<td>247,014</td>
<td>235,015</td>
<td>239,485</td>
<td>262,361</td>
<td>256,231</td>
</tr>
<tr>
<td>Balanced Index</td>
<td>218,016</td>
<td>232,039</td>
<td>246,377</td>
<td>246,074</td>
<td>236,674</td>
<td>242,923</td>
<td>265,562</td>
<td>260,742</td>
</tr>
<tr>
<td>Ending Market Values (5000)</td>
<td>12/31/11</td>
<td>12/31/12</td>
<td>12/31/13</td>
<td>12/31/14</td>
<td>12/31/15</td>
<td>12/31/16</td>
<td>12/31/17</td>
<td>06/30/18</td>
</tr>
</tbody>
</table>

Fund data is on a settlement date basis and income is included in the data presented on an accrual basis. Fund data is net of management fees. Index Market Value growth represents monthly fund market values if the fund had grown at the Index rate of return. Total Fund Balanced Index: End of month asset mix allocations, Report period average asset mix allocation detailed below 12/31/11 - 06/30/18: 16% UCF 60/40 Mod, 6% Custom Benchmark, 7% UCF 60/40 Eq/Fx, 71% UCF Alt Balanced.
UCC Composite (Net of Fees)

UCF Peer Universe Comparison

<table>
<thead>
<tr>
<th>Portfolio &amp; Benchmarks</th>
<th>3 Month</th>
<th>YTD</th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composite</td>
<td>-0.23%</td>
<td>-0.80%</td>
<td>6.41%</td>
<td>5.18%</td>
<td>6.27%</td>
</tr>
<tr>
<td>Balanced Index</td>
<td>0.34%</td>
<td>-0.29%</td>
<td>6.70%</td>
<td>5.80%</td>
<td>6.74%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Universe Percentiles</th>
<th>3 Month</th>
<th>YTD</th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>5th</td>
<td>2.25%</td>
<td>1.36%</td>
<td>8.96%</td>
<td>7.23%</td>
<td>8.51%</td>
</tr>
<tr>
<td>25th</td>
<td>1.06%</td>
<td>0.15%</td>
<td>6.86%</td>
<td>6.03%</td>
<td>7.02%</td>
</tr>
<tr>
<td>50th</td>
<td>0.54%</td>
<td>-0.48%</td>
<td>5.59%</td>
<td>5.14%</td>
<td>6.21%</td>
</tr>
<tr>
<td>75th</td>
<td>0.05%</td>
<td>-1.25%</td>
<td>3.66%</td>
<td>4.36%</td>
<td>5.32%</td>
</tr>
<tr>
<td>95th</td>
<td>-1.26%</td>
<td>-2.80%</td>
<td>2.22%</td>
<td>2.88%</td>
<td>4.19%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Observations</th>
<th>Per Time Period¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>502</td>
<td>575</td>
</tr>
<tr>
<td>559</td>
<td>504</td>
</tr>
<tr>
<td>459</td>
<td></td>
</tr>
</tbody>
</table>

¹ Number of observations does not include absent values ("N/A"s in the dataset). Source: Composite of United Church of Christ Board investment accounts, Lipper IM Mixed Asset Target Moderate Peer Group (MTAM) as of 6/30/2019. Although certain information has been obtained from public sources believed to be reliable, without independent verification, we do not guarantee its accuracy, completeness or fairness. Past performance does not guarantee future results, which may vary.
The Total Equity Fund had slightly negative performance of 0.12% net of all fees for the second quarter of 2018. The period saw mixed returns from global financial markets as unfriendly market talk of trade tariffs and questions about international economic growth surfaced. UCF’s U.S. equity funds were positive, but the International Fund was down 3.5% net of fees. An overweight to emerging markets was also detrimental over this time horizon.

- For 2Q18, behind benchmark net of all fees.

The Beyond Fossil Fuels (BFF) Balanced Fund returned -0.88% for 2Q18. The BFF Equity manager gave back some ground after strong performance in prior periods, as quantitative strategies similar to those utilized by BFF have struggled recently. Energy equities not held by the Fund also rose in the quarter, hurting the Fund compared to unmanaged benchmark indices.

- For 2Q18, behind benchmark net of all fees.

The Moderate Balanced Fund similarly had performance of -.40% for 2Q18. Global equity markets were slightly positive but UCF managers, especially in small cap, gave back some ground after strong 2017 performance.

- For 2Q18, behind benchmark net of all fees.
Adapting to likelihood of higher interest rates, but we have adjusted asset allocation (in balanced funds) and duration (rate sensitivity; in fixed income strategies) through the year.

Diversifying because valuation ultimately matters; those benefits, seen most vividly in 2017, have recently disappeared (but will return).

Maintaining positive performance momentum through asset allocation, but some managers have had a tougher time in the short-run. Based on our assessment of people, process, and performance, we are making two manager changes; one in emerging markets, and one in small cap.

Engaged with top-tier consultant; our focus is asset allocation, manager selection and values integration.

Supporting UCF’s and UCC’s mission.

- Beyond Fossil Fuels Fund, Community Capital Management (impact fixed-income strategy), evolved screening methodologies and Green Bond focus.
Strategy & Positioning
The U.S. economy continues to perform well, and the U.S. Federal Reserve continues to raise rates and provide less monetary support. Global central banks are more supportive, but recent economic weakness in some regions is a concern.

International markets have stumbled a bit recently, but we are viewing this as a mid-course correction in a multi-year uptrend, especially for emerging markets.

The rising dollar has recently hurt U.S. investors in international markets.

