

BOARD RETREAT
September 8, 2007: Second annual review
Review of the July 1, 2006 - June 30, 2011 Long Range Plan

On May 18, 2006 a 5-year Long Range Plan (LRP) was approved by the UUFC Board of Trustees. The plan is to be reviewed at least once a year. The first review was at the September 16, 2006 Board retreat. Approximately 6 months prior to the end of the current plan, it is recommended that the Board convene a committee to develop the next LRP.

Key points to be remembered in the ongoing implementation of the plan include:

- The importance of “Staying power”
- The importance of timely and ongoing action – A review of discussions at the UUFC revealed that too much of the past work ended up on shelves, with little or no action or implementation having taken place.
- It was also noted that the current plan used as sources much of the previous work.
- A review of the work from July 06 through June 07 reveals that the UUFC focused diligently on the LRP.
- It is important to have structured assignments and for each area of responsibility to have a “champion”. The role of the champion will be to provide oversight, encouragement, and structure to the responsible committees, including holding the committees to timelines.
- A board member will be assigned as liaison to each committee, and will function as the “champion”.
- We need a structured form to document activities and progress on the recommendations.
- We need to keep the membership informed of progress on the recommendations through a variety of communications such as a progress poster/chart, periodic “briefings” with the membership, and updates placed on the website.
- The purpose of this review is to comment on progress to date, assign each recommendation to a (standing or ad hoc) committee, designate that committee’s chairperson, and assign a board member to serve as liaison to the committee. The board liaison will provide structure and oversight to the committee to ensure that recommendations are addressed in a timely manner.

Goal # L1 of 3

New operating procedures for the Board of Trustees.

Short range activities/action plan (one to six months – can be adopted directly by Board):

The Board will choose from among its membership at the beginning of each organizational year a liaison for each committee (except Finance, where the Board is represented by the chair and the treasurer, and Nominating, which has a member chosen by the Board). This liaison should be interested in the work of the committee, but need not be an active member. The purpose of the liaison is to give the committee chair and members a convenient point of contact on the Board, while giving the Board a person who is current on the committee’s activities and challenges.

9/8/07 status: Current and ongoing

The Board will adopt a policy that, except in emergency, it will make its decisions using an actual physical meeting of a quorum, and not by telephone, e-mail or other remote means.

9/8/07 status: achieved

07-08 plans: continue

The Board will adopt a policy that past, current, and future minutes are placed after approval in the office, capable of being searched by a text-matching system, and accessible to any current Board member or elected officer. The approved minutes shall be placed on the website and on a publicly visible location at the Fellowship. It is the responsibility of members of the congregation to consult one of these locations. *Note: this presumes that older minutes can be scanned in using an Optical Character Recognition system. Priority in implementation will be given first to future minutes and second to past minutes that already exist in a computer-readable form.* The board will arrange for off-site backup storage of its minutes in a secure location accessible to officers of the congregation.

9/8/07 status: Current minutes after approval are sent to administrator who posts them on the social hall bulletin board. Short form shows up in Unigram. Web manager should be posting on website.

07-08 plans: Jessica will followup regarding website.

Board liaison: Jessica

At least quarterly, the administrator shall send by US Mail a letter to any member of the congregation with whom there has been no contact for the previous six months inquiring if that person wishes to remain a member. A list of persons who have responded that they wish to terminate their membership, or who have not responded, shall be provided to the Board, which shall remove from membership all such persons except where a reason for an exception is stated and entered into the Board minutes.

9/8/07 status: First effort is in process. Bylaws were revised, including modifying this process.

07-08 plans: Continue per revised bylaws.

Committee chair: David Crockett and Larry Siegel and finance committee

Board liaison: Peter Kandis

The Board will adopt a policy that requested items come before it only as part of an agenda, and preferably through a committee.

9/8/07 status: Current and ongoing

07-08 plans: continue

The Board will adopt a policy that a question pertaining to Fellowship affairs posed in writing (electronic or paper) by any voting member of the congregation to any elected officer or Board member will receive a response as a formal part of Board business not later than the second meeting after it is posed.

9/8/07 status: No events recalled. Needs to be considered regarding policy.

The Board will not take actions affecting a committee without prior consultation with the committee.

9/8/07 status: Current and ongoing

07-08 plans: Continue

A current list of the Board members and elected officers shall be contained in each newsletter and order of service, posted on the bulletin board, and included in the website and directory.

9/8/07 status: Current and ongoing

07-08 plans: Continue

An area of the bulletin board and website shall be set aside for official Board announcements and related information. They shall be kept current.

9/8/07 status: Current and ongoing

07-08 plans: Continue

The president (or the officers in rotation) is encouraged to write an informational column for the newsletter.

