

**Unitarian Universalist Church of Berkeley  
Board of Trustees Meeting Agenda  
Wednesday, June 4, 2025**

Via Zoom: <https://zoom.us/j/91070175965?pwd=d2FUcWZCQjYzVEF2MFZabWJQQVRrUT09>

**7:15 1. CALL TO ORDER & OPENING RITUALS**

- a. Chalice reading & lighting – Selene Fabiano
- b. Board Covenant reading- David Rosales
- c. Land Acknowledgement Statement – Kristen Jensen
- d. Widening the Circle Statement – Carla McCasland

**7:20 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 May 2025 Board Meeting minutes
- c. Accept monthly Treasurer's report
- d. Accept Interim Executive Director's report
- e. Accept Operations Director's report
- f. Accept monthly Freestone Oversight Committee report

**7:25 3. MINISTER'S REPORT**

**7:35 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.

**7:45 5. INFORMATION/DISCUSSION/ACTION ITEMS - Break @ 8:30 PM, if needed**

- a. Capital Campaign Consultation Proposal
- b. Freestone Drilling Results
- c. Playground Project as Final Endowment Project - Kathryn Jay
- d. Vote to Adopt Policy on Care for Material Resource to be included in the next revision of the Governance Manual
- e. Official Adoption of revised Bylaws
- f. Governance Manual Revision Committee
- g. Summer Board Meeting Schedule
- h. Beacon Article Ideas - July Beacon article ()

**8:50 6. BOARD COMMITTEE MEMBER/LIAISON REPORTS**

**9:05 7. CLOSING COMMENTS**

**9:10 8. ADJOURNMENT**

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

Approved September 2019, updated April 2025

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 our preconceived notions and updating our previously-held beliefs; 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.

**Unitarian Universalist Church of Berkeley Board of Trustees Meeting**  
**Wednesday, May 7, 2025**  
**Meeting Conducted via Zoom Video Conference**

**Minutes – Draft**

**ATTENDEES**

Voting members: Michael DeWitt, Kay Fairwell, Kristen Jensen, Carla McCasland, David Rosales, Pier Sun Ho, Helen Toy

Absent: Beth Jerde, Helen Tinsley-Jones

Ex officio members: Rev. Marcus Liefert, Selene Fabiano (Secretary), Lisa Maynard (Treasurer)

Visitors: Michael Armstrong, Cyndy Greenleaf, Lynn Hammond, Jenn McDougall, Anita Mermel, Larry Nagel

A quorum being present, the meeting was called to order by Kay Fairwell, president, at 7: 20p.m. David Rosales did the chalice lighting and reading, Kristen Jensen read the Board covenant, Carla McCasland read the land acknowledgement, and Helen Toy read the Widening the Circle Vision Statement.

**CONSENT AGENDA**

**A motion for the following (M \_Pier/\_S\_\_Helen Toy) passed unanimously:**

- Approve agenda
- Approve April 2025 Board Meeting minutes
- Accept Interim Executive Director report
- Accept monthly Treasurer's report
- Accept monthly Freestone Oversight Committee

**MINISTER'S REPORT**

Rev. Marcus reported on two recent events: 1. In April the Lawrence Lecture was presented as part of a conference. Forty-five people attended in-person and 30 people attended on-line. We received some positive feedback. Gratitude to the Lawrence Lecture Committee, Starr King, and staff from the Pacific Western Region. 2. Leadership Retreat was held this past weekend. There was huge turn-out: 70 people registered, and there were 50-60 people present at any given time. There were lots of interesting conversations and Rev. Marcus hopes to continue this in

some way as an annual event. A big thank you to the organizers, especially Ladie Malek and Suzette Anderson-Duggan.

Looking ahead to next year. There is a plan to create opportunities for multi-generational outdoor art activities organized around our JETPIG values. Rev. Marcus is preparing for parental leave this fall. Rev. Amy Zucker Morganstern will be retiring as parish minister of UU Palo Alto in June and offered to preach for a significant part of my leave.

Rev. Marcus shared his reflection on the process around Freestone. His question is how we as a congregation can build a culture of faithful discernment rather than jockeying for decision-making? How can we listen and consider how we are being called to something greater than ourselves and move into deeper alignment with our values? He suggested Susan Beaumont's book "How to Lead When You Don't Know Where You're Going" as a valuable resource.

The staff is settling into the new staffing structure. They are in the process of hiring for half-time people to support the administrative and facilities work.

## **ANNOUNCEMENTS/LISTENING**

### **Board or Staff Announcements:**

- a. Budget Informational Meetings - Two meetings: 5/11 at 12:30 in Fireside Room; 5/13 at 7PM on Zoom. Will be announced in The Week Ahead, and will be posted on the discussion list.