Markets are not pricing in a full trade war, which is a risk (even for the U.S.).

Low interest rates are a hindrance to safe returns and may pose risks.

We again reiterate the benefits of diversification since a U.S.-only approach to stocks and bonds may not generate the necessary returns going forward.
The MSCI EAFE Index, which represents developed international equity markets like Germany and Japan, is at or below its historical average valuation.

The MSCI EM Index, which represents emerging market equities, is below its historical average valuation, and earnings have been rising.
Some Risk that EM Experiences a “Double Bottom” Similar to What Happened in 1999 - 2001

- The MSCI Emerging Markets Equity Index had underperformed developed markets for 75 months as of December 2016. Despite the recent weakness in EM, we believe Emerging Markets are only experiencing a mid-cycle correction.
Strategy & Positioning—World Market Capitalization

Equity Fund Allocation as of 6/30/2018

- U.S. Equity: 49.2%
- Int’l Developed Markets Equity: 34.9%
- Emerging Markets Equity: 15.8%

MSCI All Country World Index (ACWI) IMI Allocation as of 6/30/2018

- U.S. Equity: 53.3%
- Int’l Developed Markets Equity: 35.4%
- Emerging Markets Equity: 11.3%
Fixed income assets have enjoyed a long bull cycle since 1981; have we reached the turning point?

Interest rates may not rise dramatically, but the trend is up.
Appendix
Performance — Moderate Balanced Fund Peer Universe Comparison

As of 6/30/2018

<table>
<thead>
<tr>
<th>Portfolio &amp; Benchmarks</th>
<th>3 Month</th>
<th>YTD</th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate Balanced Fund</td>
<td>-0.40%</td>
<td>-1.16%</td>
<td>5.85%</td>
<td>5.28%</td>
<td>6.14%</td>
<td>5.38%</td>
</tr>
<tr>
<td>Current Policy Index</td>
<td>0.21%</td>
<td>-0.72%</td>
<td>6.57%</td>
<td>5.97%</td>
<td>6.77%</td>
<td>6.02%</td>
</tr>
<tr>
<td>MSCI ACWI (60% Equity, 40% Fixed Income Index)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Universe Percentiles</th>
<th>3 Month</th>
<th>YTD</th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>5th</td>
<td>2.25%</td>
<td>1.35%</td>
<td>6.96%</td>
<td>7.23%</td>
<td>8.51%</td>
<td>7.40%</td>
</tr>
<tr>
<td>25th</td>
<td>1.95%</td>
<td>0.15%</td>
<td>6.86%</td>
<td>6.03%</td>
<td>7.02%</td>
<td>6.38%</td>
</tr>
<tr>
<td>50th</td>
<td>0.54%</td>
<td>-0.48%</td>
<td>5.69%</td>
<td>6.14%</td>
<td>6.21%</td>
<td>5.66%</td>
</tr>
<tr>
<td>75th</td>
<td>0.05%</td>
<td>-1.26%</td>
<td>3.96%</td>
<td>4.36%</td>
<td>5.32%</td>
<td>4.86%</td>
</tr>
<tr>
<td>95th</td>
<td>-1.26%</td>
<td>-2.80%</td>
<td>2.22%</td>
<td>2.88%</td>
<td>4.19%</td>
<td>3.68%</td>
</tr>
</tbody>
</table>

Number of Observations per Time Period:

<table>
<thead>
<tr>
<th></th>
<th>3 Month</th>
<th>YTD</th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Observations</td>
<td>592</td>
<td>575</td>
<td>559</td>
<td>504</td>
<td>459</td>
<td>347</td>
</tr>
</tbody>
</table>

*Number of observations does not include absent values (N/As in the dataset). Source: UCF Performance Summary, Moderate Balanced Policy Benchmark, Lipper IM Mixed Asset Target Moderate Peer Group (MTAM) as of 06/30/2018. Although certain information has been obtained from public sources believed to be reliable, without independent verification, we do not guarantee its accuracy, completeness or fairness. Past performance does not guarantee future results, which may vary.
Performance — Beyond Fossil Fuels Balanced Fund
Peer Universe Comparison

As of 6/30/2018

<table>
<thead>
<tr>
<th>Portfolio &amp; Benchmarks</th>
<th>3 Month</th>
<th>YTD</th>
<th>1 Year</th>
<th>3 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beyond Fossil Fuels Balanced Fund</td>
<td>-0.86%</td>
<td>-1.78%</td>
<td>4.86%</td>
<td>5.25%</td>
</tr>
<tr>
<td>Current Policy Index 60% MSCI ACWI IMI net, 40% Fixed Income Policy Index</td>
<td>0.21%</td>
<td>-0.72%</td>
<td>6.57%</td>
<td>5.97%</td>
</tr>
<tr>
<td>Universe Percentiles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5th</td>
<td>2.25%</td>
<td>1.36%</td>
<td>3.96%</td>
<td>7.23%</td>
</tr>
<tr>
<td>25th</td>
<td>1.06%</td>
<td>0.15%</td>
<td>5.86%</td>
<td>6.03%</td>
</tr>
<tr>
<td>50th</td>
<td>0.54%</td>
<td>-0.48%</td>
<td>5.59%</td>
<td>5.14%</td>
</tr>
<tr>
<td>75th</td>
<td>0.05%</td>
<td>-1.25%</td>
<td>3.96%</td>
<td>4.36%</td>
</tr>
<tr>
<td>95th</td>
<td>-1.26%</td>
<td>-2.80%</td>
<td>2.22%</td>
<td>2.88%</td>
</tr>
</tbody>
</table>

| Number of Observations | 592 | 575 | 559 | 504 |

1 Number of observations does not include absent values (*N/A.*'s in the dataset). Source: UCF Performance Summary, Beyond Fossil Fuels Policy Benchmark, Lipper IM Mixed Asset Target Moderate Peer Group (MTAM) as of 6/30/2018. Although certain information has been obtained from public sources believed to be reliable, without independent verification, we do not guarantee its accuracy, completeness or fairness. Past performance does not guarantee future results, which may vary.
Performance — Alternatives Balanced Fund
Peer Universe Comparison
As of 6/30/2018

