

**Unitarian Universalist Church of Berkeley**  
**Board of Trustees Meeting Agenda**  
**Wednesday, December 7, 2022**

Via Zoom: <https://zoom.us/j/91070175965?pwd=d2FUcWZCQjYzVEF2MFZabWJQQRrUT09>

**6:00 PM EXECUTIVE SESSION**

**7:00 1. CALL TO ORDER & OPENING RITUALS**

- a. Chalice reading & lighting - Randall
- b. Board Covenant reading - Beth
- c. Land Acknowledgement Statement – Bill
- d. Widening the Circle Statement – Dave

**7:10 2. CONSENT AGENDA – Items may be approved in one motion unless a Board member requests an item be removed for question or placement under discussion/action**

- a. Approve agenda
- b. Approve Board Meeting minutes of November 2 and 16, 2022
- c. Accept monthly Executive Director’s report.
- d. Accept monthly Treasurer’s report
- e. Approve Nominating Committee recommendation that to assure staggered terms going forward, approve the following terms for Committee appointment in May 2023: 1-year term: 3 new members; 2-year term: 2 continuing members + 1 new member; 3-year term: 3 new members. (see memo)

**7:15 3. MINISTER’S REPORT**

- a. Update on status of guidance from Sonoma County on use of Freestone property

**7:25 4. ANNOUNCEMENTS/LISTENING**

- a. Board or staff announcements, Board Listening Presence
- b. Congregants who wish to speak to the Board on agenda items or other matters.

**7:40 5. DISCUSSION/ACTION ITEM**

Recommendation from the Opening Task Force to discontinue the policy requiring COVID vaccination (or medically based exemption by the minister) to attend in person church activities; consider stating a recommendation that attendees be vaccinated and boosted, and expect adherence to other safety requirements such as masking and avoiding contact with contagion. Item includes policy topic of non-participation if symptomatic of contagions.

**8:15 6. BOARD COMMITTEE MEMBER/LIAISON REPORTS**

- a. Monthly Ministerial Search Committee report
- b. Widening the Circle Committee
- c. Other reports from Board Liaisons/Board members of Board committees

**8:30 BREAK**

**8:35 7. STRATEGIC PLANNING**

Results of Rev. Michelle’s congregational trust survey

**9:20 8. CLOSING COMMENTS**

**9:30 9. ADJOURNMENT**

January Beacon (due December 15): **Cordell**

December Listening Presence: **Dave**

January Listening Presence: **Pier**

## **Aspirational Covenant of the UUCB Board of Trustees**

Approved September 2019, updated May 2020

We as the UUCB Board of Trustees agree:

- To stay committed to connection even when we disagree;
- To recognize the fullness of our power, and the many responsibilities that power entails;
- To listen actively to each other and the congregation, and to seek out opportunities to do so;
- To be caring, respectful, present and open-minded;
- To work together to make the changes the congregation needs, as we keep the best interests of the congregation above our own and to live into our mission;
- To support and trust each other in our work;
- To remember the goal of our work is to build a thriving, loving congregation;
- To be unafraid in the face of hard decisions, to be unafraid of making mistakes, knowing that we will learn from them if we do, and to be unafraid of challenging sacred cows; and
- To come to decisions we all feel we can support while recognizing diverse views.

## **Land Acknowledgement Statement**

As we begin, we want to acknowledge that this church occupies land in Huchiun, the unceded territory of the Chochenyo-speaking Ohlone people. We understand that we continue to benefit from the seizure and occupation of this land. We acknowledge and embrace our responsibility to take restorative action. We affirm that this is deeply felt and commit our congregation to be in right relationship with Indigenous communities, aligning in solidarity, supporting Indigenous projects, and caring properly for the land.

## **Widening the Circle Vision Statement**

We, the trustees of UUCB, commit ourselves to championing racial justice embodying anti-racist practices, and confronting and dismantling white supremacy culture and all forms of oppression (including but not limited to racism, sexism, ableism, homophobia, transphobia, classism, ageism, xenophobia and religious oppression (including anti-Semitism and Islamophobia) in everything we do.

## **Mission Statement of the Unitarian Universalist Church of Berkeley**

The mission of the Unitarian Universalist Church of Berkeley is to create loving community, inspire spiritual growth, and encourage lives of integrity, joy and service.

## **Vision Statement of the Unitarian Universalist Church of Berkeley**

The Unitarian Universalist Church of Berkeley is a welcoming and vibrant congregation. We joyously support spiritual development guided by individual faith, reason, and conscience. We are committed to serving one another, the church community, the community at large, and the global community. We foster a spirit of generosity and trust that encourages care for our church home and affirms diversity and relationships consistent with Unitarian Universalist principles.

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**Unitarian Universalist Church of Berkeley Board of Trustees Meeting  
Wednesday, November 2, 2022**

**Meeting Conducted via Zoom Video Conference**

**Minutes – Draft**

**ATTENDEES**

Voting members: Bill Brown, Pier Ho, Randall Hudson, Elaine Miller, Beth Pollard, Cordell Sloan, Helen Tinsley-Jones

Absent: Michael Armstrong, David Roberts

Ex officio members: Rev. Michelle Collins, Tess O’Riva (Executive Director), Selene Fabiano (Secretary), Lenore Ralston (Treasurer)

Visitors: Suzette Anderson-Duggan, Michael DeWitt, Karen Elliot, Jean Gleason, Lynn Hammond, Suzanne Healy, Carolyn James, Don Klose, Albert Kueffner, David Lingenfelter, Jane Lundin, Ladie Malek, Anita Mermel Larry Nagel, Luana Pohlman, Melissa Rosales, Ariel Smith-Iyer, Marta Tobey, Grace Ulp

A quorum being present, the meeting was called to order by Beth Pollard, president, at 7:04 p.m. Selene did the chalice lighting and reading, Cordell read the UUCB covenant, Randall read the land acknowledgement, and Elaine read the Widening the Circle Vision Statement.

**CONSENT AGENDA**

**A motion for the following consent agenda with the exception of the Treasurer’s Report (M\_Helen\_/S\_Pier\_) passed unanimously:**

- Approve agenda
- Approve Board Meeting minutes of the 10/5 and 10/20/22 meetings
- Accept monthly Treasurer’s report
- Approve Finance Committee recommendation for Board Governance Manual provisions on authorized account signatories

Further discussion of the Treasurer’s report was requested to address the need to set a schedule for regular audits. Currently the policy outlined by UUCB’s bylaws conflicts with the policy in the Governance Manual. There is also a need to provide clarification regarding the roles and responsibilities of the Audit Committee versus those of the Finance Committee.

Randall explained that the Bylaws committee made some changes to the language regarding the frequency of audit reviews when the bylaws were revised last year, without realizing that there was language in the Governance Manual pertaining to this topic. Randall suggested that the matter of audits be reviewed. He proposed removing the requirement of exchanging financial books with another UU organization as it hasn't yielded much benefit and is burdensome.

It was decided that this topic merits further thought and discussion. Beth suggested this topic be put on the agenda for a subsequent board meeting and encouraged members of the Audit committee and Finance Committee to have informal discussions prior to the board discussion.

Pier made a **motion to accept the Treasurer's Report**. Randall seconded. **The motion passed unanimously with no abstentions.**

## **INFORMATION ITEM**

### **Minister's Report:** Rev Michelle

1. Rev. Michelle reported that there has been no new substantive information from Sonoma County regarding permitted uses for Freestone. The Sonoma County Planning Department had estimated it would take 4 weeks before they would provide feedback. Rev. Michelle will keep the board informed regarding any feedback from Sonoma County.
2. Rev. Michelle reported that she connected with other interim ministers at a conference for interim ministers, and gained some valuable insights.

## **LISTENING**

### **Announcements:**

A dedication ceremony for the new Black Lives Matter banner will be held on Sunday 11/6 directly after the service. A short program will include spoken word and singing.

The LFDMC will discuss "Braiding Sweetgrass" on November 13<sup>th</sup>.

The "Beyond Categorical Thinking" Workshop will be held on Saturday November 5<sup>th</sup> from 9AM-12, both in-person and on Zoom.

**Congregants who wish to speak to the Board:** None

## **DISCUSSION/ACTION ITEMS:**

- a. Acceptance of Fiscal Year 2020-21 Financial Report and Audit.