9/8/07 status: No action to date.

07-08 plans: This needs attention.

Board members and elected officers shall wear distinctive nametags, identifying their position.

9/8/07 status: Did not happen

07-08 plans: Need to do this.

Committee assigned: membership

Committee chair: Larry Siegel

Board liaison: Mike Kelly

Medium range activities/action plan (six to twelve months – items requiring Bylaw changes, not later than the 2007 congregational meeting but possibly at an earlier special congregational meeting):

The Board shall prepare an annual report to the congregation at the end of each organizational year, including at least the following:

Goals for the upcoming year, including methods of tracking progress;

Status of prior year's goals, including evidence of activity and progress; and

Comparison of the current state of the congregation with the goals and objectives of the long range planning process.

9/8/07 status: This report will be shared with the congregation. Some of the material is/was shared at the annual meeting.

07-08 plans: Continue

Any Board member or elected officer who misses three regular Board meetings within one organizational year shall be removed from office. Exceptions may be made by a two-thirds vote of the Board as part of the recorded business.

9/8/07 status: Policy is part of revised bylaws. Implemented.

07-08 plans: Continue

The Board shall identify to whom each staff member reports, either the minister or an elected officer. This action shall be renewed at the beginning of each organizational year.

9/8/07 status: Custodian, administrator, and DRE will report to the minister. The minister reports to the board.

07-08 plans: Continue

Goal # L2of 3

New operating procedures for Committees.

Short range activities/action plan (one to six months – can be adopted directly by Board):

Committee chairs will be appointed by the President of the congregation (current Bylaw requirement), except for exceptions mandated by the bylaws. These appointments will be made as part of regular, recorded Board business.

Committee chairs shall be regular voting members of the Fellowship.

Committee chairs may not serve more than three years in any eight-year period.

Any two elected officers may at their initiative call for any committee chair to meet with the Board to discuss matters within the committee's purview.

Each year, at a time designated by the Board to facilitate the budget process, each committee will deliver a written report to the Congregation via the Board. This report will include:

A statement of the committee's mission, and how it relates to that of the Fellowship.

A general description of the committee's activities during the previous year.

A committee roster.

A description of the committee's expected activities for the coming year.

A budget proposal for the coming year, itemized in order to facilitate the preparation of the overall budget. Committees are encouraged to identify opportunities for the use of extra funds.

The Board will use these reports to develop a resource guide for the Fellowship, so that the appropriate committee for any concern or suggestion is readily apparent to members.

Each committee is expected to work within its budget to accomplish its objectives. Exceptional or changed circumstances should be raised to the Board. Expenditures on behalf of the committee will be made through the regular church disbursement process based on a request signed by the committee chair and submitted to the bookkeeper or treasurer. The treasurer or bookkeeper will transmit to the committee chair each quarter a report showing the expenditures during the quarter and the committee's current budget status. Except for exceptions mandated by the bylaws or approved by the Board, committees will not maintain separate bank accounts or funds in other form. Exceptions to this policy will be made annually by the Board as a formal part of its business.

In general, committees should come to the Board only with non-routine matters arising from unexpected circumstances or opportunities. A request by a committee for Board action should:

Be in writing (electronic or paper).

State a specific action that the committee desires the Board take, with an explanation of why it is appropriate and the resources required.

Be submitted in time for the Board meeting before the one at which action is requested.

Committee members, elected officers, board members, RE teachers, and all others who contribute volunteer effort to the Fellowship shall be recognized publicly, by name, at least once per year. If at all possible, this recognition will be made to an appropriate meeting rather than in a publication.

Committee chairs shall wear distinctive nametags, identifying them and their committee.

Committee chairs and memberships will be publicized at the Fellowship and on the website.

9/8/07 status: Current and ongoing, per bylaws.

07-08 plans: New committees should carefully read this section.

Board liaison: President and pres.-elect to review.

Medium range activities/action plan (six to twelve months – items requiring Bylaw changes, not later than the 2007 congregational meeting but possibly at an earlier special congregational meeting):

The Board may create new committees at its discretion by motion and vote as part of its regular business. The function of a committee shall be stated as part of the motion that creates it. In general, these committees will be charged with accomplishing a specific purpose in a stated time frame.

Ongoing committees created by the Board require explicit re-authorization by the Board at the start of each organizational year.

The Bylaws and Adult Programming committees shall be removed from the bylaws. If it is judged later that one would be useful and there is enough interest to warrant it, the Board can create such a committee as above.

The Committee Council shall be removed from the by-laws.

The Bylaws shall be revised to clarify that the Finance Chair is a *non-voting ex-officio* Board member.