<table>
<thead>
<tr>
<th>Portfolio &amp; Benchmarks</th>
<th>3 Month</th>
<th>YTD</th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternatives Balanced Fund</td>
<td>-0.11%</td>
<td>-0.61%</td>
<td>6.72%</td>
<td>5.15%</td>
<td>6.29%</td>
</tr>
<tr>
<td>Current Policy Index 50% MSCI ACWI IMI net, 30% Fixed Income Policy and 20% Alternatives Policy</td>
<td>0.30%</td>
<td>-0.27%</td>
<td>6.64%</td>
<td>5.72%</td>
<td>6.71%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Universe Percentiles</th>
<th>5th</th>
<th>25th</th>
<th>50th</th>
<th>75th</th>
<th>95th</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Month</td>
<td>2.25%</td>
<td>1.06%</td>
<td>0.54%</td>
<td>0.05%</td>
<td>-1.25%</td>
</tr>
<tr>
<td>YTD</td>
<td>1.36%</td>
<td>0.15%</td>
<td>-0.48%</td>
<td>-1.25%</td>
<td>-2.80%</td>
</tr>
<tr>
<td>1 Year</td>
<td>8.96%</td>
<td>6.86%</td>
<td>5.59%</td>
<td>3.96%</td>
<td>2.22%</td>
</tr>
<tr>
<td>3 Year</td>
<td>7.23%</td>
<td>6.03%</td>
<td>5.14%</td>
<td>4.36%</td>
<td>2.88%</td>
</tr>
<tr>
<td>5 Year</td>
<td>8.51%</td>
<td>7.02%</td>
<td>6.21%</td>
<td>5.32%</td>
<td>4.19%</td>
</tr>
</tbody>
</table>

Number of Observations Per Time Period:
- 562
- 575
- 659
- 504
- 459

1 Number of observations does not include absent values ("N/A"'s in the dataset). Source: UCF Performance Summary, Alternative Balanced Policy Benchmark, Lipper IM Mixed Asset Target Moderate Peer Group (MTAM) as of 6/30/2018. Although certain information has been obtained from public sources believed to be reliable, without independent verification, we do not guarantee its accuracy, completeness or fairness. Past performance does not guarantee future results, which may vary.
Performance —
Alternatives Balanced Fund Attribution (Net of fees)

6/30/2018

Total Fund Performance: 5.2%

- Total Value Added: -0.6%
- Total Fund Benchmark: 5.7%
- Total Fund: 5.2%

Total Value Added: -0.6%

- Asset Allocation: 0.2%
- Manager Value Added: -0.2%
- Other: -0.6%

Total Manager Value Added: -0.2%

Average Active Weights

- Alternatives: 3.7%
- Equity: 3.6%
- Fixed Income: -7.5%

Total Asset Allocation: 0.2%

- Alternatives: 0.1%
- Equity: 0.2%
- Fixed Income: -0.1%

Net of all fees to members. Source: UCC, GSAM. Although certain information has been obtained from public sources believed to be reliable, without independent verification, we do not guarantee its accuracy, completeness or fairness. Past performance does not guarantee future results, which may vary. Allocations as of 6/30/18. The investment manager may change the allocations over time. Allocations may not be representative of current or future investments.