Randall thanked Tess, UUCB staff, and Lenore for their herculean efforts regarding the audit. He also thanked Suzanne Healy for her hard work and patience.

Suzanne Healy from the auditing firm Healy & Associates provided the following brief summary of the audit results:

1. One formal recommendation was made regarding improving record retention.
2. There were a few informal recommendations related to checks and balances.
3. No instances of illegal acts or fraud were uncovered.

Ms. Healy recommended that UUCB do a compilation or internal audit every year and not take a “year off.” She also stated that formal external audits with an auditing company are not legally required for religious organizations and are usually done by churches only if there is a specific reason (e.g. a change in management, need for assurance).

Next steps:

Ms. Healy needs an email indicating that the Board of Trustees has accepted or approved the audit report.

Tess will send the full report to the congregation

Pier made a **motion to accept the 2020-2021 Financial Report and Audit**. Helen seconded. **The motion passed unanimously with no abstentions.**

b. Ministerial Search Committee (MSC): Update on the MSC’s process and progress, report on its findings and discernment to-date to inform Board direction on ministry type and search route - in light of late November submittal date for settled minister search through the UUA, and mutual expectations on communication with congregation.

The MSC provided a PowerPoint presentation, available on the UUCB website that outlined their recommendations, the rationale for their recommendations, and some preliminary results from the MSC survey responses.

MSC Recommendations

- Continue with the UUA settled ministry search, and if that is unsuccessful, explore a contract ministry search.
- Recommended against contracting a non-UU minister.
- Recommended against a parallel search for a settled minister and for a contract minister.

Rationale for Recommendations:

- UUA search process is very well-developed, has a robust vetting system, offers a pool of references available to the MSC, and all the candidates have ministered within a UU framework.
- Results for the MSC survey & focus groups does not indicate congregational desire for contract ministry
- The pool of contract ministers is quite slim and churches searching for contract ministers have had low success rate.
- A parallel search could cause confusion and mistrust among the congregation and might diminish interest from applicants

The MSC provided timeline for next steps.

### Board Discussion & Questions

**What happens if candidate is not found?** The MSC recommend that the board could pivot to a contract ministry search if candidate pool doesn't meet our needs or match fails through both rounds

**Why is doing a parallel search a problem?** Rev Michelle shared her view that ministerial applicants are sensitive to trust, anxiety, and authority issues within a congregation. If she were a candidate and saw that a congregation was looking outside the UUA for candidates it would signal to her that the congregation was very anxious and didn't trust the UUA settled minister search process.

**What did you learn from the "UU World" article about non-traditional ministers?** UU's have trouble with interfaith dialogue within the context of their own church and it is hard for some more traditional/orthodox churches to work with UU's. UU ministers who took positions in non-UU churches often did for geographical reasons. Non-UU ministers have been more successful as Directors of Family Ministry than as the Senior Minister.

**How much honest information is shared in the reference checks? Are we likely just to get a sanitized view of the candidates?** Rev Michelle shared that the issue of sanitized references is a real concern, the UUA has been discussing this, and there has been some progress on this issue.

Helen made a **motion to recommend that the Board accepts the MSC's recommendations which includes continuing with the UUA settled search process for a called minister, and if 1<sup>st</sup> round is not successful, the MSC will return to the board to talk about next steps** which could be contract or

Elaine seconded. **The motion passed unanimously with no abstentions.**

The board thanked the MSC for their very thoughtful and comprehensive presentation and hard work.

**Communication with the congregation:** Beth clarified with the board that when board members communicate about the ministerial search we rely on the MSC's communication rather than any independent communication from the board.

c. Cope Ministerial Housing Fund: Guidance for its use for UUCB's next minister

Beth explained that the MSC needs to get direction from the BOT regarding what the MSC can share with candidates regarding the Cope Ministerial Housing Fund.

The following issue has been raised: Would the board authorize expanding the use of Cope Fund for rent or mortgage payment? Are there upfront parameters for a Cope Fund loan for home purchase?

The Cope Fund Task Force was formed this summer to address this issue. Task Force member Jane Lundin was present and also provided information.

**Background Information and Current Context** was provided

The Cope Fund was established to grow a revolving fund that would help meet the housing needs of UUCB's future ministers by acquiring equity in housing purchased by the UUCB minister.

Expanding the use of the Cope Fund to support a minister who does not buy a house is being considered due to the following reasons:

- The high cost of housing in the Bay area
- Trend toward shorter minister tenures
- Address equity issues (not all ministers have the financial resources for a down payment)
- Renting is more attractive to some ministers than home ownership for a variety of reasons

**Discussion on the issue of using the Cope Fund for subsidy of rental or mortgage payments**

The following advantages to UUCB were identified:

- No UUCB capital investment risk in real estate (i.e. declining market)
- Less complexity, intrusion, & complications in relationship with minister
- Communicates we are aware of the challenges of Bay Area housing prices & are willing to expand flexibility



- May attract a minister not otherwise interested if housing support is only limited to purchase
- Housing costs are at the top of candidates' concerns

The following concerns/disadvantages to UUCB were named:

- Depletion of the fund and/or decrease in the growth of the fund by not investing in real estate
- Are we honoring the intention of the fund's donor?

The following ways to address the disadvantages were suggested:

1. Limit the housing subsidy to a set percentage of the fund (e.g. 4-5%) to preserve the fund's capital, similar to disbursement of UUCB's Endowment Funds.
2. Talk with the congregation about changing dynamics that has led to the idea of expanding how the Cope Fund is used.
3. Initiate a program to encourage bequests of homes in estate planning that could be used as a parsonage for future ministers or to provide rental income to support minister housing.

**Any limitations that would prevent UUCB from using the Cope fund for rental subsidy?**

Language dictating how the fund must be used was not written into the deed. UUCB does want to uphold the integrity of donations while recognizing that times can change. The intention of the Cope Fund was to support ministerial housing.

**Would there be a time limit for how long UUCB offers the housing subsidy?** There was a strong feeling that it would be important to provide a steady, consistent subsidy with no cut-off, provided the subsidy doesn't deplete the fund.

**What happens if there is a big downturn in the market and the fund loses a lot of its value?**

One suggestion was to put the money in a stable investment such as a CD so we can have a more stable fund.

**Are there income tax implications for the minister if they are given a housing subsidy?**

Rev Michelle stated that currently IRS rules related to clergy housing allowance protects the subsidy from federal income tax. These rules are not the same for state income tax.

**Who will be negotiating with the ministerial candidate around salary and benefits (including financial support for housing)?**

A member of the MSC, a board member and a member of the congregation would form the negotiating team. The negotiating team would get direction from the Board.

Pier made the following **motion: That the board authorizes the use of the income from the Cope Fund to be offered to future settled ministers as a housing subsidy. Specifics to be determined later.** Randall seconded. The motion passed unanimously, with no abstentions.

A second issue pertaining to the Cope Fund was discussed: Whether to continue allow the Cope Fund to acquire an equity share in a home purchase by a minister (vs. using the fund for a mortgage subsidy). Beth noted that there was a difference of opinion about this issue among the members of the Cope Fund Task Force.

### Discussion

The following advantages and disadvantages of using the fund for an equity share were identified:

### Advantages

- Down payment assistance may be attractive to a ministerial candidates who may be selling an existing home and needs to reinvest for tax purposes
- Would help the fund to grow in pace with real estate market

### Disadvantages

- Average minister tenure is now 4 years; if the minister leaves during a downturn in the market, UUCB could lose a lot of money. (An alternate opinion was that this risk could be mitigated if the agreement was structured well.)
- Puts a lot of capital at risk
- Housing market appreciation over time isn't that different than the stock indexes (there was some disagreement about this).
- If the minister does not have a down-payment and doesn't stay very long, UUCB may lose money as a result of expensive closing costs.

The following options were suggested:

- Minimum down payment requirement (so UUCB is not holding all the risk)and/or
- Minimum tenure with UUCB. Maybe after 2 years have another conversation with minister

Randall made the following **motion: UUCB will remove the housing purchase equity share option from use of the Cope Housing Fund.** Elaine seconded. There was further discussion. Helen called the question. Vote: 1 yes (Randall), 3 opposed (Helen, Pier, Beth), 3 abstentions (Bill, Cordell, Elaine). **Motion failed.** Need for further discussion was highlighted.