The Bylaws shall be revised to merge the Endowment committee with the Finance committee.

The Bylaws shall be revised to require an audit of the Endowment only on vote by the Board (*Comment: An audit, given the current size of the endowment, would cost more than it earns in interest each year*). However, the finance committee shall provide to the Board and Congregation an itemized written report on the endowment each quarter.

The Board will review committee functions and categories to assure consistency and completeness. (Note: this does not require a bylaw change, but seems more appropriate to the 6 – 12 month time frame).

A “Frequently Asked Questions” (FAQ) document will be developed by the Board, or under its supervision, and placed on the website and in other reference materials. (Note: this does not require a bylaw change, but seems more appropriate to the 6 – 12 month time frame). The FAQ would provide guidance regarding common questions, including which committee to approach for specific issues.

9/8/07 status: Implemented, completed. No FAQ.

07-08 plans: Review FAQ need.

Board liaison: Joe Long will follow up.

Long range activities/action plan (two to five years):

Leadership Development

The Nominating Committee shall be responsible for the identification, encouragement, and development of future leaders of the Fellowship.

Specific actions include:

Contact with committee chairs and other current Fellowship leaders to identify promising future leaders.

Encouragement of incoming Board members and elected officers who have not attended Leadership School to do so.

Education about Unitarian Universalist organizational philosophy and practice to the congregation in general and leaders in particular.

Encouragement of current and prospective leaders to attend District Assembly and UUA General Assembly.

Conflict Resolution training for elected officers, Board members, committee chairs, and any other member of the congregation who wishes to receive such training.

9/8/07 status: Loosely activated, no current concerns.

07-08 plans: Need a specific notion of how this will be implemented, perhaps not all, but portions.

Board liaison: Pres. And pres.-elect.

Short range activities/action plan (one to six months – can be adopted directly by Board):

Voluntary organizations which are largely made up of Church members and friends, and who support the purpose of the Church, may be recognized as Program Groups by the Board of Trustees. This recognition shall lapse if not renewed annually, Program Groups shall meet the following criteria:

1. Each Program Group shall direct its own programs and functions.
2. Each Program Group shall be responsible for its finances. The Program Group shall pay for direct expenses incurred on its behalf, and at its request, by the Church.
3. Each Program Group shall appoint a representative to UUFC to provide information and communication on the activities and programs of the group. This representative shall be a Fellowship member.

UUFC cannot sanction groups that would threaten its status as a tax-exempt organization.

If the membership of a group is limited to only members of certain groups, those restrictions must be explicitly stated justified and approved by the Board. They must be essential to the function of the group. (For example, restrictions by race or gender must be justified.)

9/8/07 status: Implemented

07-08 plans: Continue

Topic: Growth

Goal # G1 of 5 for Growth

Continue to emphasize expanding and improving RE for children and youth.

<p>Short range activities/action plan (one to six months): Hire a part-time RE director.</p> <p>9/8/07 status: Completed...twice</p> <p>07-08 plans: No further action pending.</p>
<p>Medium range activities/action plan (six to twelve months): Emphasize improved programming for youth and young adults.</p> <p>9/8/07 status: In the absence of a DRE for much of the year, little action occurred.</p> <p>07-08 plans: Anticipated activity via new DRE.</p> <p>Committee assigned: RE</p> <p>Committee chair: Sonya Jones</p> <p>Board liaison: Peter Kandis</p>
<p>Long range activities/action plan (two to five years): Make DRE position full-time.</p> <p>9/8/07 status: No action.</p> <p>07-08 plans: To be reviewed pending finances and evaluation of activities.</p> <p>Committee assigned: RE</p> <p>Committee chair: Sonya Jones</p> <p>Board liaison: Peter Kandis</p>

<p>Goal G2 of 4 for Growth Offer more religious education programs for adults.</p>
<p>Short range activities (one to six months)</p> <p>Worship committee work with the minister to develop basic training courses on Unitarian Universalism.</p> <p>9/8/07 status: In process, with Wednesday evening wonders.</p> <p>07-08 plans: Continuing</p> <p>Committee assigned: informal ad-hoc committee; need formal approval</p> <p>Committee chair: Ann Johnson, Don Mohr</p> <p>Board liaison: Peter Kandis</p>
<p>Medium range activities/action plan (six to twelve months): Institute a basic training course for new members and other adults in Unitarian Universalism.</p>

9/8/07 status: In process: UU 101. Membership committee is working on this for new members.

07-08 plans: Consider a more lengthy process of educating current/new members. Perhaps the membership expectations need to be clearer.

Committee assigned: Membership and (pending board review) adult RE?