**Report from Board listening presence:** Some concern about the cost of the Lawrence lecture.

**Congregants who wish to speak to the Board:** None at this time.

## **DISCUSSION/ACTION ITEMS:**

- a. Agenda for May 18th Congregational Meeting – Announcing the GA delegates needs to be added to the agenda for the 5/18/25 meeting. Pier moved to approve the May 18 congregational agenda with the addition of announcing the GA delegates. Michael DeWitt seconded and the motion passed unanimously. We will do this once we receive the list of delegates.
- b. Nominating Committee New Members. There is currently have 9 members including the Board VP, Pier, who have agreed to serve on the 2025-26 Nominating Committee, the Committee is trying to find one more member. The following Nominating Committee members will be affirmed and installed at the 5/18/25 congregational meeting: Michael Armstrong (continuing), Suzette Anderson-Duggan (continuing), Paul Hudson (new), Anita Mermel (continuing), Sima Misra (new), Carrisa Orwig (continuing), Lorraine Schnurr (continuing), Pier Sun Ho (new), and Andrew Swan (continuing).
- c. Signing up for Sharing the Responsibility/Introducing the Offering- Reminder for board members to sign up.
- d. FY25-26 Budget for Board approval to bring to May 18th Congregational Meeting - Lisa Maynard gave a brief summary. Some changes to the notes she provided – Janae's title

should be Operations Manager. The focus of the budget planning process was restructuring the staff, making sure their work is accurately classified, and making staff salaries fair. The Finance Committee believes these goals have been met by this budget. One change is that the operational budget includes some rental income from the Lexington Lodge. In September 2024 we voted to replenish the minister's housing fund using all the Lexington lodge rental income. The Finance Committee is now suggesting that we put some of the Lexington lodge rental income into the operating budget and set up a maintenance fund for all the rental properties.

#### Questions/Discussion

Q: Will we need an increase in the "Guest Speaker" budget given that Rev Marcus is going on parental leave?

A (Rev Marcus): We could use some of the minister's professional expense fund. We also hope to have some lay leaders preach.

Q: How long will the repayment of minister's housing fund take if we're taking some of the revenue for the operating budget?

A: If we repay it at \$15k/year, it will take 13 years. The original plan was to pay it back in about 8 years.

Q/Comment: Helen Toy asked about the kitchen budget, noting that the kitchen team received less funding than they had requested. She and other board members noted how important the Sunday lunches are for building community.

A(Lisa and Rev. Marcus): The hospitality budget was greatly increased for FY24-25, in part because people really enjoy the lunches. We're on track to stay within budget this year. The initial kitchen budget request for \$20k was related to their request for paid staff in the kitchen. Hiring kitchen staff has a number of implications that aren't practical for us. There have been many conversations regarding the kitchen. Rev. Marcus has discussed it with the Committee on Ministry. He thinks the most important issue is sustainability and that increasing the budget won't address that.

Helen Toy made a **motion to increase the hospitality budget from what is currently listed in the 2025-26 budget (\$10,000) to the 2024-25 budget (\$11,750) and account for the difference by reducing the Building and Grounds maintenance budget by \$1750.**

Michael DeWitt seconded. **The motion did not pass** (Yes: 2; No: 4)

Pier made a **motion to approve the FY2025-26 budget as proposed to submit to the congregation.** Michael DeWitt seconded. **The motion passed unanimously.**

- e. Sanctuary Statement – Jenn McDougall and Cyndy Greenleaf shared a proposed Sanctuary Statement from the Social Justice Council's Immigration Support Team. The Immigration Support Team looked at UUA guidance, sanctuary statements from other UU churches, and at what UUCB is already doing. The goal of the proposed statement is to clarify what it means to be a sanctuary church. The request was for the Board to support the proposed statement and bring it to the 5/18/25 Congregational Meeting.

## Discussion

There was a suggestion to add the following phrase to the last line of item 3: "and US constitutional rights of individuals and immigrants." Cyndy and Jenn liked this suggestion and agreed to add it into the proposed statement.