Cordell **made a motion for the board to hold an emergency meeting in November, invite Jane Lundin and Linda Laskowski to discuss the issue in Randall's motion.** No second.

The Board thanked the Cope Fund Task Force for their work and presentation.

### **BOARD COMMITTEE MEMBER/LIAISON REPORTS**

**Elaine submitted written reports on the Widening the Circle Committee and the Music Committee subsequent to the meeting, for information purposes.**

Respectfully submitted,

Selene Fabiano, Secretary

### **UPCOMING EVENTS AND BOARD RESPONSIBILITIES**

November Listening Presence: Elaine

December Listening Presence: Dave

Next Board Meeting: 12/7/22

Widening the Circle Committee Liaison Report  
Received as information after the November meeting

1. Members meeting with the Aesthetics committee to discuss refreshing the Atrium to include images that resonate with newcomers of more diverse backgrounds.
2. Members are preparing to form the Education for Liberation Development Team (ELDT). The formation of this team is one of the recommendations in the UUCB Task Force report (Recommendation E1, Chapter VIII) and the team will strategize the educational activities that the WTC will engage in to support the congregation's education on Widening the Circle. The WTC committee will be looking for interested congregants to join this team - so stay tuned for more info to come!
3. The Widening the Circle Charge from the board was edited and will be sent in the following weeks for Board consideration at the December meeting.

Music Committee Liaison Report:

There will be a Messiah Sing Along on Sunday Dec 18, and we're keeping our fingers crossed for a Christmas Eve event.

**Unitarian Universalist Church of Berkeley Board of Trustees Meeting  
Wednesday November 16, 2022**

**Meeting Conducted via Zoom Video Conference**

**Minutes – Draft**

**This was a special meeting held regarding the draft ministerial agreement to include in UUCB's Congregational Record for ministerial search by 12/1/22.**

**ATTENDEES**

Voting members: Michael Armstrong (left early), Bill Brown, Pier Ho, Randall Hudson, Elaine Miller, Beth Pollard, David Roberts, Cordell Sloan, Helen Tinsley-Jones

Absent: None

Ex officio members: Rev. Michelle Collins, Tess O'Riva (Executive Director), Selene Fabiano (Secretary)

Visitors: Suzette Anderson-Duggan, Karen Elliott, Jean Gleason, Greg Lemieux, Jane Lundin, Ladie Malek, Larry Nagel, Lorraine Schnurr, Ariel Smith-Iyer

A quorum being present, the meeting was called to order by Beth Pollard, president, at 5:32 p.m.

**DISCUSSION/ACTION ITEMS:**

The purpose of this meeting was to review and approve a Ministerial Agreement that the Ministerial Search Committee would add to the Congregational Record which would be viewed by prospective candidates beginning December 1st. Beth explained that the Board was reviewing this draft later than is recommended due to an oversight on her part; Reverend Michelle also took responsibility for not catching this oversight earlier. When she became aware of the need to complete the Ministerial Agreement by November 30<sup>th</sup>. Beth convened a work group consisting of Ladie Malek and 2 Negotiating Team members from the last negotiating team (Linda Laskowski and Beth Pollard) to create a draft agreement. The team reviewed the UUA ministerial agreement template, UUCB bylaws, and UUCB's last Ministerial Agreement.

Reverend Michelle provided the following insights:

- In addition to seeing each church's Ministerial Agreement, prospective candidates are also presented with a separate document, a list of changes, that shows all the way a given church's agreement differs from the UUA template.
- Many ministers only look at this list of changes initially.
- A large number of wording changes can raise questions for ministers, and in some cases may lead them to wonder if they will be micro-managed or if there is a high level of anxiety at that congregation.

Beth shared the draft created by the work group and the Board reviewed it together.

Discussion regarding the draft agreement:

Some members felt more prepared to review the document than others but all agreed it would help to go through it together. Michael stated that he needed to leave the meeting early but would honor the board's decision.

Reverend Michelle noted there were a few decisions to be made regarding whether to have the contract in line with UUCB's personnel policy for other staff or to have a different policy for the minister (e.g. bereavement policy)

Some specific items that were discussed:

- Language re pastoral care – It was decided the language in the UUA template was adequate. Since our congregation is looking for a minister who provides pastoral care, this will be stressed in conversations with prospective candidates.
- Relationship to staff/Supervision of staff - There was a discussion regarding the role of the Executive Director vs that of the Minister. It was felt that the lines of authority should be clear and that the ED, not the Minister, should supervise the administrative, financial, and facility staff.
- .Supervision of Executive Director – is this done by the minister or the board? There was some concern that not all ministers have experience/skill with managing staff and this would be better handled by the board. Other opinions include that the Board already has a lot of other responsibilities, it's hard to be supervised by a board with whom you don't have daily or weekly interactions versus being supervised by one person with whom you share a work environment, and that there can be problems when more than one person is in charge, and that most ministers would be reluctant to take a position if they do not have authority over their staff. Tess' opinion was that it's best to have the minister supervise the ED.

- Committee on Ministry (COM): There was a discussion of the role of COM at UUCB (supporting the minister and/or evaluating the minister?), and whether the minister should regularly attend the COM meetings.
- Ministerial Evaluation – There was a discussion regarding who should do this evaluation. There was agreement that these evaluations should be done annually.
- Nominating Committee – does it involve the minister? There was a consensus that the minister should not be involved in choosing the board since the board provides oversight of the minister.
- Salary – The MSC recommended using the middle compensation for our geographic location and mid-size congregations (i.e. \$118,000). This would increase to \$129,000 when/if our membership reaches 350 member
- Parental leave. The UUA template and UUCB policy is 6 weeks paid and 6 weeks unpaid. There was some desire to provide 12 weeks paid parental leave but it was decided that the same benefit should be offered to the minister as to other UUCB staff. May reconsider UUCB policy in the future after determining the financial impact of this change.
- Bereavement Leave. The UUA template differs from UUCB policy. There was a concern that UUCB’s policy of 3 days of bereavement leave is not adequate, especially if long-distance travel is required.
- Dismissal by the Congregational Mtg. Decided we need to modify the template to match UUCB’s bylaws.
- Language re identities in section 1.2.8. of agreement. There was some wish to expand the list of identities to include the categories of “age” (which was differentiated from “generational”), neurodivergent, calss, and body size.

**Motion:** Dave move that the Board approve the amended language in the Draft Ministerial Agreement worked on tonight be approved for the Ministerial Search Committee (MSC) and that any discrepancies be resolved by Board President and the MSC rather than calling an additional Board Meeting. Helen seconded. **The Motion passed with no abstentions.**

Respectfully submitted,

Selene Fabiano, Secretary

**Executive Director Monthly Report to Board of Trustees  
December 2022**

<b>End (Limitation)</b>	<b>Topic</b>	<b>Action/Discussion/Information</b>
<p style="text-align: center;"><b>Sustainability</b> (Preserving and enhancing UUCB's fiscal and physical assets)</p>	<b>Finance &amp; Budgeting</b>	<ul style="list-style-type: none"><li>• Insurance policy for main campus has been reviewed and renewed. Our broker is Church &amp; Casualty and our policy is with Church Mutual. Our premium went up \$1400 per year, mostly due to the inflation increase on rebuilding costs. Policy available for viewing for any interested parties.</li><li>• New Cash Flow policy drafted by Carolyn James will be discussed by the Finance Committee at the end of this month. Policy will address process for identifying cash flow needs in advance of issues or problems and what remedial actions will be taken to ensure UUCB can always meet its financial obligations.</li><li>• We are still awaiting final accounting to close out the last fiscal year. I estimate it's 95% complete. A new accounting consultant has been identified and will start working with UUCB in January. This should drastically improve reporting timeliness and accuracy.</li><li>• The last piece of the Annual Report (the financial piece) has been submitted and the report should be available soon.</li></ul>
	<b>Facilities/Buildings and Grounds</b>	<ul style="list-style-type: none"><li>• Two new Chromebooks were purchased for the Fireside and Safir Rooms to facilitate hybrid meetings. That leaves a MacBook available for those who want to use Zoom in other rooms like the Chrysalis and Meditation Rooms, or the RE buildings.</li><li>• Recent tree work has resulted in better visibility around parking lot lights, healthier trees, better access for tall vehicles (like fire engines) on the fire road, and a much improved view of the bay from the Terrace. Check it out!</li><li>• The sign on Arlington is an evolving project. Issues with using it as a marquee mean that some of the letters are less than stable. We are looking into additional solutions in time to promote our December events.</li><li>• Phil Maynard is spearheading efforts to replant trees on campus to comply with the conditions of the permit for removing the 42 trees in 2021. He has been in contact with the County and is working with our new arborist from Trees Company to ensure our replanting plan meets their expectations. Contra Costa County is currently holding about \$11,000 of UUCB General Fund monies as a bond to ensure we actually do the replanting, and we can't get that money back until one year after the trees are in the ground and thriving.</li></ul>