Committee chair: Ann Johnson and Don Mohr

Board liaison: Peter Kandis

Long range activities/action plan (two to five years):

Start a regular study course for adults.

9/8/07 status: In its infancy

07-08 plans: To be further reviewed regarding long-term planning of a cycle

Goal G3 of 4 for growth

Expand our outreach and visibility in the community.

9/8/07 status: PR committee recently formed. Press releases happening. Approved monthly plate donation to some need/issue.

07-08 plans: Continue to expand role of PR committee, locally and within the TJ district. Expand awareness in community. Fulltime minister will have increasing public role.

Committee assigned: PR, social action, welcoming congregation.

Short range activities/action plan (one to six months):

Activate the Publicity committee. Use the committee to organize more community awareness and participation.

9/8/07 status: Done

07-08 plans: Expand, continue.

Committee assigned: PR

Committee chair: Larry Ely

Board liaison: TBD

Medium range activities/action plan (six to twelve months):

Share more by donating the unpledged collection to a local charity one Sunday each month.

9/8/07 status: Decision made to implement now.

07-08 plans: Continue

Committee assigned: social action, finance, and worship

Long range activities/action plan (two to five years):

Evaluate effect of unpledged collection donation; expand if feasible.
Update web page.
Publicize outreach activities
Begin outreach program to local institutions of higher education.
Investigate faith-based funding for a prison ministry
Begin a speakers bureau of members prepared to explain Unitarian Universalism.

9/8/07 status: Webpage in process.

07-08 plans: Continue to refine webpage, look for easier connections from search engines. Facebook page now in place, continue.

Considering appropriate IHE publications in the area, especially for faculty awareness.

Consider other local media, Free Times, City Paper, etc.

Committee assigned: PR

Committee chair:

Board liaison: TBD

Goal G4 of 4 for growth

Increase attendance.

Short range activities/action plan (one to six months):

Adopt a sign-in roster to be placed in each pew on Sunday to be used for collecting attendance data. Make sure the data collected is summarized and stored properly and that the results are easily accessible.

9/8/07 status: Did not do.

07-08 plans: Review.

Committee assigned: membership

Medium range activities/action plan (six to twelve months):

Increase attendance by 5% through the following activities:

Advertise our Sunday Services.

Personally contact newcomers to welcome them and answer questions.

Improve the appearance of the entry foyer.

Make sure newcomers sign up for the online Unigram.

Follow up on people who leave.

9/8/07 status: Some activities are making us more public. Anecdotally attendance seems up.

07-08 plans: Document data on attendance, look for trends.

UUA will be doing "listening activity" in October. Recommendations will be considered, e.g., greeters at door.

Committee assigned: membership and PR

Long range activities/action plan (two to five years):

Increase attendance by 5% each year by continuing the activities above.

Institute a second Sunday morning service.

Increase the size of sanctuary when planning for renovation of building.

9/8/07 status: Ongoing

07-08 plans: Renovation discussions ongoing. Anticipated needs: perhaps a sanctuary to support membership of 300.

Goal # G5 of 5

Enhance communications.

Short range activities/action plan (one to six months – can be adopted directly by Board):

It is recommended that the publicity committee be assigned to review and develop policies and activities regarding publicity and information distribution, including the management and operation of the website. With the importance placed on information as a tool for soliciting new members and providing current information for members, the Board may determine that an ad hoc committee be established specifically to address these issues.

Among other website issues, the publicity committee should address:

- Guidelines for the provision and approval of information for the website
- Privacy guidelines for information placed on the website
- Procedures and policies regarding financial transactions handled through the website
- Guidelines regarding the timely submission of information for the website
- Guidelines regarding ongoing review to ensure currency of information on the website

The publicity committee may determine that, as part of a review of the website, members may be asked to visit the website, and identify elements that are satisfactory, and ideas for improvements.

9/8/07 status: Recently implemented.

07-08 plans: Activities increasing.

Topic: Minister, Staff, Religious Education (RE), and Volunteers

Goal S1 of 4

Hire a full complement of staff.

Short range activities/action plan (one to six months):

Hire a part-time DRE.

Strengthen RE committee.

Create a Search Committee that will develop a ministerial profile with the desired criteria.

The ministerial characteristics would include organizational skills, the ability to strengthen membership, skills that nurture leadership, and the capacity to work well with people of all ages.

Define roles of all paid positions.