United Church Funds
<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Inception Date</th>
<th>Quarter</th>
<th>Year To Date</th>
<th>One Year</th>
<th>Three Years</th>
<th>Five Years</th>
<th>Since Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large Cap Domestic Core</td>
<td>5/1/06</td>
<td>3.77%</td>
<td>2.86%</td>
<td>16.00%</td>
<td>12.24%</td>
<td>14.15%</td>
<td>8.75%</td>
</tr>
<tr>
<td>S&amp;P 500 Index</td>
<td></td>
<td>3.43%</td>
<td>2.65%</td>
<td>14.17%</td>
<td>11.93%</td>
<td>13.42%</td>
<td>8.51%</td>
</tr>
<tr>
<td>Fiduciary Management Inc. of Milwaukee</td>
<td>4/6/13</td>
<td>3.37%</td>
<td>2.47%</td>
<td>12.00%</td>
<td>10.56%</td>
<td>12.41%</td>
<td>12.20%</td>
</tr>
<tr>
<td>Large Cap Domestic Core</td>
<td></td>
<td>3.43%</td>
<td>2.65%</td>
<td>14.17%</td>
<td>11.93%</td>
<td>13.17%</td>
<td></td>
</tr>
<tr>
<td>S&amp;P 500 Index</td>
<td></td>
<td>3.43%</td>
<td>2.65%</td>
<td>14.17%</td>
<td>11.93%</td>
<td>13.17%</td>
<td></td>
</tr>
<tr>
<td>Fiduciary Management Inc. of Milwaukee</td>
<td>4/6/13</td>
<td>3.83%</td>
<td>2.99%</td>
<td>14.65%</td>
<td>11.82%</td>
<td>13.26%</td>
<td>13.03%</td>
</tr>
<tr>
<td>S&amp;P 500 Index</td>
<td></td>
<td>3.43%</td>
<td>2.65%</td>
<td>14.17%</td>
<td>11.93%</td>
<td>13.17%</td>
<td></td>
</tr>
<tr>
<td>Quantitative Management Associates - Beyond Fossil Fuels Fund</td>
<td>11/3/2014</td>
<td>-0.97%</td>
<td>-1.33%</td>
<td>9.45%</td>
<td>11.15%</td>
<td>10.48%</td>
<td></td>
</tr>
<tr>
<td>Global Equity</td>
<td></td>
<td>0.72%</td>
<td>-0.18%</td>
<td>11.14%</td>
<td>10.28%</td>
<td>9.42%</td>
<td></td>
</tr>
<tr>
<td>Quantitative Management Associates</td>
<td></td>
<td>4.96%</td>
<td>8.90%</td>
<td>20.74%</td>
<td>13.79%</td>
<td>12.03%</td>
<td></td>
</tr>
<tr>
<td>Russell 2000 Value Index</td>
<td></td>
<td>7.23%</td>
<td>9.70%</td>
<td>21.86%</td>
<td>13.60%</td>
<td>13.65%</td>
<td>11.95%</td>
</tr>
<tr>
<td>Fiduciary Management Inc. of Milwaukee</td>
<td>8/1/2012</td>
<td>1.21%</td>
<td>1.18%</td>
<td>10.24%</td>
<td>9.68%</td>
<td>11.55%</td>
<td>12.82%</td>
</tr>
<tr>
<td>Russell 2000 Index</td>
<td></td>
<td>7.75%</td>
<td>7.66%</td>
<td>17.57%</td>
<td>12.46%</td>
<td>14.82%</td>
<td></td>
</tr>
<tr>
<td>LSV Asset Management</td>
<td></td>
<td>-5.11%</td>
<td>-6.40%</td>
<td>4.87%</td>
<td>5.37%</td>
<td>7.29%</td>
<td>3.41%</td>
</tr>
<tr>
<td>Emerging Markets (Net) Index Linked</td>
<td></td>
<td>-2.61%</td>
<td>-3.77%</td>
<td>7.28%</td>
<td>5.07%</td>
<td>6.07%</td>
<td>3.24%</td>
</tr>
<tr>
<td>Oaktree Emerging Markets</td>
<td></td>
<td>-5.03%</td>
<td>-0.69%</td>
<td>12.20%</td>
<td>6.72%</td>
<td>3.62%</td>
<td></td>
</tr>
<tr>
<td>MSCI Emerge Markets (Net) Index</td>
<td></td>
<td>7.96%</td>
<td>-6.66%</td>
<td>8.20%</td>
<td>5.60%</td>
<td>4.05%</td>
<td></td>
</tr>
<tr>
<td>Raiffeisen International</td>
<td></td>
<td>0.42%</td>
<td>-0.31%</td>
<td>9.80%</td>
<td>8.26%</td>
<td>6.23%</td>
<td></td>
</tr>
<tr>
<td>Emerging Markets (Net) Index Linked</td>
<td></td>
<td>-2.61%</td>
<td>-3.77%</td>
<td>7.28%</td>
<td>5.07%</td>
<td>2.38%</td>
<td></td>
</tr>
<tr>
<td>Pension Boards—United Church of Christ</td>
<td>1/1/1987</td>
<td>-0.13%</td>
<td>-1.54%</td>
<td>-0.01%</td>
<td>2.19%</td>
<td>2.63%</td>
<td>6.47%</td>
</tr>
<tr>
<td>Core Fixed Income</td>
<td></td>
<td>-0.33%</td>
<td>-1.90%</td>
<td>-0.63%</td>
<td>1.83%</td>
<td>2.29%</td>
<td>6.09%</td>
</tr>
<tr>
<td>Barclays US Govt/Credit Index</td>
<td></td>
<td>-8.87%</td>
<td>-6.91%</td>
<td>-3.41%</td>
<td>5.64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emerging Markets Debt Local Currency</td>
<td>12/11/2015</td>
<td>-7.02%</td>
<td>-5.78%</td>
<td>-1.89%</td>
<td>5.32%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP Morgan E-MF Emerging Markets Global Diversified Index</td>
<td>3/4/2016</td>
<td>-0.03%</td>
<td>-0.09%</td>
<td>0.25%</td>
<td>1.28%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Fixed Income</td>
<td></td>
<td>-0.16%</td>
<td>-1.62%</td>
<td>-0.49%</td>
<td>1.80%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barclays US Aggregate Bond Index</td>
<td></td>
<td>-0.16%</td>
<td>-1.56%</td>
<td>-0.18%</td>
<td>0.38%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BFF Fixed Income</td>
<td></td>
<td>-0.33%</td>
<td>-1.90%</td>
<td>-0.63%</td>
<td>0.55%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barclays US Govt/Credit Index</td>
<td></td>
<td>-0.10%</td>
<td>-1.56%</td>
<td>-0.19%</td>
<td>0.38%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Income</td>
<td></td>
<td>-0.33%</td>
<td>-1.90%</td>
<td>-0.63%</td>
<td>0.55%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Loans - Voya</td>
<td></td>
<td>0.63%</td>
<td>2.16%</td>
<td>3.57%</td>
<td>3.57%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Income</td>
<td></td>
<td>0.70%</td>
<td>2.16%</td>
<td>3.65%</td>
<td>3.65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weatherlow Offshore Fund (net of fees)</td>
<td>7/1/2010</td>
<td>2.70%</td>
<td>4.91%</td>
<td>8.27%</td>
<td>4.83%</td>
<td>5.04%</td>
<td></td>
</tr>
<tr>
<td>Hedge Fund of Funds</td>
<td></td>
<td>0.75%</td>
<td>1.02%</td>
<td>5.49%</td>
<td>3.53%</td>
<td>3.18%</td>
<td></td>
</tr>
<tr>
<td>HFR I Fund of Funds Composite Index</td>
<td></td>
<td>2.03%</td>
<td>3.38%</td>
<td>7.22%</td>
<td>4.32%</td>
<td>4.68%</td>
<td>5.21%</td>
</tr>
<tr>
<td>MSCI Emerge Markets (Net) Index</td>
<td></td>
<td>0.75%</td>
<td>1.02%</td>
<td>5.49%</td>
<td>3.53%</td>
<td>4.14%</td>
<td></td>
</tr>
<tr>
<td>Heitman America Real Estate (net of fees)</td>
<td>5/2/2011</td>
<td>2.13%</td>
<td>4.18%</td>
<td>7.63%</td>
<td>10.32%</td>
<td>11.48%</td>
<td>11.43%</td>
</tr>
<tr>
<td>Real Estate</td>
<td></td>
<td>0.00%</td>
<td>2.20%</td>
<td>6.20%</td>
<td>8.63%</td>
<td>10.59%</td>
<td>11.50%</td>
</tr>
<tr>
<td>Abbey Capital (net of fees)</td>
<td></td>
<td>-2.51%</td>
<td>-5.50%</td>
<td>6.34%</td>
<td>-1.47%</td>
<td>2.16%</td>
<td>1.79%</td>
</tr>
<tr>
<td>Hedge Fund of Funds</td>
<td></td>
<td>0.22%</td>
<td>-1.81%</td>
<td>1.41%</td>
<td>-0.98%</td>
<td>0.01%</td>
<td>-0.19%</td>
</tr>
<tr>
<td>HFR I Fund of Funds Composite Index</td>
<td></td>
<td>0.22%</td>
<td>-1.81%</td>
<td>1.41%</td>
<td>-0.98%</td>
<td>0.01%</td>
<td>-0.19%</td>
</tr>
</tbody>
</table>
Pension Boards Highlights — Where We Are