End (Limitation)	Topic	Action/Discussion/Information
		<ul style="list-style-type: none"> <li>• One of the large Monterrey Pine trees crashed down around 1 am below the fire road very close to one of our neighbor's houses on Craft Ave. No one was hurt and the neighbors have been very understanding. We will pursue removing the tree after the rainy season.</li> </ul>
<p><b>Community</b> (People are loved, valued, &amp; connected)</p>	<p><b>Admin &amp; Operations</b></p>	<ul style="list-style-type: none"> <li>• Michelle, Heaven, &amp; Tess are working on advance analysis and compliance with the California law removing the statute of limitations for victims of ministerial and/or church misconduct. Steps include researching the start and end dates for all personnel who have ever worked for UUCB, with even more precise recordkeeping for volunteers and staff that have worked with Family Ministry as far back as we can research.</li> <li>• The planning document previously known as the "Green Sheet" is soon to be retired and replaced with an online option. Organizers of recent events met to debrief on lessons learned and how to streamline processes in this era of the New Normal to inform this process. Debrief will be recommended for all future UUCB-sponsored events.</li> <li>• We have completed the many items requested by the Ministerial Search Committee for the Ministerial Packet.</li> </ul>
<p><b>Faith in Action</b> (Social &amp; Environmental Justice)</p> <p><b>Sustainability</b> (Preserving and enhancing UUCB's fiscal and physical assets)</p>	<p><b>Justice</b></p> <p><b>Events &amp; Calendar</b></p>	<ul style="list-style-type: none"> <li>• We are in discussions with Markos Major, Director of Climate Action Now! to review our grounds for a potential planting partnership.</li> <li>• Last month I updated the Climate Justice Committee with the progress UUCB has made to date to be more environmentally conscientious and combat climate change. They had additional recommendations, especially to improve our composting rate, including separating our waste containers from the preschool's and improving the language in our rental contracts.</li> <li>• We are discussion with the El Cerrito Fire Chief the design possibilities for hosting a First Nations (Native American) ceremonial site and sweat lodge because of everyone's concerns about fire danger. Additional UUCB groups are interested in utilizing such a space, should it ever come to pass. It is by no means decided, and we are still very early in discussions.</li> <li>• December is intense. Holiday Fair, multiple rental recitals and concerts by our long-standing partners, not to mention Solstice and Christmas Eve celebrations...It's all hands on deck! All staff are required to work at least one of the two Christmas Eve celebrations.</li> <li>• Sing Along Messiah on December 18<sup>th</sup>!</li> </ul>

		<ul style="list-style-type: none"> <li>• Mission-driven partnerships – UUCB has partnered with the following organizations for free or reduced space fees: EBARC (East Bay Amateur Radio Club). They are interested in the potential of locating an emergency Ham radio “shack” at UUCB, furthering our goal of disaster resilience and recovery.</li> </ul>
<p><b>Community</b> (People are loved, valued, &amp; connected)</p>	<p><b>Safety &amp; Security</b></p> <p><b>Cool Stuff Club</b></p>	<ul style="list-style-type: none"> <li>• Safety is a weekly standing agenda item at our UUCB Staff meetings. Recent tree trimming has improved the light in the parking lot. Other lighting issues being identified and resolved due to decreased daylight.</li> <li>• Interesting recent inquiries include a film studio needing parking during the weekdays before Christmas.</li> <li>• Multiple neighbors attended the Black Lives Matter sign rededication, which has opened up opportunities for engagement.</li> </ul>

Unitarian Universalist Church of Berkeley  
Treasurer's Report for UUCB's Board of Trustees  
Respectfully Submitted, Lenore Ralston, Treasurer  
December 1, 2022

Dear Friends,

As this calendar year comes to a close, UUCB is on better financial footing. I cannot give you hard numbers yet, as our books are still not properly closed.

We will be hiring a new outside accounting firm at the start of January to address some long-standing issues. The Finance Committee sent an RFP to seven firms and interviewed three applicants. There were several good options, and the Finance Committee as a group voted to hire Michael Badalov of Dakin Ventures Consulting Group (DVCG). DVCG comes highly recommended and currently handles the accounting for Starr King School for the Ministry. Due to staff vacations in December, the transition is scheduled to begin in January.

In the meantime, what I can tell you is that we know where our cash is, we are working out the early warning system to both alert us to cash flow shortfalls and our protocol to replenish our Mechanic's checking account to meet all critical monthly bills (payroll, utilities, etc.) As those of you who read the Treasurer's report know, you have not gotten a balance sheet or a budget comparison sheet for some time. Our outside accounting firm has not been properly performing the closing process outlined in their contract, therefore we are reluctant to circulate reports that we know to be incorrect. I ask you to please be patient, as we work through this unacceptable log-jam.

In the meantime, I look to the larger picture of losses in our Endowment performance due to inflation coupled with the stock market slide. Trends. Pledges, rents (our school and cottage), and the payout from our Endowment are our largest sources of steady income.

Below is a report from the UUCEF:

"Risk assets sharply rebounded in October despite tighter monetary conditions in the face of persisting inflationary pressures. U.S. equities outperformed with the S&P 500 Index posting gains of 8.1%; the MSCI ACWI ex U.S. Index was up 3%. Value stocks maintained their lead over growth equities with the Russell 1000 Value and Growth indexes up 10.3% and 5.8%, respectively—widening year-to-date outperformance to 17.3%. Outside of the U.S., MSCI China Index suffered its largest daily loss since 2008, falling 8.2% after China's 20th National Congress; the MSCI China Index ended the month down 16.8%.

In the U.S., a robust labor market pushed inflation higher. Headline CPI was up 0.4% over September, while core CPI, which excludes food and energy, rose 0.6%. Despite elevated inflation levels, the U.S. real economy expanded at an annualized rate of 2.6% in the third quarter as a rise in consumer spending and net exports offset a decline in residential investments. The higher interest-rate environment increased the cost of housing. As a result, pending home sales declined 10.2% over September, marking the largest decline since April 2020.

In fixed income, higher inflation pressured developed market government yields higher. In the U.S., one- and 10-year Treasury yields increased 85 basis points and 28 basis points, respectively. Inflation expectations rose with the 10-year U.S. breakeven inflation rate increasing 38 basis points to 2.5%. High-yield assets outperformed as tighter credit spreads offset higher rates. As a result, the Bloomberg U.S. Corporate High Yield Index added 2.6% after spreads tightened by 88 basis points to 464 basis points.

NEPC's stance towards risk assets remains unfavorable given the uncertain growth and inflation dynamics. We recommend building exposure to short-term investment-grade credit as higher yields offer an attractive defensive position. We also suggest adding exposure to value stocks in U.S. large-cap equity to mitigate the portfolio impact of rising interest rates and inflation

normalizing above market expectations. In addition, we still encourage a dedicated allocation to assets that support liquidity needs in periods of stress."

UUCEF's year-to-date composite endowments went from -21.6 to -18.7% (see UUCEF 09-2022-UUA-Flash and 10-2022-UUA-Flash attached), a modest improvement. However, overall "...the S&P 500 remains down nearly 15% year to date, and it's on track for its worst annual return since 2008, the year of the global financial crisis."

