



2023-2028 Secular Hub Strategic Plan

Community * Altruism * Reason * Education

Vision

A vibrant community where atheists, agnostics, humanists, and their families can meet, support each other, have fun, and explore ethics, science, and the human condition. We seek to establish a positive presence that contributes to the society at large.

Mission

To support and build up the secular community by providing a physical space and a broad range of activities that encourage learning, critical thinking, advocacy, altruism, and social connection.

Who We Are

Established in 2013 as a center for secular groups in the Denver Metro Area, the Secular Hub has since evolved into the largest, volunteer-run secular organization in Colorado. It is a friendly place where non-believers find camaraderie, learn, and give back to the community. Secular Hub members organize educational events, social activities, and volunteer opportunities.

Hub activities embody our values of community, altruism, reason, and education, including:

- Bringing in high-profile speakers such as Seth Andrews, Dan Barker, and Aron Ra
- Hosting local experts on topics such as evolutionary biology and Denver history
- Weekly Coffee and Community and monthly Pancake Breakfasts
- Hikes to places like Dinosaur Ridge and hosting get-togethers such as our annual picnic
- Weekly movie nights, monthly game nights, comedy nights, and music nights
- Community service such as street cleaning and food/clothing drives
- Support for the group Atheists Helping the Homeless by providing donation receptacles and helping with distribution
- Staffing outreach booths at community festivals and events
- Hosting Secular Scouts to provide a secular youth development program for our youngest members

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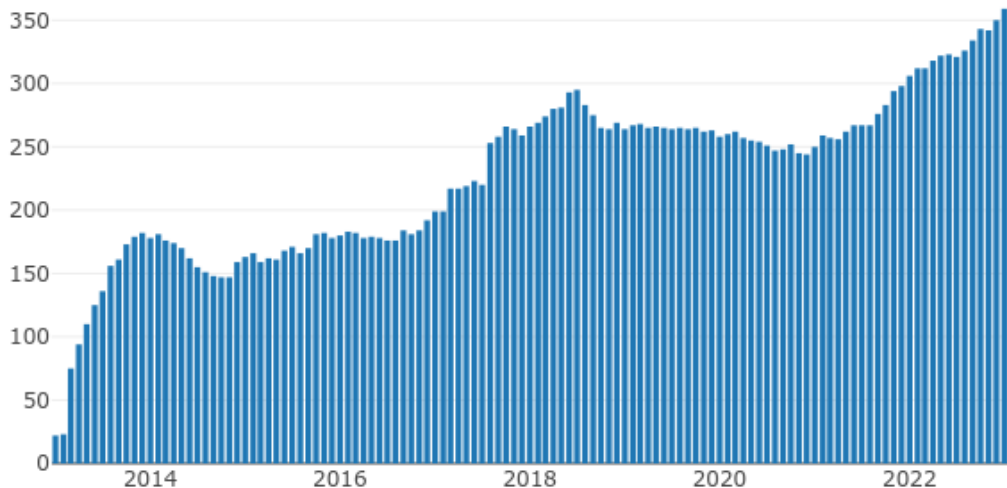
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The Hub also continues to build and unite the community of secular organizations across the front range through joint programming with partner groups and providing use of its space to them for events and meetings.

Membership

The Secular Hub has grown since its inception. As of January 2023, there were approximately 360 Secular Hub members. There are currently five membership levels with the highest being \$100/month. Members are committed and close friendships have developed.