**A Motion to approve this Sanctuary Statement as revised (M- Pier; S- Kristen) passed unanimously.**

- f. Draft Policy on Care of Material resources (including question of spending authority)  
Per Rev. Marcus, this draft policy is a result of the work with Sharon Dolan as they adapt to the new staff structure and is based on ideas from Dan Hotchkiss' book on church governance. There was a lack of clarity re spending authority in our governance manual as there is in the template from Dan Hotchkiss' book. The goal is to make explicit what has been implicit practice based on the in the global delegation clause of the governance manual. There is some new specificity (e.g. naming that cash operating reserves can't fall below 3 months of operating expenses). Some of the other changes include: 1. Drafting a 2-year operating budget during the budgeting process to help us look ahead; 2. Develop a capital budget that shows all the projects that we need to fund, outside of the operating budget, over a 5-year period. 3. Trying to clarify the temporarily restricted accounts. Some lack of clarity re who decides what fits each fund. This designates the staff's authority to make those decisions and that would usually be in consultation with a team, (e.g. B&G regarding the Ladd Griffith fund). The hope is that the Board will review this and bring it back to the next board meeting, as this is a policy decision that falls under the board's authority.

## Discussion/Questions

Q: Is this suggesting that staff only have the authority to do these things? Or just showing us what staff have the authority to do?

Q: The latter. Most of what we do is in partnership between staff and the congregation. This is not getting in the way of partnership. Hotchkiss' model is that the board sets policy and delegates authority to the staff for operational matters.

Q: Accepting donations – a lot of that is done by volunteers rather than staff. Should the policy include something about volunteers?

A: The board isn't giving authority to volunteers to accept donations. The volunteers would be doing that in partnership with the staff.

Q: Who can decide what an appropriate gift is? Lisa suggested that we ask Anita Mermel, Endowment Committee Chair, about this given her knowledge regarding accepting gifts.

A (Anita Mermel): We already have policies for gifts of \$10,000 and above. The language in this policy should state gifts "below \$10,000 (or "up to, but not including \$10,000").

Q: Will staff have an understanding of which staff will make a decision at any given time, depending on the type of gift?

A: The staff who will make decisions are core staff. Most of this will be Janae but she might delegate some decisions to Peter.

Rev. Marcus also noted that some language needs to be updated in the Governance Manual such as removing explicit references to delegation of tasks to the Executive Director and changing it to say the Senior Minister can delegate to staff. He is also recommending adding a Human Resources (HR) Advisory Committee that would review compensation and be a resource when HR issues arise. UUCB already has Facilities and Finance teams for issues that arise, but not one for HR issues.

- g. Follow-up to Freestone Vote Petition – The result of the vote was 77 (yes) to 74 (no), approving the extension of the milestones. The FOC isn't planning to make a report unless there is some news. Larry Nagel shared that the driller is having trouble getting equipment in because the ground is so soft. As a result, they will probably need to put in some gravel. Drill date is probably one or two weeks away from today, but there could be more rain.
- h. Beacon Article Ideas - June Beacon article (Kristen Jensen) – will write about the Leadership Retreat

There was some discussion about the Beacon- accessibility issues, how many people read it. Rev. Marcus shared that the staff realize we need to make a change in terms of how The Beacon is done. If you have ideas, please reach out to Charis.

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

**Social Justice Council.** They are doing a lot. There is a Civic Action table which provides ideas about what congregants can do. The Climate Justice Committee offered lots of events during April for Earth Month. Pride group is happy that at the number of people who joined the Coming Out stories. Immigration group has been focusing on the Sanctuary Statement. Norie and Helen went to a workshop showing how we can help immigrants with young children. Helen Toy will work with the accompaniment team that helps a family to talk about what will happen with his children should he or his wife be deported.

**Bylaws Task Force** has completed its work for making updates. The task force did a lot of research and some of the proposed changes sync up our bylaws with what the UUA does. There is a paper ballot and a link to an electronic ballot. The task force just realized that there is a typo in one of proposed changes which needs to be corrected. The vote opened on 5/4 in line with the bylaws but there haven't been any votes yet. We will send out another message with an explanation and correction of the typo.

**Family Ministry.** Carla met with Kathryn Jay and wrote up a report which she will share with the Board. The OWL classes have finished. RE classes need more volunteers. There are plans for another OWL class and a Coming of Age program.

**Appreciations Committee.** Helen Toy and Carla met. In future board meetings, board members can let Carla know names of people who we think should be appreciated.

## **CLOSING COMMENTS**

We had a full agenda tonight and handled it efficiently. Thank you everyone. Much appreciation for Lisa's work on the budget and for the Appreciation Committee's thank you notes.

**ADJOURNMENT**

The meeting adjourned at 9:16PM

Respectfully submitted,

Selene Fabiano, Secretary

June 2, 2025

To: UUCB Board of Trustees  
From: Lisa Maynard, Treasurer

RE: Treasurer's Report for June 4 Meeting

Attached is the Budget vs. Actuals report for this fiscal year through 4/30/2025. Our year-to-date actual revenue (\$1,060,084) is ahead of our actual expenses (\$993,139) by \$66,945. This is a good trend. I will remind pledgers via email that our fiscal year ends June 30, and request that they complete their 2024-25 pledge payments by mid-June if possible.