### S&P 500 Index - Historical Annual Data

Year	Average Closing Price	Year Open	Year High	Year Low	Year Close	Annual % Change
2022	4,115.34	4,796.56	4,796.56	3,577.03	4,076.57	-14.47%
2021	4,273.41	3,700.65	4,793.06	3,700.65	4,766.18	26.89%
2020	3,217.86	3,257.85	3,756.07	2,237.40	3,756.07	16.26%
2019	2,913.36	2,510.03	3,240.02	2,447.89	3,230.78	28.88%
2018	2,746.21	2,695.81	2,930.75	2,351.10	2,506.85	-6.24%



<https://www.macrotrends.net/2488/sp500-10-year-daily-chart>

We are consolidating a more robust financial team and look forward to the new year!

Respectfully submitted,

Lenore Ralston, Treasurer

Attach.

1\_Final\_December\_Rpt to Board\_12\_1\_2022\_UUCB revised

12\_1\_22\_FINAL\_Financial Report, November 2022

UUCEF Monthly earnings report (Spt-FLASH-REPORT\_Sept\_2022)

UUCEF Monthly earnings report (Spt-FLASH-REPORT\_Oct\_2022)

## FINANCIAL REPORT - Selected Monetary Assets, UUCB for BOT December, 2022

### UUCB ENDOWMENTS: Types of Restrictions

Endowment values are as of October 31, 2022

Beg. 22-23 Fiscal yr

	May '22	Jun '22	July 31 - '22	Aug 31 - '22	Sept 30th - '22	Oct 31 - '22	Dif - Oct - Jly
<b>Pool of Donations Board Designated; Distributions Board-directed</b>							
<a href="#">610888-GENERAL ENDOWMENT FUND</a>	\$805,449	\$758,127 <small>As of Jly 1</small>	\$792,903	\$770,222	\$721,664	\$743,886	(\$49,017)
<b>Original Donations Restricted; Distributions Board-directed</b>							
<a href="#">610028-UU CHURCH OF BERKELEY</a>	\$84,248	\$79,299	\$82,936	\$80,564	\$75,485	\$77,809	(\$5,127)
<a href="#">610945-THE KAY DAVIS MEMORIAL FUND</a>	\$136,499	\$128,480	\$134,373	\$130,529	\$122,300	\$126,066	(\$8,307)
<b>Original Donations Restricted; Distributions Donor-directed</b>							
<a href="#">610887-LAWRENCE LECTURE FUND</a>	\$66,936	\$63,004	\$65,894	\$64,009	\$59,973	\$61,820	(\$4,074)
<a href="#">610902-Morgan Theological Educ Fund</a>	\$30,572	\$28,776	\$30,096	\$29,235	\$27,392	\$28,235	(\$1,861)
<a href="#">610903-Spatz Religious Education Fund</a>	\$59,460	\$55,966	\$58,534	\$56,859	\$53,275	\$54,915	(\$3,619)
<a href="#">611146-UUCB Building Maintenance</a>	\$51,073	\$48,073	\$50,278	\$48,839	\$45,760	\$47,170	(\$3,108)
<a href="#">611361-Armstrong Garden Endowment</a>	\$14,573	\$13,717	\$14,346	\$13,936	\$13,057	\$13,460	(\$887)
<b>Original donation restricted; distributions Board-directed (available Sept 2023)</b>							
<a href="#">611312-Ann Lane Memorial Fund</a>	\$268,209	\$252,452	\$264,032	\$256,479	\$240,309	\$247,709	(\$16,323)
<b>TOTAL ENDOWMENT(s)</b>	<b>\$1,517,021</b>	<b>\$1,427,893</b>	<b>\$1,493,391</b>	<b>\$1,450,672</b>	<b>\$1,359,216</b>	<b>\$1,401,069</b>	<b>(\$92,321)</b>

The amount of loss since start of FY 22-23

-1.88%

The amount lost since

-6.18%

Pass-thru accounts for Congregants who use stock transfers to pay for pledges or to use for other gifts to UUCB.

Ameritrade:	\$400,422	value as of 11/25/22.	Cope fund held here to make interest.
E-Trade:	\$67,793	As of 9/30/22 Q	\$81,534 value as of 11/25/22. Pledges held in E-Trade earning interest.

### Operating Funds

Mechanics Checking	\$46,313.08	Balance	As of 11/25/22
Mechanic's MM	\$287,799.96	TRNAs held in Mechanics MM Savings account	
	\$46,313.08	Amount in chking available for operating costs	
Savings are where TRNAs are held.			
Mechanics Savings/MRA	\$287,725.86	As of 8/25/22	
<b>Total in Mechanics Bank</b>	<b>\$334,038.94</b>	<b>Total Mechanics bank</b>	

<b>BOARD DESIGNATED ENDOWMENT</b>	<b>As of 11/25/2022</b>
\$743,886 Total General Endowment	\$233,000 Amt Liened/Congr. Approv.
\$555,770 Corpus	\$132,538 available
\$55,577 10% of Corpus	-\$46,289 rolling avg calc.
\$611,347 Corpus plus 10%	-\$146,751 Amount short
<b>\$132,538 Liened</b>	FY22-23 End. payout of \$758,000

Numbers related to Endowment Oversight Committee's use of Congregationally approved draw from Endowment Earnings for use for itemized deferred-maintenance projects approved in January 2018.	
	\$758,000 approved by the Congregation
	\$525,000 withdrawn to date
	\$233,000 left to withdraw for deferred Maint.
<b>-\$100,462</b>	*Less than what we have committed to.
* Does not take into acct. annual pay-out est. at \$46,289.	

The funds below are Trusts overseen by UUCB. The annual earnings are designated according to Trust details.

Vanguard Fund - Boeke	\$38,964.02	as of 9/30/2022	Reported Quarterly
RBC-Calkins Trust #xxx958	\$144,189.54		
RBC-Calkins Trust #xxx107	\$175,728.25		
<b>Total</b>	<b>\$319,917.79</b>	as of 11/25/2022	

Cope Fund <small>(now found in Ameritrade)</small>	\$400,421.73	Minister's Housing
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Prepared by: L. Ralston, Treasurer, 12/3/2022

December 4, 2022

TO: The Board  
FROM: The Nominating Committee  
RE: Request for Process Change

Per UUCB's Bylaws, revised May 23, 2021,<sup>1</sup> the Nominating Committee (NC) is to be composed of nine members, not including the Board Vice President, who convenes the committee. Members are installed at the May Congregational Meeting and serve 3-year terms, designated as non-renewable and staggered, i.e., three members rotate off every year, three new members are brought in. Prior to the 2021 revision, the Bylaws called for eight members.

We interpret the intent of this requirement to be the provision of a smooth year-to-year transition in which emphasis is on retaining experienced members, while also benefiting from the inclusion of new members.

The current Committee, constituted before the 5/23/21 Bylaws became effective, began its work with eight members. One member stepped down in August, 2022. Therefore, we have been functioning since August with seven members, five of whom will rotate off the Committee next year, leaving only two experienced members who are currently in their first year of serving. Clearly, this situation does not conform to the Bylaws's requirement and intent with regard to having staggered terms.

Therefore, to assure a staggered process going forward, the Nominating Committee requests that the Board considers and approves the following term changes for on-boarding seven new members in 2023:

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<sup>1</sup> UUCB Bylaws, amended 5/23/21. 6.10 The Board shall establish a Nominating Committee, responsible to the congregation, to identify excellent candidates to replace departing Trustees. This Committee shall be convened by the Vice President of the Board and consist of nine certified members, recommended by the Board in consultation with church members, and affirmed and installed by the membership at the preceding May Congregational Meeting. Committee members shall serve for staggered three- year, non-renewable terms. The Committee's deliberations shall be guided by desired nominee criteria and election procedures set forth in the Governance Manual.

Request to Board for Process  
Change, 12/4/22

<b>1 year term</b>	3 new members
<b>2 year term</b>	2 remaining members + 1 new member
<b>3 year term</b>	3 new members

UUCB Opening Task Force (OTF) Recommendation to Board of Trustees  
for December 7, 2022, Board Meeting  
11/29/2022

Introduction

Almost a year ago, on December 1, 2021, the UUCB Board of Trustees adopted a policy requiring full vaccination against COVID-19 for attendance at indoor in-person activities at UUCB. The requirement for vaccination documentation was relaxed to allow vaccination affirmation on June 1, 2022 with the adoption of the Opening Task Force's recommendation. This recommendation also included identifying a "planned date on which to revisit the policy and potentially decide to suspend the request/honor system entirely."