Secular Hub Member Counts by Month



Structure

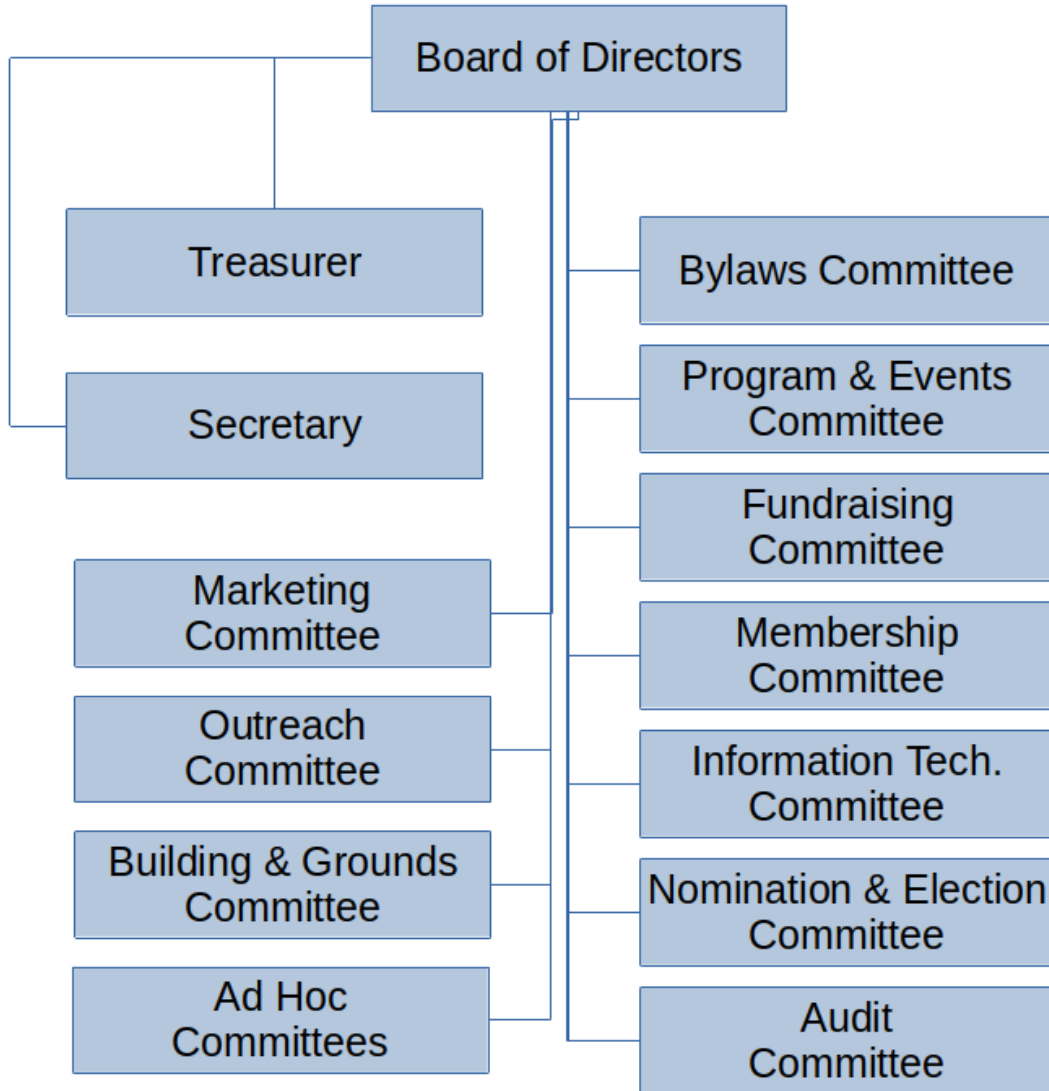
The Hub is governed by an elected board of seven members. Each board member is elected for a two-year term and can serve multiple terms if elected. The Hub is 100% volunteer-run and various committees help plan and execute events, outreach, and service. There are no paid

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staff, and the board reaches out to membership for assistance when specialized skills are needed.





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Board of Directors

Board Role

Mission

Set priorities and develop strategies to achieve them. Oversee program implementation and evaluate effectiveness. Ensure the necessary resources of leadership to implement the mission.

Financial

Take responsibility for the organization's financial integrity and accountability. Ensure the necessary resources or funds to implement the mission.

Legal

Perform duties in good faith and in compliance with legal and fiduciary obligations.

Secular Hub 2022-2023 Board of Directors

Officers

Chairperson	Barb Sannwald
Vice Chairperson	Monica Toole
Treasurer	Barb Sannwald
Secretary	Becky Greben

At Large Directors

Dirk Huizenga
Heili Lehr
Sultan "Smokey" Aldhafir
Sheryl Kallivrousis

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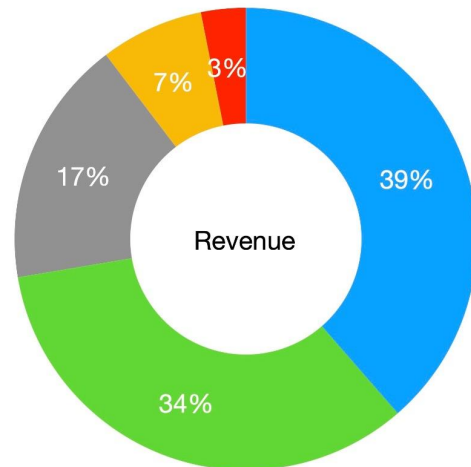
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Finances

Fiscal Year 2021-2022 was our first full year in the new building. The Secular Hub received some extraordinary one-time gifts in support of our building renovations and general programs. The Hub also had some extraordinary expenses, including the purchase of new HVAC equipment for the building and a required payment of property tax on behalf of the building's previous owner for which the Secular Hub had received a credit during the purchase of the building in the prior fiscal year. After the building purchase at the end of the previous fiscal year, the Secular Hub was able to build up a more solid financial position during FY 2021-2022.