Requests for reimbursement should also be turned in, with appropriate approvals, by mid-June. I will include that reminder.

Our finance staff will be very busy over the next months completing the records for the 2024-25 fiscal year, and setting up the new accounting system with the recently approved budget for 2025-26.

Mechanics Bank balances as of 6/2/25:

Checking \$30,074.12

Savings \$205,093.56

(The checking balance does not include today's deposits totaling about \$53,000.)

### UUCB Budget Comparison Report - excludes restricted funds

Current Period: 4/1/2025 - 4/30/2025

Budget Period: 7/1/2024 - 6/30/2025

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance	Yearly Budget	Remaining Budget
<b>Revenue</b>					
Pledge Income	505,398	461,000	44,398	498,750	(6,648)
Plate collections	24,305	18,333	5,972	22,000	(2,305)
Special Offering Collections	3,619	8,000	(4,381)	8,000	4,381
Good Neighbor collections	6,390	10,000	(3,610)	12,000	5,610
Other unpledged contributions	23,949	20,833	3,116	25,000	1,051
Member Weddings/Memorials/Celebrations	0	4,167	(4,167)	5,000	5,000
Restricted Contrib.-Released	637	0	637	0	(637)
Prior Year Pledge Payments	30,608	10,000	20,608	12,000	(18,608)
Other Program Income	2,815	1,800	1,015	2,000	(815)
Craft Cottage Rental	33,344	30,833	2,511	37,000	3,656
Fundraising Projects - Other	15,701	14,500	1,201	15,500	(201)
Music Events	6,069	12,000	(5,931)	15,000	8,931
Religious Education Event	800	0	800	0	(800)
Other Events	(859)	0	(859)	0	859
Community Use-Space Rental	104,413	120,000	(15,587)	150,000	45,587
Campus Rental-All Schools	293,282	283,415	9,867	340,098	46,816
Sales - Book Table	844	0	844	0	(844)
Sales - Other	531	0	531	0	(531)
Other Revenue	2,230	10,000	(7,770)	12,000	9,770
Interest Income-general	5,158	10,000	(4,842)	12,000	6,842
Income from Trusts	850	6,643	(5,793)	7,971	7,121
<b>Revenue</b>	<b>1,060,084</b>	<b>1,021,524</b>	<b>38,559</b>	<b>1,174,319</b>	<b>114,235</b>
<b>Expenses</b>					
Salary and Wages	537,540	477,601	(59,940)	572,742	35,202
Housing	57,000	70,000	13,000	84,000	27,000
SECA	7,542	7,545	3	9,054	1,512
Payroll Taxes	38,008	34,324	(3,685)	41,188	3,180
Employee Benefits-Health	31,611	34,713	3,102	41,655	10,044
Employee Benefits-Life/Disability	2,309	1,980	(329)	2,376	67
Employee Benefits-Retirement	32,534	48,348	15,814	58,018	25,484
Insurance	44,852	29,583	(15,269)	35,500	(9,352)
Worker's Comp Insurance	7,438	5,000	(2,438)	6,000	(1,438)
Accounting Services	19,085	20,834	1,749	25,000	5,915
Board Contingencies	400	1,667	1,267	2,000	1,600
CT/ED Contingencies	0	1,667	1,667	2,000	2,000
Consultants/Contractors	10,290	9,583	(707)	11,500	1,210
Safe congregation/Reopening Taskforce	0	417	417	500	500
Honoraria/Classes	0	1,778	1,778	2,000	2,000
Guest Musicians/Ministers/Artists	3,260	7,500	4,240	9,000	5,740
Supplies	8,943	9,583	640	11,500	2,557
Printing and copying	53	0	(53)	0	(53)
Equipment leases	4,660	6,250	1,590	7,500	2,840
Equipment repair & maintenance	2,848	3,167	319	3,800	953
Postage	7	583	576	700	693
Phones & Computers	10,955	6,042	(4,914)	7,250	(3,705)
Advertising and PR	39	3,750	3,712	4,500	4,462
Communications & Web Site	155	667	512	800	645
Online Resources	1,238	833	(404)	1,000	(238)
Canvass Expenses/Stewardship Cards	430	417	(13)	500	70
Property Taxes	22,345	20,417	(1,928)	24,500	2,155
Professional development	10,146	19,792	9,646	23,750	13,604
Staff & volunteer appreciation	473	3,333	2,861	4,000	3,527
Bank Fees	3,558	2,708	(850)	3,250	(308)
Endowment-Contributions	0	1,667	1,667	2,000	2,000
Other Expense	2,371	1,250	(1,121)	1,500	(871)
Payroll Processing Fees	2,909	3,750	841	4,500	1,591
UUA Annual Program Dues	37,083	37,083	0	44,500	7,417