The OTF believes that the time has come to revisit the policy requiring vaccination. COVID has not gone away, and we continue to believe that vaccination and boosters are important. We believe that for those who are medically able to be vaccinated, vaccinations and boosters have a great value in protecting an **individual's** health against severe illness, long term illness ("long COVID"), and death. The **public** health value of vaccinations and boosters lies in preventing widespread severe illness, hospitalization, and death, thus overburdening hospitals and health care providers and causing family trauma.

At this point, we have learned vaccinations do not prevent contracting COVID-19, and that infection is better avoided by minimizing one's exposure to contagion (masking in public indoor spaces, avoiding contact with those who have symptoms of contagious illness).

What we have learned from our experience at UUCB

Our experience since we reopened for in person Sunday services has shown that we have a very highly vaccinated church community. We greet first time attendees every Sunday, and have not one case of a hopeful attendee who has not affirmed that they were vaccinated. Most newcomers gain information about our services via the UUCB website, and we acknowledge the possibility that a few people have decided not to attend because of the vaccination policy. In our community, however, and among those who would be drawn to our church, we think it's unlikely that there would be a significant number of prospective attendees that defy or ignore public health recommendations for avoiding contagion.

Conclusion

We believe that at this point in the trajectory of COVID-19's impact on our society, continuing to insist on vaccination for in person church activities is no longer an appropriate way for us to protect the safety of our community. As noted above, we can provide more effective protection against the spread of infection by requiring masking indoors and requiring those who know they are infected, or have symptoms of infectious disease, to stay at home, than we can by requiring vaccinations.



The current Board policy states that those attending in person church activities “need to be fully vaccinated against COVID-19 – as they are able for their age group.” The definition of “fully vaccinated” has become much more elusive in the months since the policy was written. The CDC offers guidance on how to “stay up to date with COVID-19 vaccines including boosters,” updated November 1, 2022 (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/stay-up-to-date.html>). The CDC recommendations encompass a variety of possible variations to match individual situations. We feel that the complexity of these recommendations is best addressed by a public health agency rather than by our church.

We believe that UUCB should maintain its position of relying on the science-based analysis of public health experts. We can continue to state our support of official public health campaigns. We can recommend that people take advantage of the vaccination resources available to them. We can encourage vaccination and boosters, display basic COVID response information (e.g. printing and posting CDC and CDPH informational posters and/or fliers), and encourage our community to push for availability of boosters to all.

#### Recommendation

With all these observations in mind, the OTF recommends a change in Board policy. We recommend that the Board **discontinue the policy requiring vaccination** (or medically based exemption by the minister) for attendance at in person church activities. We suggest that instead the Board might wish to state a **recommendation** that anyone who participates in activities at UUCB should be vaccinated and boosted as available, and an **expectation** that all will adhere to other safety requirements such as masking and avoiding contact with contagion.

#### Timeline

We invite the Board to make their decision in time for us to revise safety protocols in advance of high-attendance holiday activities at UUCB (Messiah Sing 12/18, Christmas Eve 12/24). An expeditious decision would alleviate unnecessary and redundant procedures during the busy holidays.

# Assessing & Building Trust

**A presentation for UUCB's  
Board on December 7, 2022  
By Rev. Dr. Michelle Collins**

# Defining Trust

**Trust** is “choosing to risk making something you value vulnerable to another person’s actions.”

**Distrust** is a general assessment that “what is important to [you] is not safe with this person in this situation (or any situation).”

Charles Feltman, *The Thin Book of Trust*

# What is trust?

- Trust has been a widely studied concept both by itself but, most importantly, as *a component of the quality of relationships*
- **Culturally-rooted:** Trust is closely tied to the norms, values and beliefs of the organizational culture and the culture in which the organization resides as well as the cultures of origin of its members and clients
- **Communication-based:** Trust is the outcome of communications behaviors, such as providing accurate information, giving explanations for decisions and demonstrating sincere and appropriate openness
- **Multi-dimensional:** Trust consists of multiple factors at the cognitive, emotional and behavioral levels

Source: “Guidelines for Measuring Relationships in Public Relations,” by Linda Childers Hon & James E. Grunig

# What is trust?

- Trust is more of a cognitive assessment than an emotion, but conversations about trust bring up a lot of emotions, especially hurt and defensiveness.
- Betrayal is so painful because, at its core, it is a violation of trust.
- Institutional betrayal is when an institution causes harm [by action or inaction] to an individual who trusts or depends on that institution.
- It's possible to heal betrayal but it's rare because it requires significant courage and vulnerability to hear the pain that's been caused without becoming defensive. The only way back from betrayal is accountability, amends, and action.

Source: Brene Brown, *Atlas of the Heart*

# Discussion Questions

***Think of a person with whom you have a high trust relationship:*** What's the relationship like? How does it feel? How well do you communicate? How quickly can you get things done? How much do you enjoy the relationship?

***Think of a person with whom you have a low trust relationship:*** What's the relationship like? How does it feel? How well do you communicate? Does it flow freely or do you feel like you're constantly walking eggshells or land mines or being misunderstood? Can you work together efficiently or does it take a disproportionate amount of time and energy to reach agreements? Do you enjoy this relationship?

# Myths about Trust

<u>MYTH</u>	<u>REALITY</u>
Trust is soft.	Trust is hard, real, and quantifiable.
Trust is slow.	Nothing is as fast as the speed of trust.
Trust is built solely on integrity.	Trust is a function of both character (which includes integrity) and competence.
You either have trust or you don't.	Trust can be both created and destroyed.
Once lost, trust cannot be restored.	Though difficult, in most cases lost trust can be restored.
Trusting people is too risky.	Not trusting people is a greater risk.
Trust is established one person at a time.	Establishing trust with one can establish trust with many.

# Different Models of Trust

- Grunig & Childers Hon: dimensions of trust that were used for creating survey, are the dimensions most often used for formal assessments of corporations
- Brene Brown: “Anatomy of Trust” & BRAVING inventory
- Charles Feltman: *Thin Book of Trust* (care, sincerity, reliability, competence)
- Stephen M.R. Covey: *The Speed of Trust* (13 behaviors)



# Dimensions of Trust from assessments

**Competence:** The belief that an organization and its leaders have the ability to do what they say they will do. It includes the extent to which we see an organization as being effective

**Integrity:** The belief that an organization is fair and just

**Dependability/Reliability (Predictability):** The belief that an organization will do what it says it will do; that it acts consistently and dependably

**Openness and Honesty:** This dimension involves not only the amount and accuracy of information that is shared, but also how sincerely and appropriately it is communicated

# Dimensions of Trust from assessments

**Concern for Constituents/Members:** Concern includes the feelings of caring, empathy, tolerance and safety that are exhibited when we are vulnerable in communal activities. Sincere efforts to understand another contribute to high levels in any relationships

**Identification:** Identification measures the extent to which we hold common goals, norms, values and beliefs associated with our organization's culture. This dimension indicates how connected we feel to management/leaders and to other members of the organization

**Control mutuality:** The degree to which parties agree on who has rightful power to influence one another. Although power imbalance is natural in organization: public relationships, unilateral attempts to achieve control by one party are associated with decreases in perceptions of communicator competence and satisfaction with the relationship and increases in the level of activism. For the most stable, positive relationship, organizations and publics must have some degree of control over each other

# Dimensions of Trust from assessments

**Satisfaction:** The extent to which one party feels favorably toward the other because positive expectations about the relationship are reinforced. Or, a satisfying relationship is one in which the benefits outweigh the costs

**Commitment:** The extent to which one party believes the relationship is worth spending energy to maintain and promote

**Vulnerability:** The organization's willingness, based on its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable based on the belief that another individual, group, or organization is competent, open and honest, concerned, reliable, and identified with common goals, norms, and values

Source: "Guidelines for Measuring Relationships in Public Relations," by Linda Childers Hon & James E. Grunig

# Brene Brown's Anatomy of Trust (BRAVING)

Boundaries

Reliability

Accountability

Vault (confidentiality)

Integrity

Non-judgment

Generosity

# Brene Brown's Dimensions of Trust

**BOUNDARIES:** Setting boundaries is making clear what's okay and what's not okay, and why.

**RELIABILITY:** You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't over-promise and are able to deliver on commitments and balance competing priorities.