Fiscal Year 2021-2022 Operating Revenue and Expenses

Revenue	
Gifts (Unrestricted)	\$35,011
Memberships	\$30,614
Restricted Donations (primarily Building Fund)	\$15,704
Fundraising	\$6,549
Program	\$2,834
Services	\$450
Total revenue	\$91,162



- Gifts (Unrestricted)
- Memberships
- Restricted Donations (primarily Building Fund)
- Fundraising
- Program

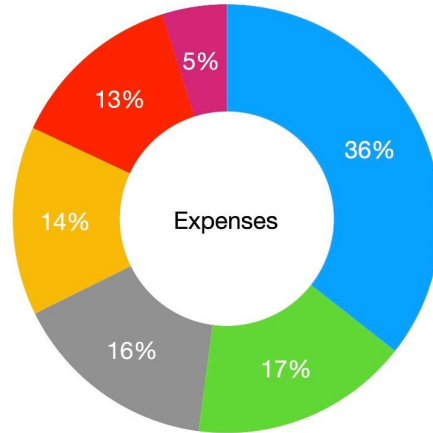
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Expenses	
Building Improvements and Maintenance	\$12,316
Insurance	\$5,718
Program	\$5,392
One-time extraordinary (property tax for previous owner)	\$4,934
Administrative	\$4,549
Office	\$1,695
Bank Fees	\$1,080
Fundraising	\$396
Total expenses	\$36,080



- Building Improvements and Maintenance
- Insurance
- Program
- One-time extraordinary (property tax for previous owner)
- Administrative
- Office

Strategic Goals

1. Reinvest a percentage of annual net revenue into continued building upgrades and renovations, and set aside a percentage of annual net revenue as savings for anticipated debt service, with reevaluation and adjustment at the end of each fiscal year.
2. Grow the family demographic in our membership; become more receptive to families to help build community by hosting at least six family-focused events a year.
3. Expand and encourage Membership by Hub participants with the goal of increasing membership numbers by ten percent annually.
4. Hold a minimum of four different types of events each month that appeal to the varied interests of the greater secular community.
5. Recruit a volunteer coordinator to conceptualize and define volunteer opportunities and recruit volunteers.
6. Strengthen and maintain relationships with affiliates and expand cooperation with other secular groups for our mutual benefit.
7. Consolidate files and documents into a single location and create a Policy Manual from existing policies and identify needed additions.

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GOAL 1: Reinvest a percentage of annual net revenue into continued building upgrades and renovations, and set aside a percentage of annual net revenue as savings for anticipated debt service, with reevaluation and adjustment at the end of each fiscal year.

The hallmark of the Hub’s mission – and existence – is to offer a brick-and-mortar community center where persons of all non-religious stripes can join other people for social connection and support. The Hub purchased a building for that purpose in 2021. During the first five years of ownership, it is expected that the Hub will invest annual net revenue toward two objectives: (1) continue building improvements to the property and (2) prepare for anticipated debt service related to that purchase. The percentage of net revenue that will be allocated toward each of these objectives will adjust over the five year period.

During FY 2021-2022, the Hub reinvested seventy-five percent of annual net revenue into a fund for continued building upgrades and renovations and set aside twenty-five percent of annual net revenue as savings for anticipated debt service. The Hub anticipates increasing the percentage of annual net revenue set aside toward debt service and decreasing the percentage used for building improvements each year for the subsequent four years as described in the chart below with reevaluation and adjustment at the end of each fiscal year.

Fiscal Year	Building Improvements	Debt Service Savings
FY 2021-2022	75%	25%
FY 2022-2023	60%	40%
FY 2023-2024	50%	50%
FY 2024-2025	40%	60%
FY 2025-2026	25%	75%

Strategies

- Maintain a minimum reserve balance for one year’s expenses, currently estimated to be \$20,000.

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- Reinvest remaining funds in Building Improvements and Anticipated Debt Service in percentages described in the associated chart, with reevaluation and adjustment at the end of each fiscal year.
- Create special use fundraising campaigns for desired improvements that exceed the capital improvement budget.

GOAL 2: Grow the family demographic in our membership; become more receptive to families to help build community by hosting at least six family-focused events a year.

There is a small but growing number of members with families and we want to support them by creating more family-oriented programming.

Strategies

- Work with existing secular family groups on joint events and activities.
- Continue supporting the growth of our new Secular Scouts troop under Hub sponsorship.
- Recruit a member with minor children to collaborate on youth and family programs.
- Solicit input from members about family-oriented programs and get-togethers
- Actively recruit Board members with children.
- Maintain a children's area in the new facility.
- Endeavor to have one children's event per month (separate from Scouts).
- By the end of 2023, having a childcare/activity provider for every coffee and community, and by the end of 2024, offer childcare for at least one additional event per month.

GOAL 3: Expand and encourage Membership by Hub participants with the goal of increasing membership numbers by ten percent annually.