<p>9/8/07 status: Full time minister and 60% time DRE hired.</p> <p>07-08 plans: Continue</p>
<p>Medium range activities/action plan (six to twelve months): Begin process to hire full-time minister, who might be an interim minister. Hire nursery staff. Strengthen web function and integrate it with church's organization.</p> <p>9/8/07 status: Minister hired.</p> <p>07-08 plans: Continue to discuss issue of "called minister"</p> <p>Long range activities/action plan (one to five years): Hire a full-time minister. Hire a full-time life span DRE. Hire a full-time Office Administrator. Hire a part-time bookkeeper. Create a position of shared ministry facilitator (volunteer coordination function).</p> <p>9/8/07 status: Minister hired.</p> <p>07-08 plans: Maintain current status for upcoming year. Review again 08.</p>
<p>Goal S2 of 4 Define job descriptions and evaluation guidelines for staff.</p>
<p>Short range activities/action plan (one to six months): Assign Board to review 2004 draft personnel handbook job descriptions and evaluation procedures for the existing positions of minister, custodian, office administrator, and DRE, as well as new positions of bookkeeper and nursery staff.</p> <p>9/8/07 status: Personnel handbook now in place. Checklist for custodian now implemented.</p> <p>07-08 plans: Need to review/finalize job descriptions.</p> <p>Committee assigned: Personnel</p> <p>Board liaison: Secretary will track down where we are, and bring information to the Board for any action needed.</p>
<p>Medium range activities/action plan (six to twelve months): Board will approve a manual of job descriptions and evaluation procedures. Implement the procedures set out in the manual.</p> <p>9/8/07 status: Partial.</p> <p>07-08 plans: Continue, per above.</p>
<p>Long range activities/action plan (one to five years): Update job descriptions and manual as needed.</p> <p>9/8/07 status: Ongoing.</p>

07-08 plans: Ongoing.
Goal S3 of 4 Provide staff compensation and benefits that are consistent with UUA standards for UUFC's size and location.
Short range activities/action plan (one to six months): The Board will study appropriate salaries and benefits according to UUA standards, and decide on priorities for enactment. Salary increases will need to be accomplished in stages. 9/8/07 status: Current budget for 07-08 based on UUA 07-08 plans: Continue.
Medium range activities/action plan (six to twelve months): Act on decisions regarding priorities for staff compensation and benefits, moving incrementally toward the long-range goal. If possible, new hires should be paid at the UUA standard. 9/8/07 status: Complete. 07-08 plans: Continue.
Long range activities/action plan (two to five years): All staff members will be receiving fair compensation and benefits. 9/8/07 status: Complete and current. 07-08 plans: Review annually.
Goal S4 of 4 Develop gifts and personal ministry of members with the result being a shared ministry at our Fellowship.
Short range activities/action plan (one to six months): Expand Membership Committee's role to include study of personal and shared ministry of members. The committee may decide to create a sub-committee on personal ministry. 9/8/07 status: Focus needed. 07-08 plans: Continue to explore implications, particularly in light of UUA discussions. Committee assigned: TBD. MRC or membership may be involved.
Medium range activities/action plan (six to twelve months): Educate congregation about personal ministry and finding their gifts, and the resulting shared ministry, in volunteer roles at UUFC. 9/8/07 status: See above. 07-08 plans: See above.

Topic: Building and Grounds

Goal BG1 of 6

Remain in the current location. Anticipate comprehensive renovations to the buildings and grounds.
<p>Goal BG2 of 6: Adopt Green Sanctuary principles.</p>
<p>Short range activities/action plan (one to six months): Commit to Green Sanctuary principles. Establish an ad hoc Green Sanctuary committee.</p> <p>9/8/07 status: Green Growth Group convened. Some information shared.</p> <p>07-08 plans: Activate group per Master Plan process. Explore possible grant funding as a demonstration site.</p> <p>Committee assigned: GGG</p> <p>Committee chair: Kathy Paget</p> <p>Board liaison: Mike Paget</p>
<p>Medium range activities/action plan (six to twelve months): Review recommendations for renovation for adherence to Green Sanctuary principles.</p> <p>9/8/07 status: Pending overall master planning process</p> <p>07-08 plans: In process</p>
<p>Long range activities/action plan (one to five years): Review participation in Green Sanctuary program and recommend to Board whether or not to continue formal participation.</p> <p>9/8/07 status: Review per master plan process.</p> <p>07-08 plans: Activate GGG</p> <p>Committee assigned: Green Grants Group</p> <p>Committee chair: Kathy Paget</p> <p>Board liaison: Mike Paget</p>
<p>Goal # BG3 of 6: Carry out appropriate renovations to the buildings and grounds to meet congregational goals.</p>
<p>Short range activities/action plan (one to six months): Send RFPs (Requests for Proposals) to selected architectural and/or general contracting firms.</p> <p>9/8/07 status: Six firms solicited for RFPs. Three quality proposals received. Boudreaux Architects selected. Contract approved. Master Plan underway.</p> <p>07-08 plans: Anticipate Master Plan by December 07.</p> <p>Committee assigned: Master Plan Committee</p> <p>Committee chair: Mike Paget</p>