Creating and Exploring New Service Enhancements for Our Members

"The old has passed away, behold the new has come." — 2 Cor. 5: 17
In an effort to expand our benefit program offerings, and to better understand and serve the needs of those who serve our Church, PBUCC reached out via survey to approximately 1,700 UCC churches currently not participating in any PBUCC benefit program or service.

Responses will be collected and analyzed to assist in our ongoing efforts to better serve all UCC churches.
Member Services Highlights

28,556 service interactions

31,385 transactions processed by operations team

92% members who called our contact center indicated their call was answered promptly

98% members who indicated the service representative was courteous and polite
"I would rather talk to real live people/children of God. Suffice to say, I think Maria and the staff at the (PBUCC) office in New York are angels of mercy."

**Member Services Testimonials**

"Seeta was very considerate and answered all my questions with great skill."

"Anna was professional, knowledgeable, helpful, and personable. In summary, I couldn’t have been more pleased. She is a credit to the PBUCC."
Retirement Seminars:
For individuals 50 and over and their spouses/partners; offered in the six geographic regions of the United Church of Christ.

Webinars/Conference Calls:
Highlights Pension Boards-administered benefits available to United Church of Christ employees.

Financial Planning Seminars:
For actively-contributing members of the Annuity Plan under age 50 and their spouse/partners, in the six geographic regions of the United Church of Christ.
Member Education Highlights

416 members participated in member education retirement seminars and webinars

2,842 members contacted Ernst & Young Financial Planning Services®

"These trainers were awesome. Many people commented on how impressed they were with the knowledge and competence of these folks. The Pension Boards benefits from having these great folks in the field."

The Pension Boards is working on an important enhancement to the way members’ accumulation accounts in the Annuity Plan for the United Church of Christ are updated.

Accumulation account balance values will now be **updated daily**, reflecting the previous day’s financial market performance.

Some Benefits:

You will be able to **better track the performance** of the underlying investment funds relative to changes in the financial markets.

You will have **access to more precise information** as you make decisions about your investment choices and the overall management of your retirement assets.
New E-Newsletters

The shift to electronic communications is resulting in significant cost savings. That means more support for clergy leadership initiatives, member education, and technological enhancements.

- **Faith & Finance In Action**: Provides information and resources about our Corporate Social Responsibility ministry and Faith and Finance initiative;
- **Healthy Stewards Health Break**: Updates about the UCC Health, Dental, and Vision Plans along with articles on wellness;
- **InSight**: A quarterly Member Education e-newsletter with articles on financial wellness; member resources, plus upcoming Retirement or Financial Planning seminars/webinars;
- **For Your Interest**: Updates on financial markets from the PBUC’s investment team and external partners.

More to come!
PBUCC-Sponsored Clergy Retreats

PBUCC facilitates several Conference clergy holistic wellness retreats throughout the year and works with the Conference to develop the right clergy retreat for its needs.
Montana - Northern Wyoming Conference Clergy Retreat at Camp Mimanagish in McLeod, MT.
"Your presence signaled to clergy that the President and senior leaders and the Board Chair of the PBUCC are committed to their flourishing. I believe the evaluation will show that they left feeling honored, inspired, and better supported personally and better equipped to lead the church."