Membership numbers have increased steadily since the Hub relocated to its new space. Demographic studies show that Colorado has a large population of non-religious people. The Hub intends to take measures to ensure that non-religious people in the Denver area become aware of the Secular Hub.

Strategies

- Recruit/Hire a Marketing Coordinator or Consultant.
- Complete marketing plan.

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- Recruit a Marketing Coordinator.
- Staff a welcome table for Coffee and Community and any major events/speakers.
- Increase our traditional and social media footprint.
- Add more material to our YouTube channel.
- Restart/renew the Secular Hub's podcast.
- Improve follow-up on prospective members who attend events.
- Improve follow-up with past or lapsed members.
- Consistently send newsletter to current, past, and prospective members.
- Periodically survey past members to better understand attrition.
- Seek out and be responsive to requests for interviews and articles.
- Recognize and celebrate volunteers and donors.

GOAL 4: Hold a minimum of four different types of events each month that appeal to the varied interests of the greater secular community.

The Hub seeks to appeal to the full spectrum of the local secular community by creating variety in its programming.

Strategies

- Events Coordinator will engage in informal outreach to membership for ideas to create new and varied events that appeal to the talents and interests of our membership.
- Create a coordinated planning calendar for events and meeting room reservations.
- Include at least four nationally recognized speaker events annually.
- Revise events instructional guide and make it easily accessible online and in print - AV equipment, setting up/opening, cleaning up/closing, etc.

GOAL 5: Recruit a volunteer coordinator to conceptualize and define volunteer opportunities and recruit volunteers.

Historically, the Board has been actively involved in recruiting and managing volunteers. As the organization grows, we would like to have this role assumed by a non-board member and transition to an organization where volunteer leaders are empowered to act autonomously with some support and oversight from the Board. This will help our members to become more engaged and involved in our community.

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Strategies

- Improve and better-execute internal processes.
- Expand/enhance participation from members on committees and during events.
- Provide Board support to volunteers as needed and appropriate so they can be effective.
- Give volunteers autonomy with some oversight.
- Build the expectation that membership in the Hub benefits not only the individual but is an investment in the secular community as a whole; there is a concomitant duty to help this organization thrive, grow, and contribute to the charitable, social, and educational sectors in Colorado.
- Recognize and celebrate volunteers.

GOAL 6: Strengthen and maintain relationships with affiliates and expand cooperation with other secular groups for our mutual benefit.

The Secular Hub hosts many groups for their meetings and events. Indeed, this desire to assist related groups with providing a place to meet, mostly *gratis*, was one of the Hub's original objectives. Affiliates or allied groups may be asked to contribute in some fashion for the use of the new building space.

The Secular Hub recognizes the need and importance of communities in that they provide support and much-needed social interactions for many individuals. This is true for our secular community no less than it is for other types of communities. This is a time for more cooperation and creativity in sharing common values and interests. The Hub looks forward to having more interaction with other secular groups in the area.

Hub Programs and Events

Secular Volunteer Corps, Humanist Perspectives, Secular Scouts, Speaking Events, Educational Events, Social Events, Annual Celebrations

Affiliates: Independent secular groups that use the Hub for meetings and events

Freedom From Religion Foundation-Denver Chapter, Recovering From Religion, Freethinkers in AA, Survivors Network of Those Abused by Priests, Atheists Helping the Homeless, Lifering

Allies: Independent groups with which we share common goals and interests.

Jefferson Humanists, Pikes Peak Atheists, Boulder Atheists, Secular Parents Club of Denver, Humanist Legal Society, Central Colorado Humanists, STC Colorado Chapter

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Strategies

- Host a Secular Summit annually to share advice and input from allied and affiliated groups with the goal of establishing more productive and active working relationships.
- Improve and expand cooperation with other secular groups, both in-house and external groups, for our mutual benefit. Example: Hold a statewide leadership conference.
- Have a flexible policy on fees or donations for use of the Hub by affiliated or allied groups.
- Continue cross promotion opportunities which promote goodwill and more communication.
- Develop a more active working relationship with national organizations such as American Humanist Association, American Atheist Association, Americans United for Separation of Church and State, Center for Inquiry, and Secular Coalition for America.
- Include information regarding our affiliates and allies on our website and request that they reciprocate for the Secular Hub. We recognize that other groups may have unique functions and goals which may help serve our members in specific ways.

GOAL 7: Consolidate files and documents into a single location and create a Policy Manual from existing policies and identify needed additions.

The Hub Bylaws Committee, with input from the Secular Hub board, rewrote the Bylaws that were ratified by the membership in 2018. The next step is to develop a comprehensive Policy Manual. Some policies have been written and approved, but additional policies are needed. All policies should be consolidated into a single manual that will be available to members and others as necessary and appropriate.