<p>Board liaison: Peter Kandis</p>
<p>Medium range activities/action plan (six to twelve months): Select firm for renovations and develop a staged plan for implementation. Start renovations.</p> <p>9/8/07 status: Pending Master Plan and congregational decisions regarding financing options.</p> <p>07-08 plans: Explore renovation options and adopt renovation plan, including financial options, and phasing of implementation.</p>
<p>Long range activities/action plan (one to five years): Continue implementation of renovations as identified in previous stage.</p> <p>9/8/07 status: Pending above</p> <p>07-08 plans: Pending above.</p>
<p>Goal <u>BG 4</u> of <u>6</u>: Adopt a schedule for activities to improve and enhance the appearance of the building and grounds.</p>
<p>Short range activities/action plan (one to six months): Identify desired enhancements, develop budget and time line for implementation, and start improvements.</p> <p>Improve process for handling minor maintenance and repairs.</p> <p>Remove current clutter and adopt procedures for minimizing and dealing with clutter. Clutter is defined as any item for which there is no foreseeable use within the next five years. It includes, but is not limited to, sets of encyclopedias, worn-out chairs and pews, ugly couches, presumably nonfunctional lawnmowers, and stocks of materials exceeding reasonable storage space.</p> <p>Ongoing attention to these needs has been sporadic. It appears that RE has taken responsibility for the RE wing, Worship has taken responsibility for the sanctuary, and no one has really taken responsibility for enhancements to any of the rest of the buildings in any systematic way.</p> <p>9/8/07 status: Informal activity</p> <p>07-08 plans: Board to review and consider ad-hoc or standing committee. Kudos to Gin Beery for attending to this issue as she has been able.</p> <p>Committee assigned: Building and Grounds</p> <p>Committee chair: Morgan McLachlan</p> <p>Board liaison: Glenn White</p>
<p>Medium range activities/action plan (six to twelve months): Complete list of improvements.</p> <p>Develop a clear understanding of buildings and grounds standards to be followed, including storage, cleanup, kitchen maintenance, and</p>

<p>posting of signs, notices, and other short-term information.</p> <p>9/8/07 status: Informally handled.</p> <p>07-08 plans: Per board review.</p> <p>Committee assigned: Building and Grounds</p> <p>Committee chair: Morgan McLachlan</p> <p>Board liaison: Glenn White</p>
<p>Long range activities/action plan (one to five years): Continue improvement activities on an annual or semiannual schedule.</p> <p>9/8/07 status: ongoing</p> <p>07-08 plans: Ongoing</p> <p>Committee assigned: Building and Grounds</p> <p>Committee chair: Morgan McLachlan</p> <p>Board liaison: Glenn White</p>
<p>Goal BG 5 of 6 Upgrade signage, including a UUFC marquee to inform passersby of upcoming events.</p>
<p>Short term activities/action plan (one to six months) Solicit ideas and bids for updated exterior signage, including supporting lighting. Select desired package and implement.</p>
<p><i>Note: In anticipation of comprehensive renovations, the intent here is to improve signage for the short term. More permanent and compatible signage would be part of the renovation.</i></p> <p>9/8/07 status: Existing signage maintained. No action on upgrading.</p> <p>07-08 plans: PR committee is exploring options.</p>
<p>Goal BG 6 of 6 Provide for an adequate heating, ventilation, and cooling (HVAC) system.</p>
<p>Short term activities/action plan (one to six months) Solicit bids to provide for adequate HVAC in all areas of the building. Select contractor and complete work.</p>
<p><i>Note: In anticipation of comprehensive renovations, the intent here is to immediately provide for acceptable health, safety, and comfort levels throughout the building. This recommendation reflects an immediate and critical need. It is likely that eventual renovations would further upgrade and change the HVAC system, especially pending green design standards approval and implementation.</i></p> <p>9/8/07 status: Engineers and HVAC firms reviewed and made recommendations. RE wing compressor and AC in minister's office replaced</p> <p>07-08 plans: Short-term HVAC improvements may be implemented during 07-08.</p>

Committee assigned: B & G

Committee chair: Morgan McLachlan

Board liaison: Glenn White

Topic: Finance

F1 of 3: Increase revenues to a level sufficient to provide the staffing, programming, and environment necessary to fulfill the organization's mission.

9/8/07 status: 33% increase in pledge amounts. 25% more individual pledges. Took in 5% more than budgeted.

07-08 plans: A change in conversation and culture seem to have had an impact. Neal's presence in the pulpit has resulted in greater attendance. The impact of all attempts to improve the climate and facility seem to be paying off.