—Carol E. Lytch, PhD, President, Lancaster Theological Seminary and PBUCC Board Member

Penn Central Conference UCC
October 9 at 12:02 AM

Day one of the Penn Central Conference Clergy Retreat “Toward Renewal and Wholeness” was excellent! An inspiring day of worship, fellowship and seminars about leadership (vocational), financial and physical wellness. Scott Watts’ (PCC Facilitator of Care to Clergy and Clergy Families) keynote presentation was insightful and thought provoking. Deep gratitude for this collaborative (pilot) initiative between the UCC Pension Board, Lancaster Theological Seminary and Penn Central Conference.

Monica Dawkins-Smith
It was a very meaningful 2 days of retreat! Our authorized ministers (and spouses) will be talking about this for months to come — it was excellent! Thank you!!
UCBMA is the charitable arm of the Pension Boards operating since 1885

Provides financial support to active and retired clergy, lay church workers and their beneficiaries

Offers leadership programs for active clergy
Embodying the covenantal spirit of the United Church of Christ, we...

- provide **direct support** to authorized ministers and lay church employees whose circumstances call for compassionate responses, and

- offer specialized initiatives and insightful witness to promote **sustainable ministry** within the church.
Impact

In 2017, UCBMA contributed $4,152,068 through grants and programs.
Ministerial Assistance Direct Support by State - 2017

National Impact

Total Assistance Grants by State: $2,669,680
Total Assistance Programs: $1,347,266
Total Assistance International: $135,122

GRAND TOTAL: $4,152,068
UCBMA Grants and Programs

In 2017:
- $2,804,802 was provided in direct assistance
- $1,347,266 was committed to leadership programs
Direct Support Grants

Grants Supported by Christmas Fund Gifts

Other Assistance Grants
Grants supported by Christmas Fund Gifts

In 2017

**Supplementation of Small Annuities**
- $1,513,602 benefited 424 retired clergy/lay employees/surviving spouses

**Health Benefits Supplementation**
- $492,863 supported 210 retired clergy/lay employees/surviving spouses

**Emergency Grants**
- $136,012 supported 384 individuals in urgent need, including $86,750 for 347 authorized ministers in hurricane-affected states of Florida and Houston

**Christmas “Thank You” Gift Checks**
- $228,300 in gifts went to 477 retired clergy/lay employees/surviving spouses for their service to the Church.
Other Assistance Grants

In 2017

**Ministerial Assistance Grants**
- $343,263 supported 78 retired/disabled clergy/lay employees/surviving spouses/partners

**New Church Start Benefit Grants**
- $78,562 went to 10 new church start pastors to have health benefits or seed their annuity account

**Higher Education Scholarships**
- $2,000 went to one adult child of a clergy person who is either disabled or deceased

**Herring and Stark Memorial Grants**
- A seed gift of $9,000 went to 6 new authorized ministers to create an Annuity Plan account for retirement

**100th Birthday**
- In celebration of their 100th Birthdays, 12 members received a card and a $100 check, totaling $1,200
NGLI equips, energizes, and empowers more than 126 younger UCC pastors to build up vibrant congregations that change lives and further God’s mission in the world.

The cost of this ministry was $490,596.
In 2017, the first cohort of Ministers’ Financial Vitality Initiative (MFVI) Program One, 30 UCC authorized ministers began their three-year personal finance journey with no-cost financial planning and counseling through Ernst & Young Financial Planning Services (EYFPS).

In 2017, the cost of this ministry was $71,832.

This fall, a second cohort of 30 United Church of Christ authorized ministers begin the MFVI program.

**MFVI Program Two** offers matching grants of up to $1,000 to assist 100 authorized ministers serving in local congregations in meeting immediate financial needs.

To qualify for a Program Two grant, a minister’s employing congregation must commit to raising an equal amount.
Annuitant Visitor Program has 160 visitors that call on some 6,000 annuitants to check in regarding the Pension Boards' benefits and thank them for their service to the Church.

The cost of this ministry was $272,943.
60 authorized ministers participated in the Pension Boards CREDO program in 2017.

The cost of this ministry was $511,895.
UCBMA Funding Sources

1. The Christmas Fund for the Veterans of Cross and the Emergency Fund
2. Our Church’s Wider Mission
3. The Ministerial Assistance Fund
$0.95 of every dollar raised directly helps a person in need.
Changes in Ministry Affecting Those Who Serve the Church

Challenges

- 33% increase in retirees by 2027 from 10,832 to 14,412
- 64% decline in OCWM funding in 10 years
- Increase in student consumer debt among clergy
- Second-career bi-vocational clergy - increased financial need
- New skills needed for effective pastoral leadership
- Increase in demands and stress of pastoral leadership
What's Ahead?

• Build upon Faith and Finance initiatives and become a recognized thought leader on Faith and Finance within the United Church of Christ.

• Continue process improvement and efficiencies using innovative application of technology.