**ACCOUNTABILITY:** You own your mistakes, apologize, and make amends.

**VAULT:** You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.

# Brene Brown's Dimensions of Trust

**INTEGRITY:** Choosing courage over comfort; choosing what's right over what's fun, fast, or easy; and practicing your values, not just professing them.

**NON-JUDGMENT:** I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

**GENEROSITY:** Extending the most generous interpretation to the intentions, words, and actions of others.

Source: Brene Brown, *Atlas of the Heart* and "The Anatomy of Trust" video, also found at <https://brenebrown.com/resources/the-braving-inventory>

# Distinctions of Trust (Charles Feltman)

Care

Sincerity

Reliability

Competence

Source: Charles Feltman, *The Thin Book of Trust*

# Distinctions of Trust: CARE

- The assessment that you have the other person's interests in mind as well as your own when you make decisions and take actions.
- Of the four assessments of trustworthiness, care is in some ways the most important for building lasting trust
- When people believe you are only concerned with your self-interest and don't consider their interests as well, they may trust your sincerity, reliability and competence, but they will tend to limit their trust of you to specific situations or transactions. On the other hand, when people believe you hold their interest in mind, they will extend their trust more broadly to you.
- Care may mean you have the individual's interests in mind, and/or the best interests of a group to which you belong.



# Distinctions of Trust: SINCERITY

- The assessment that you are honest, that you say what you mean and mean what you say; you can be believed and taken seriously.
- It also means when you express an opinion it is valid, useful, and backed up by sound thinking and evidence.
- Finally, it means your actions will align with your words.
- Being externally congruent, meaning being honest and straightforward with others.
- Being internally congruent, meaning being honest with yourself, checking your intentions, making sure you believe and are committed to what you are saying.
- What you say is consistent from one person to another and over time.

# Distinctions of Trust: RELIABILITY

- The assessment that you meet the commitments you make, that you keep your promises.
- Clarifies requests and expectations before making commitments.
- Revokes or renegotiates a commitment as soon as you realize you will not be able to fulfill it.

# Distinctions of Trust: COMPETENCE

- The assessment that you have the ability to do what you are doing or propose to do.
- In the workplace, this usually means others believe you have the requisite capacity, skill, knowledge, and resources to do a particular task or job, or that you will admit it when you do not.
- May not necessarily be about baseline skills but whether or not it is believed that one can adapt and lead in the context of current and future challenges

# The 13 Behaviors

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

Source: Stephen M.R. Covey: *The Speed of Trust: The One Things that Changes Everything*

# Measuring Trust with a Survey

## Trust survey instrument

- Designed with questions from each dimension of trust

- Answered on a scale of 1 to 7

- Includes questions from the Grunig survey, a trust survey commonly used by corporations and marketing firms

- Drawbacks: may be confusing which leaders are being referred to, whether it is the entire organization; quantification on the agree/disagree scale will differ from person to person; is snapshot in time

# UUCB's Results: highest areas (woohoo!)

Openness = 5.83

Integrity = 5.80

Benevolence/Concern = 5.76

From the long responses:  
“Leadership over the past 3 years has been much more transparent and responsive than 5-6 years ago.”

## Mid-Range Results:

Commitment = 5.68

Competence = 5.63

Predictability/Reliability = 5.62

# UUCB's Results: lowest areas

Vulnerability = 5.09

Satisfaction (or Representation) (but only one question) = 5.18

Identification = 5.25

Diversity (but only one question on survey) = 5.31

Here's an example of identification/representation from the long comments: "I was surprised that I gave lower scores than I would have expected, so I stopped to see if they felt right. I think the board means well, and when I visit their meetings, I'm impressed with their thinking and commitment. But somehow I feel only partially represented... It's not that I distrust UUCB leadership as much as I think we are only partially on the same page."

# Grinig Trust Measurement Instrument

Primarily measures three areas: competence, integrity, predictability (dependability/reliability)

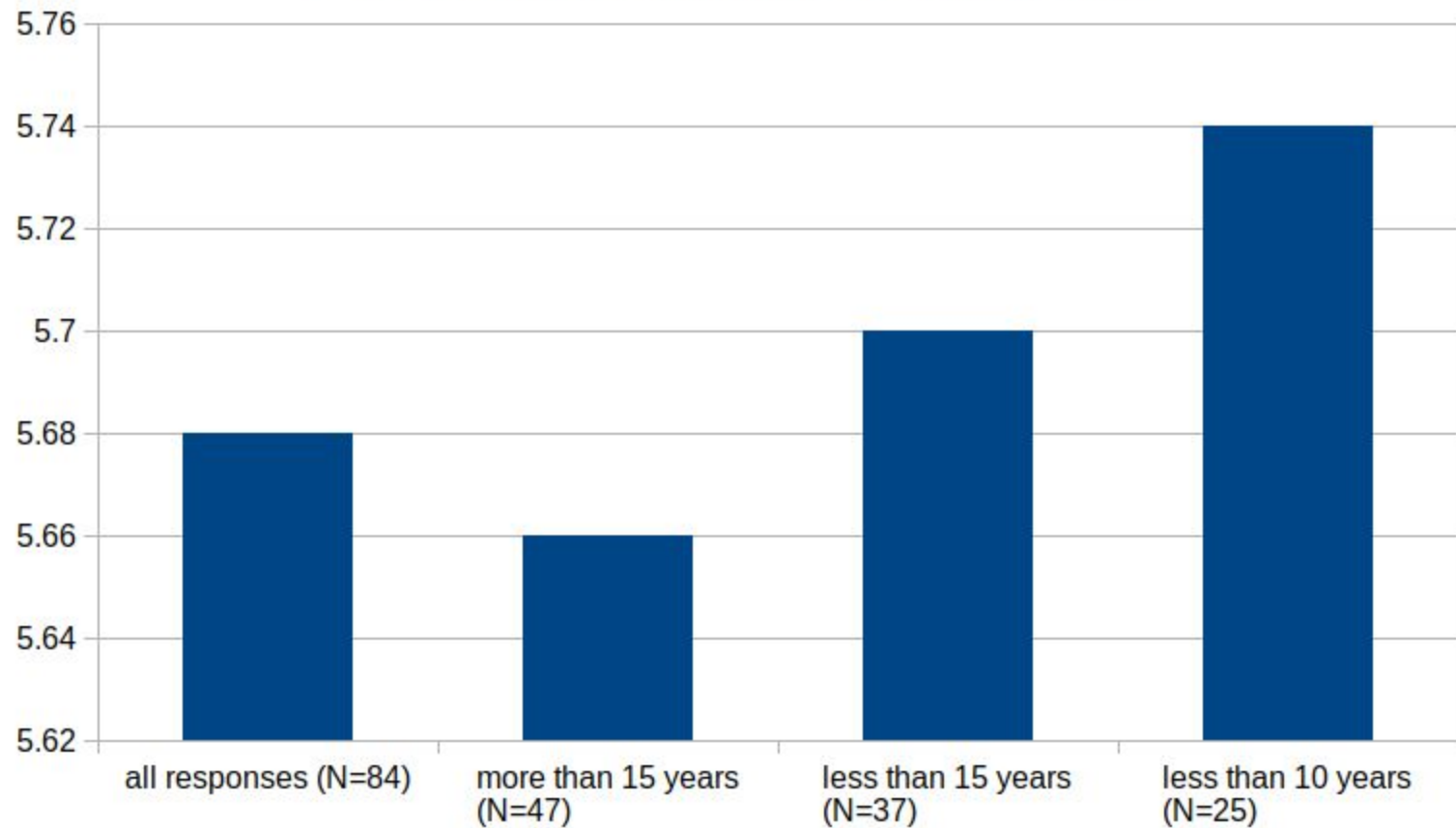
Standardized assessment questions used by many organizations and institutions; were adapted to church-speak for this survey

From UUCB's results, these averaged 5.68, which was higher than the other averages in our survey (interestingly, the reverse of the results from the board-only survey)