Building & grounds supplies	6,691	7,083	392	8,500	1,809
Building & grounds maintenance	15,050	18,333	3,284	22,000	6,950
Kitchen Supplies/Hospitality	8,297	9,792	1,495	11,750	3,453
Electricity	(4,617)	417	5,034	500	5,117
Gas	15,279	8,333	(6,946)	10,000	(5,279)
Garbage	6,564	8,333	1,769	10,000	3,436
Water	9,277	10,000	723	12,000	2,723
Fire Monitoring System	11,395	9,583	(1,812)	11,500	105
Other Program Committee Exps	11,211	10,408	(802)	12,540	1,329
Donations to Non-Profit Orgs	13,912	21,667	7,755	26,000	12,088
Fundraising event expense	0	1,250	1,250	1,500	1,500
Expenses	993,139	979,030	(14,109)	1,174,373	181,234
Excess or (Deficiency) of Revenue Over Expenses	66,945	42,494	24,451	(54)	(66,999)

run 6/1/2025 5:42pm

# Final Report to Board of Trustees

## Summary

UUCB has a strong staff and dedicated members which have served it well during this transition period. During my tenure, we explored and refined the church's organizational structure, infrastructure, and processes and procedures—with a particular focus on finance, human resources, and facilities. I did not address governance, congregational life, or music except as they relate to the projects below. While the infrastructure has a solid foundation, there are several areas where unclear decision-making authority has created challenges. We have identified these and are working toward more clarity.

*Note: The below includes primarily non-operational items that may be relevant for the BOT, except in the case where a recommendation is made for devoting additional resources. Rev Marcus and Janae will receive a more thorough report that includes operational items.*

## Projects

### Finance Tasks Completed and in Progress

- Reorganized finance staff structure, clarified roles among staff and between staff and the Finance Committee.
- Completed 25-26 budget and refined budget development process for subsequent years.
- Reviewed and documented financial processes and controls.
- Reviewed and reorganized chart of accounts in preparation for switching from Fund EZ to Quickbooks.
- Changing to simplified payroll system (Gusto) this summer.

#### Recommendations:

- Consider having Board of Trustees approve the budget rather than the full congregation (to streamline the process and to encourage board membership).
- Do not accept additional restricted donations, other than for a specific capital or other campaign—this leaves church the most flexibility and is far less confusing than the current situation.
- Continue to refine financial reporting for BOT and congregation.
- Review which funds could become unrestricted with a vote by the congregation or the Board of Trustees and consider unrestricting funds where possible.
- Approve spending authority proposal currently before Board of Trustees.
- Longer term goal: connect budget to church's vision, strategy or annual plan.

### Human Resources Tasks Completed and in Progress

- Clarified leadership structure and reporting relationships—working toward a flatter hierarchy with broader distribution of leadership and decision-making authority.

- Identified professional development opportunities for staff whose roles are changing.
- Created job description template and completed some job descriptions.
- Researched/updated employee classifications, pay structure, and compensation policy.
- Reviewed benefits (health insurance reimbursement, 401(k) contribution, time off).
- Hired Administrative Assistant (Eliza Cantwell to begin 6/10).
- Registered for UUA HR support resource.

Recommendations:

- Form a human resources committee of the board—this committee would regularly review policy (including employee policies), benefits, and compensation. It would not be engaged in management of individual employees.
- Continue to educate the congregation on shifting staff capacity and roles, particularly in relation to member roles (refinement of “who does what” document is in progress).
- Regularly have employee handbook reviewed by HR professional or attorney.
- Note that more of Rev Marcus’ time may be needed in administration during the first year of new structure.
- Continue to invest in professional development for leadership staff in particular.
- Explore possibility and cost of contributing to unemployment insurance.
- Consider a salary transparency policy (that includes whether and under what circumstances to share salaries).

## Facilities Tasks Completed and in Progress

- Updated job descriptions for Facilities Manager and Facilities Assistant to reflect new structure.
- Communication and workflow is a work in progress, particularly in the area of rentals—full rentals and facilities staff meetings upcoming.
- Posted Facilities Assistant position, but did not receive suitable resumes—currently reimagining this position.
- Hired cleaning company.

Recommendations:

- Consider launching a capital campaign to fund the many facilities needs.
- Create emergency plans (while staff should have input here, staff will not have the capacity to lead this tasks).
- Consider devoting more staff time to rentals to improve communication and increasing possibility of securing rental clients and ensuring a positive experience.
- Adopt spending authority proposal—facilities spending authority is area with least clarity in governance manual, and this proposal will simplify it.
- Annually create/revise 5-year capital budget (as described in spending authority proposal).
- Organize paper files stored in several areas of the church and shred and dispose of whatever is possible.