• Add new products and services to Health and Investment portfolios that meet diverse needs.
Friday, October 19, 2018

7:00AM-8:25AM  GMP Annual Evaluation  Capri Board Room
8:30AM–10:00AM  Executive Committee  Clark Room
             Working Breakfast
10:00AM-1:00PM  Registration  Hotel Lobby
10:30 AM-12:00PM  GMP Re-Nomination Committee  Johnson Room
11:45PM  Member/Staff Lunch  Edison II Ballroom
1:00PM – 1:45PM  Opening Worship  Armington Room
2:00PM-5:30PM  First Business Session  Carnegie Ballroom
Reading of the Behavioral Covenant
Behavioral Covenant

• Seeking to be faithful together, we covenant with one another to be attentive to these guidelines as we make decisions for our faith community. In a spirit of trust and love, we will:
  • **Listen before answering**
  • Treat each other respectfully so as to build trust, believing that we all desire to be faithful to Jesus the Christ
  • **We will keep our conversations and communications open for honest exchange**
  • **We will not ask questions or make statements in a way which will intimidate or judge others**  

  *Listen.*
Listen. Listen. Listen.
• We will try not to formulate what we want to say while someone else is speaking
• Welcome and regard each other as equals with our own unique gifts and graces
• We will seek clarification if needed

Speak the truth in love
• Be open to new learnings from various perspectives
• Share our concerns in a spirit of love and respect in keeping with Jesus’ teaching
• Focus on ideas and suggestions instead of questioning people’s motives, intelligence, or integrity
• Speak for ourselves only, expressing our own thoughts and feelings, referring to our experiences. We will avoid broad generalizations.
Maintain the unity of the spirit in the bond of peace

• Seek to stay in community with each other though the discussion may be vigorous or full of tension
• We will be ready to forgive and be forgiven
• We will include those who should be involved in discussions even if we disagree with them
• Support and abide by the decision of the majority even if we disagree with it, and if we disagree with it and wish to change it work for that change in ways which are consistent with these guidelines
• Include our disagreements in our prayers, not praying for the triumph of our viewpoints, but seeking God’s grace to listen attentively, to speak clearly, and to remain open to the vision God holds for us all.
First Business Session
Friday, October 19, 2018
(2:00 PM – 5:30 PM)

• Call to Order
• Declaration of a Quorum
• Welcome
• Greetings
Call to Order

Declaration of a Quorum

Frank Bolden
Welcome
Frank Bolden & John Dorhauer
Greetings

Jim Moos
First Business Session
Friday, October 19, 2018
(2:00 PM – 5:30 PM)

• Approval of the Agenda
• Approval of the Consent Agenda
• Opening Remarks by the Chair
• Election of UCCB Vice-Chair
• Report from the GMP
• Report from the Assoc. General Minister
• Report from the CCM
Approval of Agenda

Frank Bolden - Chair
Approval of Consent Agenda

Frank Bolden - Chair
Opening Remarks

Frank Bolden - Chair
Election of UCCB Vice-Chair

Frank Bolden - Chair
Vice Chair Nominating Committee

Vote 1

To elect Yvette Wynn to the position of Vice-Chair of the United Church of Christ Board for the term expiring at the close of the Thirty Second General Synod in 2019.
Report from the GMP

John Dorhauer
Report from the CCM
5:30PM-6:30PM
Member/Staff Dinner
Edison II Ballroom
&
GS Program & Planning Committee
  Working Dinner
  Armington Room

6:30PM-8:30PM
Second Session
Second Business Session
Friday, October 19, 2018
(6:30PM – 8:30 PM)

• Call to Order
• Report of the Assoc. General Minister
• Executive Session
Call to Order
Frank Bolden
Report from the Assoc. General Minister

Jim Moos
Executive Session

• GMP Evaluation and 2019 Goals
• GMP Renomination Report
Order of Day
Saturday, October 20, 2018
(7:30AM-11:45AM)

7:30AM  Member/Staff Breakfast
         Edison II Ballroom

8:15AM  Opening Meditation
         Carnegie Ballroom

8:45AM-11:30AM  Third Business Session
                 Carnegie Ballroom
Third Business Session
Saturday, October 20, 2018
(8:45AM – 9:45AM)

• Call to Order
• Report of the Pension Boards
• Report of the Executive Committee
• Report of the General Synod Program and Planning Committee
Call to Order

Frank Bolden
Order of Day
Committees in Session

• Governance Committee – *Clark Room*
• Marketing Committee- *Rockefeller Room*
• Audit Committee-*Johnson Room*
• Investment and Endowment Committee- *Carter Room*
11:45AM-1:15PM
Development Committee - Johnson Room
Ministry Committee – Carter Room
Working Lunch

12:00PM-1:15pm
Member/ Staff Lunch
Edison II Ballroom

1:30PM-5:00PM
Fourth Business Session – Carnegie Ballroom
Saturday, October 20, 2018

1:30PM-5:00pm   Fourth Business Session

5:00PM-6:15PM   Member/Staff Dinner

6:30PM-8:00PM   Fifth Business Session

8:00PM         Order of Day/Closing Prayer
Fourth Business Session
Saturday, October 20, 2018
(1:30PM – 5:00 PM)

• Call to Order
• GMP Renomination
• Committee Reports
• Executive Session
Call to Order

Frank Bolden
Renomination Committee for GMP

Frank Bolden-Chair
GMP Renomination Committee

Vote 1

Accept the recommendation of the Re-nomination Committee to re-nominate John Dorhauer to a second term as General Minister & President.
Report of the Governance Committee

Caroline Belsom-Chair
Governance Committee
Vote 1

The Governance Committee recommends that the United Church of Christ Board of Directors elects Rachel Chapman (Class of 2023) to fill an unexpired board term.
Governance Committee

Vote 2

The Governance Committee recommends that the United Church of Christ Board of Directors elects Gloria-Ann (Pualani) Muraki (Class of 2023) to fill an unexpired board term.
Governance Committee