With the renovation plan under discussion, those who attend feel the positive potential.

F2 of 3: Ensure that the tracking, recording, and reporting of all revenue and expenditures is consistent with applicable laws, UUA guidelines, and generally accepted accounting practice. These processes should be open and transparent to membership and other relevant stakeholders.

9/8/07 status: Dramatic improvement.

07-08 plans: Continue.

F3 of 3: Determine the monthly contributions necessary to support agreed upon long-range recommendations.

9/8/07 status: Limited action.

07-08 plans: We will focus on stewardship, along with the UUA and TJ district discussions.

With the Master Plan, an understanding of the funds necessary to implement staffing and renovation plans will become clearer.

Discussion reveals that this goal includes both pledge funds and capital funds. A budget will need to be developed for both.

Goal F1 of 3

Short-range activities/action plan (one to six months): Build awareness of the funding shortfall and continue to promote the UUA giving guidelines.

1. *Build awareness of current financial situation.* Members should know how much the Fellowship must generate per annum to meet its projected needs, in per donor terms. This can largely be done with frequent and varied reporting of the Fellowship's current financial status beyond quarterly statements of individual giving. One possibility is a quarterly progress report of pledges and expenditures. It could be delivered in the space normally allowed for a pulpit editorial. A brief summary report could then be e-mailed and/or included in the subsequent Unigram.

<p>2. <i>Promote the UUA's giving guidelines. We encourage the Board to institutionalize current efforts to promote the UUA guidelines as minimal standards for giving.</i></p> <p>9/8/07 status: Great success.</p> <p>07-08 plans: Continue the positive organizational behaviors that have contributed to the success. With anticipation of the capital funds needs, the conversation will expand.</p>
<p>Goal F1 of 3</p> <p>Medium range activities/action plan (six to twelve months): Reform the structure of the Canvass process, with the goal of making its administration year-round.</p> <p>1. <i>Canvass reform: The President of the Board of Trustees should appoint a member of the Board to serve as de facto Chair of the Canvass for the length of his or her term on the Board. The Canvass Chair chief responsibilities would be: (1) determine Canvass strategy, such as selecting the theme and setting appropriate financial goals, and (2) select a sub-committee to carry out administrative (e.g., measurement, benchmarking, coordinating the calendar) and implementation tasks (e.g., kickoff celebration, training). The finance committee should have at least one representative on this sub-committee.</i></p> <p>9/8/07 status: Peter Kandis has been the champion of this goal.</p> <p>07-08 plans: The circle of champions needs to be expanded.</p>
<p>Goal F1 of 3</p> <p>Long range activities/action plan (one to five years): The Board of Trustees should produce and distribute an annual report detailing the activities of the Fellowship's program related functions along with a detailed financial report (as specified in the section on leadership).</p> <p>9/8/07 status: provided at annual meeting</p> <p>07-08 plans: Improved financial management is in place and continuing. The financial, program, and activity status reports will become increasingly important as we grow to a program-size organization.</p> <p>Committee assigned: Finance and treasurer</p>
<p>Goal F2 of 3</p> <p>Ensure that the tracking, recording, and reporting of all revenue and expenditures is consistent with applicable laws, UUA guidelines, and generally accepted accounting practice. These processes should be open and transparent to membership and other relevant stakeholders. This goal is compatible with UUA principles, the UUFC mission statement, and the UUFC affirmation.</p> <p>9/8/07 status: Significant improvements implemented.</p> <p>07-08 plans: Continue.</p>
<p>Goal F2 of 3</p> <p>Short-range activities/action plan (one to six months): Continue with current efforts to make reporting of individual giving consistent and timely.</p> <p>9/8/07 status: Accomplished.</p> <p>07-08 plans: Ongoing</p>

Goal F2 of 3

Medium range activities/action plan (six to twelve months): Prepare for a professional audit-style review of financial record keeping at the Fellowship.

9/8/07 status: After a period of some difficulty regarding financial records, a number of individuals worked on clearing up records and procedures.

07-08 plans: Continued improvement will be needed, perhaps especially in light of anticipated capital funds needs. The board will charge the Finance Committee to come up with an audit-style review of finances.

Committee assigned: Finance

Goal F2 of 3

Long-range activities/action plan (one to five years): A professional audit of financial record keeping at the Fellowship.

9/8/07 status: Records and procedures improved.

07-08 plans: Study options; anticipate audit as appropriate.

Goal F3 of 3

Determine the monthly contributions necessary to support agreed upon long-range recommendations.