## Operations Director's Board Report

May 2025

- New Members: 7
  - Asha Weber
  - Dan Weber
  - Jan Collins
  - Tad Nicol
  - Tina Marzall
  - Peter Boland
  - Irene (Vibra) Kiebert
- Average Weekly attendance:
  - TOTAL: 203
    - In Person: 168
    - Online: 35
- Finance
  - We are on track to have QuickBooks up and running by July 1<sup>st</sup>. QB is easier for the finance staff to use, will produce better reports. It will also be easier to get support as QB is a widely used system.
- Facilities (Any major facilities projects started, updates, completed)
  - The Fire Department has removed all the buildings. Peter is in contact with the Fire Department about the final step of repaving the area.
  - Sanctuary Cracked Truss Repair – approved from Ladd Griffith Funds, contractor is scheduled to be out this week to start repairs.
  - Leak/Condensation in the Sanctuary – approved from Ladd Griffith to inspect and advise on the project and give us a bid for repair. Contractor is scheduled to come next week.
- HR (New or leaving employees, policy or procedure changes needed)
  - We have found our new Administrative Assistant and sent an offer letter. She will start June 10<sup>th</sup>!
  - We are starting an HR subscription service through Church HR Network that can provide with HR support for the staff.
  - We are on track to have Gusto working by July 1<sup>st</sup> as our new payroll system, which is easier for everyone to use, integrates directly with QuickBooks, and should reduce the bookkeeper's time doing payroll.

\*If the board has any feedback on what they would like to see in this report, please email me with your ideas. [Janae@uucb.org](mailto:Janae@uucb.org)

# Report from the Freestone Oversight Committee

Larry Nagel  
UUCB Board of Trustees Meeting  
June 4, 2025

# The Freestone Oversight Committee (FOC)

- Beth Pollard (Co-chair and Board Rep)
- Tom Tripp (Co-chair)
- David Wemmer (Freestone Committee Rep)
- Bob Moore (Freestone Committee Rep)
- Susan Lankford (At Large rep)
- Larry Nagel (At Large rep)

The Board may choose to add more members as necessary

# April 27, 2026 Special Congregational Meeting

- At the special Congregational meeting on April 27, 2025, the following motion was voted on:
  - A. Extend the date for completion of the first milestone, raising at least \$250,000 to September 30, 2025.
  - B. All subsequent milestone dates would be extended in accordance with their original durations following the first milestone.
- The motion passed by a vote of 77 for and 74 against

# Drilling of the Second Well

- The next step was to drill the second well. This was scheduled for May 5 -7, but the ground was still too moist and soft.
- The drilling of the second well finally was scheduled for May 27, 2025. Freestone Committee members Bob Moore and Michael DeWitt and Freestone Oversight Committee member Larry Nagel were there to witness the drilling operation.
- The well was drilled to a depth of 280 feet and unfortunately came up dry.
- The Freestone Committee is reconsidering future steps at this time.

# Freestone Resolution Milestones

Date	Milestone	Comments/Status
9/30/25	\$250,000 or more raised	Date extended at the 12/4/2024 BOT Meeting Date extended again at the 4/27/2025 Special Congregational meeting
12/1/25	Building permits for Phase 1	By 3/1/24: FOC to adjust list of improvements contained in each phase, where warranted. No permit required for road improvements.
12/1/26	Phase 1 repairs completed & approved with secured funds	
12/1/27	Phase 2 repairs completed & approved with secured funds	
FY 26-27	Ongoing <b>net</b> costs to congregation's operating funds incl. operations & mngt, insurance, tax assessments, legal fees, permits, maintenance, repairs, and improvement do not exceed \$10k/yr for 2 yrs in a row, starting in FY 25-26, w/out express BoT approval in consultation w/ FOC	

# FY 2023-24 Freestone Contingency Loan Fund - 1

Expenditure	Amount	Approve Date	Notes
Vacation rental property manager certification County fee	\$116.00	FOC August 30, 2023	Reimburse Michael DeWitt
County recorders fee related to VRP	\$19.50	FOC August 30, 2023	Reimburse David Wemmer
Lescure Engineers	\$1,810.00	FOC August 30, 2023	Completion of mapping; driveway analysis and mapping; including road permitting and septic system