Vote 3

The Governance Committee recommends that the United Church of Christ Board of Directors elects Harriet Ward (Class of 2021) to fill an unexpired board term.
Governance Committee

Vote 4

The Governance Committee recommends that the United Church of Christ Board of Directors elects Marsha Williams (Class of 2023) to fill an unexpired board term.
The Governance Committee recommends that the United Church of Christ Board of Directors approves the 6 proposed individuals eligible for election to the Board of Trustees of The Pension Boards – United Church of Christ, Inc. when vacancies occur.
The Governance Committee recommends that the United Church of Christ Board of Directors continue to hold as confidential the following full board Executive Session Minutes and the following Executive Committee Executive Session Minutes:

**Full Board Executive Session Minutes**
3/18/2016
10/20/2016
10/20/2017

**Executive Committee Executive Session Minutes**
3/19/2016
4/11/2017
Report of the Seminarian Debt Task Force

Carolyne Call-Chair
Report of the Development Committee

Dick Harter-Chair
Report of the Marketing Committee

Darrell Goodwin-Chair
Report of the Finance & Budget Committee

Bob Frieberg-Chair
Finance and Budget Committee Votes

VOTE 1
To recommend that the United Church of Christ Board approve the National Basic Support allocation base of $5,187,037 for 2019 and the funding to the Office of the General Minister & President, the Covenanted Ministries and the Pension Boards allocation as follows:

Office of the General Minister and President (OGMP) $3,307,729 or 63.7%
Justice and Witness Ministries (JWM) $918,629 or 17.7%
Local Church Ministries (LCM) $198,354 or 3.82%
Wider Church Ministries (WCM) $462,561 or 8.92%
The Pension Board $299,764 or 5.78%.
Finance and Budget Committee Votes

VOTE 2

To recommend that the United Church of Christ Board approve the proposed 2019 Combined Budget with a total of $21,042,842 in Revenues and $21,042,842 in Expenses.
Report of the Ministry Committee

Kevin Peterson-Chair
Ministry Committee Votes

VOTE 1

To recommend that the United Church of Christ Board of Directors, acting as the General Synod ad interim, receive the resolution “Manual on Ministry, Re-Visioned” [as amended?], and recommend [its adoption / its defeat / it take no action].
Ministry Committee Votes

VOTE 2

To recommend that the United Church of Christ Board of Directors approve the resolution, “Addressing the State of Global Forced Migration,” and submit it to General Synod 32 for its consideration.
Ministry Committee Votes

VOTE 3

To recommend that the United Church of Christ Board of Directors approve the resolution, “A Resolution on Ecumenical Relationship between The United Church of Christ and the Iglesia Evangelica Unida de Puerto Rico,” and submit it to General Synod 32 for its consideration.
Ministry Committee Votes

VOTE 4

To recommend that the United Church of Christ Board of Directors affirm the statement, “A Just World for All: Engaging with All God’s Creation: United Church of Christ Interreligious Statement.”
Ministry Committee Votes

VOTE 5

To recommend that the United Church of Christ Board of Directors approve the resolution, “Reaffirming the United Church of Christ’s Commitment to Interreligious Relations, and Deploiring Religious Bigotry,” and submit it to General Synod 32 for its consideration.
Report of the Audit Committee

Inez Reid-Chair
Report of the United Church Funds

Donald Hart-President
Executive Session

Hotel Update
5:00PM-6:15PM
Member/ Staff Lunch
Edison II Ballroom

6:30PM-8:00PM
Fifth Business Session
Carnegie Ballroom
Fifth Business Session

Saturday, October 21, 2018
(6:30PM – 8:00 PM)

• Call to Order
• Investment and Endowment Committee
• Report of Pension Boards
• Report of Executive Committee
• Report of General Synod Program & Planning Committee
Call to Order

Frank Bolden
Report of the Investment & Endowment Committee

David Nelson-Chair
Investment and Endowment

Vote 1

Upon receipt of the request of the Hotel Board, in addition to the $4 million guarantee previously approved, the United Church of Christ Board approves a Local Church Ministries guarantee of up to $2.3 million of liquidating damages of franchise fees to the Marriott Corporation for a period of up to 20 years representing the franchise arrangement for rebranding the hotel to a Marriott Fairfield Inn and Suites.
Report of the Pension Boards

Brian Bodager-President/CEO
Report of the Executive Committee

Frank Bolden
Executive Committee

Vote 1

To approve the application for membership in ACT Alliance for Wider Church Ministries (a Covenanted Ministry of the United Church of Christ).
Report of the General Synod Program and Planning Committee

Norman Williams
Executive Session

Executive Session Minute Approval
Litigation Update
Order of Day/
Closing Prayer
Sunday, October 21, 2018

7:15 AM – 8:00 AM Member/Staff Breakfast
8:15 AM – 9:30 AM Sixth Business Session
9:30 AM – Order of Day
9:30 AM – Board Shuttle to Amistad Chapel
10:00 AM – 11:00AM Closing Worship

Edison II Ballroom
Carnegie Ballroom
Sixth Business Session
Saturday, October 12, 2018
(8:15AM – 9:30 AM)

• Call to Order
• Update from Western Region Conferences
• Unresolved Business
• Other Business
• Notice of March 7-9, 2019, Meeting of the Board of Directors
Call to Order

Frank Bolden
Update from Western Region Conferences

Diane Weible
Unresolved Business
Other Business
Please remember to place your name badges on the back table before leaving.

Spring Meeting Dates
Thursday, March 7 – Saturday, March 9, 2019

Marriott - Airport
Cleveland, Ohio

Safe Travels!!