Short-range activities/action plan (one to six months): Review cost of implementing LRP recommendations with the membership, including monthly income necessary to support those recommendations. Make final determination of LRP goals to be addressed based on membership's ability to meet expected financial obligations.

9/8/07 status: no actions reported

07-08 plans: Review this goal as part of the capitol funds discussions and explorations

Goal F3 of 3

Medium range activities/action plan (six to twelve months): Begin collections of funds designated for specific goal areas (e.g., building funds, full staffing funds) to "bank" those funds for future expenditures. This activity may be described as a funds drive (e.g., a capital funds drive, etc.).

9/8/07 status: Focused on getting the Master Plan completed. Decision to rely on existing savings and new contributions to cover initial surveys and Master Plan.

07-08 plans: Financing options will be studied.

Topic: Membership Development

Goal # M1 of 4:

Collect and maintain significant and useful information on the current membership.

Short range activities/action plan (one to six months):

Update membership information, including membership status (i.e., active, inactive, moving to "friend" status, etc.), and current contact information for directory.

9/8/07 status: Membership status has been reviewed. Process for clarifying roles is being implemented.

07-08 plans: Continue. Information should be collected only with emphasis on utility of data.

Revised directory needs to be published.

Medium range activities/action plan (six to twelve months):

Identify member needs, wants and assets that may be used for the good of the congregation. Analyze and report results.

9/8/07 status: no specific action taken

07-08 plans: Consider revising approach for gathering data on needs, wants, and assets. Review ACS Connect data processes.

Committee assigned: membership

Long range activities/action plan (one to five years):

Conduct yearly updates and reports. Use the information in ways that have benefit to the UUFC and its members.

9/8/07 status: no specific action

07-08 plans: Collect information as needed

Goal # M2 of 4:

Formally define membership in the UUFC and communicate desired level of participation by members in actively supporting the fellowship by attending services and programs, by providing financial support sufficient to underwrite the goals and mission of the fellowship, and by commitment to Unitarian Universalist principles in all interactions between members of the fellowship.

Short range activities/action plan (one to six months):

The board should undertake to develop a membership definition statement to be included as part of the congregational by-laws.

9/8/07 status: Bylaws revision accomplished.

07-08 plans: Continue

Medium range activities/action plan (six to twelve months):

Membership definition statement should be presented to the members at annual meeting.

9/8/07 status: Completed.

07-08 plans: Continue as needed.

Long range activities/action plan (one to five years):

Membership definition statement should be provided to all current and potential members and the defined desires level of participation by members should be encouraged and reinforced to members in the development and furtherance of congregational goals and objectives.

9/8/07 status: Implemented.

07-08 plans: Continue.

Goal # M3 of 4:

Define membership goals (i.e., what does the UUFC intend to provide for its members?).

<p>Short range activities/action plan (one to six months): After review of the long-range planning recommendations, the board, with the advice and help of the membership committee, should set a short-term membership goal.</p> <p>9/8/07 status: no action</p> <p>07-08 plans: TBD</p>
<p>Medium range activities/action plan (six to twelve months): Specific membership development activities should be defined supporting the stated membership goals of the Fellowship</p> <p>9/8/07 status: no action reported</p> <p>07-08 plans: TBD</p>
<p>Long range activities/action plan (one to five years): Review other aspects of the UUFC to determine if membership needs are being addressed.</p> <p>9/8/07 status: no action reported</p> <p>07-08 plans: TBD</p>
<p>Goal # M4 of 4: A membership package should be developed and used consistently to welcome and introduce visitors and potential members to Unitarian Universalist principles and concepts, the history of the church, the structure and organization of our Fellowship, and the path to full engagement as a member in the UUFC.</p>
<p>Short range activities/action plan (one to six months): Review materials available from national and our own materials currently being used to connect with potential and current members. Develop a draft recommendation for what should be included in the membership package.</p> <p>9/8/07 status: Membership committee actively supported potential and new members.</p> <p>07-08 plans: Continue.</p>
<p>Medium range activities/action plan (six to twelve months): Adopt and put into use the recommended materials. Train individuals involved in greeting, contacting and encouraging new members in the use of the materials.</p> <p>9/8/07 status: Done.</p> <p>07-08 plans: Learn from upcoming UUA national initiatives.</p>
<p>Long range activities/action plan (one to five years): Continue to review and update the membership package, with attention paid to the value of materials in engendering the desired response. (Are mail-in cards used? Do visitors pick up materials and take with them? Do greeters and board members know where to obtain materials and do they routinely get the materials in the hands of visitors and potential members?)</p> <p>9/8/07 status: no formal actions documented, though needs seem to have been attended to.</p> <p>07-08 plans: Firm up and better document activities. Incorporate UUA recommendations.</p>