# FY 2023-24 Freestone Contingency Loan Fund - 2

Expenditure	Amount	Approve Date	Notes
Lescure Engineers	\$392.50	FOC January 10, 2024	Surveying consultations to evaluate extent of encroachment issues by neighbors at the Villa
Western Groundwater Surveyors	\$5,162.00	FOC April 17, 2024	Balance of \$7,300 cost from Freestone donations
<b>Total</b>	<b>\$7,500.00</b>		
FY 2023-24 Limit	\$7,500.00		
<b>FY 2023-24 Remaining</b>	<b>\$0</b>		

# Freestone Oversight Committee Report

## Discussion/Questions

## Campaign Consulting: From Planning to Completion

**TO:** Unitarian Universalist Church of Berkeley

**FROM:** Kay Crider, KCU Consulting LLC, part of the Stewardship for Us Strategic Alliance

**RE:** Response to Request for Proposal

**DATE:** October 24, 2024

### **OVERVIEW**

This document outlines consulting support for the Unitarian Universalist Church of Berkeley (UUCB) in California to assist the congregation as it decides when and how to move forward on a potential building project, to perform a financial feasibility study, and to assist a capital campaign team to plan and implement a capital campaign.

In 2023, church members voted to call Rev. Marcus Liefert as UUCB's settled minister. Now in his second year of ministry, the congregation is working on clarifying its mission and vision. That work may include how UUCB might envision using its campus in the next few decades and help inform the scope of potential renovations.

The services outlined in this proposal can be contracted in phases, and engagement for one phase does not obligate you to contract for any subsequent phase. A single contract that includes all possible phases can be created as well, with the contract language making clear that each phase needs to be authorized by a representative of UUCB.

### **PHASE I**

#### Next Steps Consultation

The Next Steps Consultation (NSC) focuses on the overall organizational and financial health of the congregation in our multi-platform world. The NSC is an essential first step to help everyone understand how to move forward successfully on your stated goals, given where you are in your process, your new settled ministry and to hear from an independent professional who is experienced with the unique culture of Unitarian Universalist congregations.

Prior to the on-site visit, detailed information provided by the congregation is reviewed, including information on finances, stewardship and pledging, membership, programs, staffing, bylaws, history of the congregation, community engagement, outreach, recent annual reports, newsletters, weekly e-bulletins, the congregation's website, impacts of the pandemic, and any other relevant information specific to the congregation that may impact stewardship. This review is coupled with initial video meetings with lay leaders and the ministers to learn about your culture and goals, and a short electronic survey of the congregation. A customized agenda entire for the on-site visit is created after these initial meetings. The in-person components of the visit include a 60-to 90-minute meeting with the board, some small group meetings with key committees/teams, including an extended meeting with actual and potential building team and

capital campaign team members, and a congregation-wide meeting. The on-site work typically starts Friday afternoon/evening and continues through Sunday midday. In our multi-platform world, some of the committee meetings can be held in advance on Zoom in the week prior to the on-site visit. A presentation is made to the congregation after the Sunday service, followed by a question-and-answer period. Within two weeks of the on-site visit, a written report is provided that contains observations of strengths, any areas of concern or opportunities to improve, and recommendations for actions to meet your stated goals.

#### Benefits & Outcomes of NSC:

- Independent professional meets with your congregation in person to understand your unique culture, concerns, and your hopes and priorities for moving forward, resulting in customized advice.
- Congregation hears from an experienced professional about what you are doing well and what areas, if any, need further development to move forward with your goals.
- Congregation is informed by an experienced professional about the structure of your current funding, and the nature and amount of engagement needed to maximize a successful campaign.
- Examples of successful stewardship are shared and confidence in the process is built within the congregation. Questions and concerns are addressed.
- Seeds are planted to get congregants thinking about the level of financial support across the economic spectrum to fully fund your programs.
- Members become more comfortable talking about money in the context of funding your mission and vision.
- Detailed report follows the visit with data analysis, requirements, any areas in need of attention prior to launching your annual campaign, and recommendations for moving forward.

#### NSC Fees

The fees for the NSC cover the document review and preparatory work, pre-visit consultations, on-site meetings, presentation to the congregation, and the closing report. For this phase of work consulting fees are capped at \$3,000, and economy travel costs are additional: economy airfare, rental car, and airport parking billed at cost; lodging, meals and incidentals are billed at the federal per diem rate for your area, unless a conference or event has driven up the cost of lodging, in which case it will be billed at cost. The travel costs vary depending on travel dates/time of year and amount of advance notice for booking travel.

## PHASE II

#### Building Team Consultation

A helpful tool to frame the work of a building project team is an orientation meeting to advise them on investigating options for your congregation's home, gathering input from and facilitating dialogue with the congregation, reporting on options that reflect that dialogue and input, and making a recommendation to the board on the option that will best serve the congregation's mission within ambitious but realistic financial parameters. Given that a

significant amount of planning for a new fellowship hall occurred pre-pandemic, the building team may or may not need assistance in determining whether the congregation feels informed about and supports the pre-existing plan for a new fellowship hall.