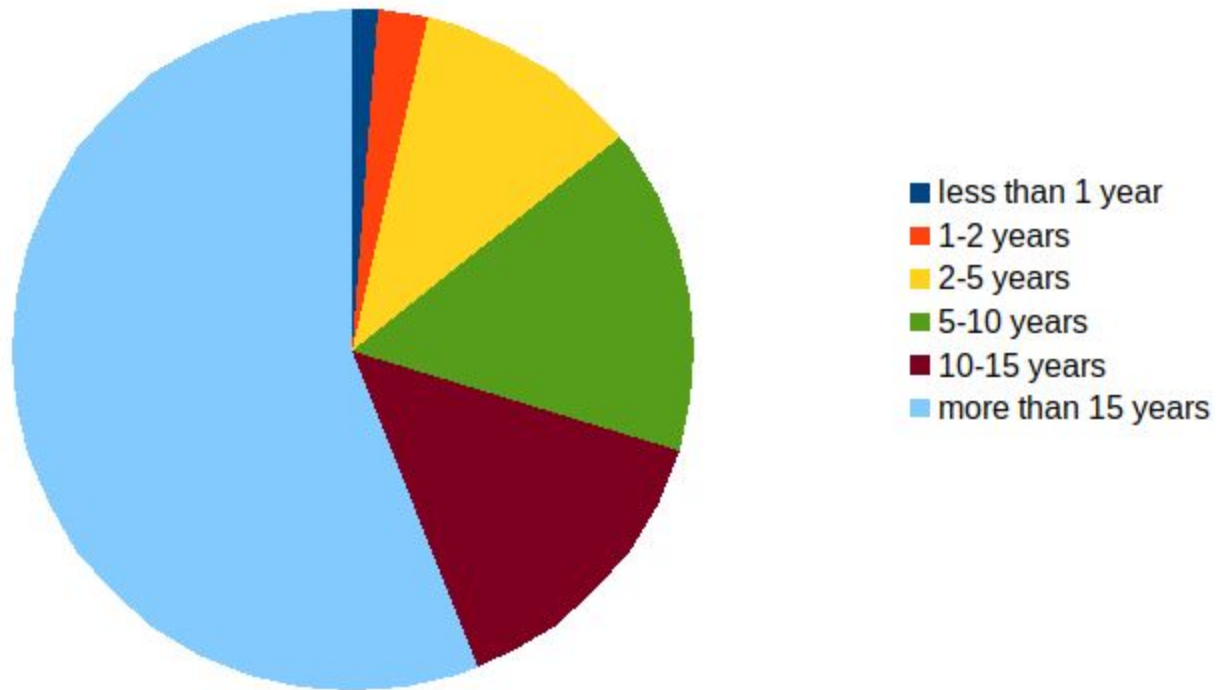
The difference based on how long someone has been involved with UUCB was a distinct trend (inversely proportional)



## Grunig Relationship Measurement Instrument



How long have you been involved at UUCB? (N=84)



	all responses	more than 15 years	less than 15 years	less than 10 yrs
benevolence/concern	0.19	0.12	0.28	0.24
commitment	0.11	0.15	0.08	0.06
competence	0.06	0.11	-0.01	0.05
diversity	-0.26	-0.24	-0.28	-0.40
identification	-0.32	-0.17	-0.52	-0.51
integrity	0.23	0.25	0.21	0.28
openness	0.26	0.18	0.37	0.33
predictability	0.05	0.04	0.07	0.05
satisfaction/representation	-0.38	-0.25	-0.55	-0.57
vulnerability	-0.47	-0.57	-0.35	-0.33

# UUCB's Results: Conclusions

- Folks who have been around longer tend to have slightly lower trust assessments, which makes sense because the church has had more opportunities to disappoint them (but they've stuck around, so loyalty)
- The differences between facets of trust seem about the same, regardless of how long someone has been involved in the church
- Openness ranked the highest while vulnerability was the lowest, which is an interesting comparison
- While integrity and competence rated well overall, a number of the free response comments noted that there were individuals who they did not trust as much as the majority (of either past or present leaders, staff, or ministers)

# UUCB Results: from free responses

## Questions Asked:

Are there any particular things that have happened that have challenged your trust in the congregation and/or its leaders?

Regarding trust and the congregation's leadership, is there anything else that you would like to share?

# UUCB Results: from free responses

Here are what topics came up the most, in order of frequency:

- Freestone
- Processing past ministerial misconduct
- Communication
- Financial mismanagement
- Past ministers (departure, leadership, how treated, behaviors)
- Policy governance
- Lack of transparency
- Authority and power
- Lack of volunteer appreciation

# UUCB Results: from free responses

“I am impressed by the degree to which genuine discussion about Freestone has been encouraged. I am concerned that a core of people will not accept a vote they don't like, but I do feel trust that the process has been set up to be transparent, democratic and functional. I also am impressed by the current Board and the degree of decency and covenantal relations that operates there. I am trusting of their intentions.”

“I appreciate what I perceive as a lack of gossip in the congregation.”

“Huge thanks especially to all of those willing to take on leadership, volunteer their time and energy, and put their egos aside.”

# UUCB Results: from free responses

“It is very very impressive to me that the culture of the Board has remained civil and respectful for the last 10 years after my term there when we resolved to change from a previous culture of anger and sniping. I believe this has affected other parts of the church in the best way.”

“It's easy to trust the leaders when I feel I know them personally, so being able to interact with them on different levels (i.e. worship, committee work, work parties, social action projects) is helpful.”

“I have no issues with trust in the good intentions of the congregation leadership. How well the leadership can address the daunting practical challenges the church faces is another question.” *(notice the difference between character & competence)*



# UUCB Results: from free responses

“There is a delicate tradeoff between ‘complete transparency on the part of leadership’ (transparency of both information and the concomitant personal interpretation of the meaning/implication of that information) and creating uncertainty among the congregation. I think congregational commitment is very dependent on having an optimistic belief or assumption that the future existence of UUCB is certain and that there is a solid institutional commitment to that future. Agonizing about potential problems that might occur in the future (as has been done in the past) does not promote long-term commitment and dedication. We need creative visions for what is possible in the future that stimulates optimism and joy in dedication to working toward achieving those visions (even very long-term visions).”

# Discussion...

What were some things that you noticed?

What were some of the facets of trust that you heard in the comments?

What about in your own experience?

What do you make of the fact that openness scored high but vulnerability scored low?

What are the areas that you think UUCB should work on regarding trust?

## On to talking about strategies...

# Strategy: Determining what needs boosting

- Trust survey instrument
  - Provides directly quantified elements
  - Can focus strategies to elements that are lower rated according to constituents
  - Drawbacks: may be confusing which leaders are being referred to, whether it is the entire organization; quantification on the agree/disagree scale will differ from person to person; is snapshot in time
- Acknowledge that lacking competence-related elements may result in “conditional” trust
- Consider repeating the survey after a period of time to measure change

# Strategy: Using the Models

- Identify which overall elements of trust from various models are easiest to address and create strategies for them (the “low hanging fruit” method)
- Consider ways to create strategies for many of the elements of trust from the various models, given that different folks will respond to different elements
- Focus on which elements will have the greatest impact (ex: Care from Feltman’s model is named as the element that typically has the most impact)

# Strategy: Marble Moments/Trust Accounts



Source: Brene Brown,  
The Anatomy of Trust,  
<https://brenebrown.com/videos/anatomy-trust-video>

# Strategy: Marble Moments/Trust Accounts

Principles of building trust accounts (like Brown's marble jar):

- Each trust account is unique
- All deposits and withdrawals are not created equal
- What constitutes a deposit to one person may not to another
- Withdrawals are typically larger than deposits
- Sometimes the fastest way to build trust is to stop making withdrawals
- Recognize that each relationship has two trust accounts

Source: Stephen M.R. Covey, *The Speed of Trust*, pages 131-132.

# Strategy: History of Trust in the Organization

- Can be a painful but fruitful exercise
- Identify events in the organizations past that disrupted trust, even if just for segments of the constituency
- This includes events deeper in the history (i.e. from longer ago)
- These may include: many forms of professional misconduct, breaches of confidentiality, a significantly underperforming leader or leadership group
- Can also be impacted by outside events, particularly in how the organization responded to them
- Reflect on whether direct action, processing, reparations, apologies, new or changed policies, additional transparency, or anything else might be necessary to responsibly acknowledge and respond to the past events

# Discussion...

Questions or wonderings

Particular insights

Next Steps (which may include further conversations in order to create an action plan for implementing strategies)