Volunteer service on a building team is a deep and meaningful commitment and ensuring that team dynamics start on a good path is essential since the team will have a lot of interaction together over an extended period and they will need good dynamics to gain and maintain the trust of the congregation.

Depending on where a building team is in its process impacts how much consulting advice they need/request in the lead up to a Financial Feasibility Study (Phase III below). Common areas of consultant advice are how best to engage the congregation in a transparent process, determine what option they will recommend to the board (and possibly the congregation depending on their charter, authority and UUCB's governance structure) and how their work can help inform a successful capital campaign.

The benefits of engaging outside expertise for your building team are:

- Creation of a culture of appreciation for the skills and perspectives of team members
- Framing of the work as a ministry for the congregation
- Leadership development to ensure that the team gains and builds trust with the congregation
- Success stories as well as pitfalls to avoid during the tenure of the building team
- If applicable, advice on how to narrow down options and present a recommended option to the board, and if approved by the board, to the congregation.

#### Fees for Building Team Workshop and/or Periodic Check-Ins

For video sessions or conference calls with your team, those are billed at \$150/hour, in quarter hour increments, and vary widely per building team ranging from \$1,000 to \$5,000 or more depending on the stage of inquiry of the building team, the in-house expertise of building team members and the complexity of the project. On-site work with the building team is sometimes requested and would include additional costs of economy travel expenses, billed at cost.

### **PHASE III**

#### Financial Feasibility Study

A Financial Feasibility Study (FFS) is an important predecessor to any successful capital campaign or combined campaign. The FFS is based on extensive in-person interviews and analysis to help define an ambitious and realistic campaign goal, assess preparedness and surface other useful information for a campaign before it is launched. A neutral outsider and skilled interviewer typically conducts these studies, so that the responses are candid and complete and the resulting data is valid and useful.

Financial Feasibility Studies deliver a wealth of information:

- Assesses familiarity with scope of campaign and rationale
- Surfaces challenges, opportunities or barriers that may arise during the campaign
- Identifies potential volunteers and willingness to participate
- Discovers major-gift prospects to be included in the Leadership Phase of the campaign
- Solicits potential contribution amounts so an appropriate campaign goal can be determined and targeted “asks” can be determined
- Identifies who has made planned/legacy gifts or would be interested in doing so

The benefits of an FFS:

- Prepares constituents, many of whom may have never participated in a capital campaign or given a major gift
- Creates an appropriate context for financial commitment levels
- Helps refine the communications messages and strategies
- Identifies areas where further education and engagement are needed or where campaign scope might be refined to inspire increased giving
- Surfaces other possible sources of support from outside the normal constituent group
- Inspires confidence in the organization for the campaign
- Provides valuable data and intelligence for the leadership
- Participants feel honored to be included and have their information contribute to the study

#### Process for FFS

The timing of the study is important. It is normally done once you have defined the general scope of your project, within an ambitious but realistic range of financial parameters, communicated that general scope to your congregation so that they understand what you want to accomplish together and why, and the congregation has reached a super-majority consensus on the general parameters of the project.

My support includes the orientation of the volunteers and staff who will help coordinate the FFS process for the congregation. I work with you to analyze the prospect list and identify participants for the Financial Feasibility Study so that the study provides a representative demographic of your donor pool - for a statistically robust campaign projection, interviews of 20% of your pledging households is best practice. I coordinate with your lay leaders and staff to craft questions specifically for your campaign and organization. I provide recommendations and a sample flyer and invitation letter to participate in the study, and to inform the congregation about the process. I conduct the interviews with discretion and maintain strict confidentiality except where people give express permission to share specific information as it relates to them. I compile and analyze the data, and present the report to organizational leadership, usually on Zoom (if requested, the results can be delivered in person with additional costs for travel time). Finally, I consult with leadership to help inform governance and campaign processes using the results, set a campaign monetary goal and refine the scope of the campaign in light of the study.

### FFS Fees

The FFS work is segmented into five parts:

1. Provide support to your team in planning, review of selection of study participants, suggested language for inviting participation, creation of a customized gift chart for the study that reflects your donor base and the proposed project cost, and customization of the study questions for your congregation – \$2,400
2. Conduct 30-32 one-hour in-person interviews (~20% of 160 pledging households) – \$4,800 depending on the number of households participating
3. Compile, analyze and summarize data – \$2,400
4. Deliver advice and conclusions remotely and present key points to UUCB. This would include some discussion time to plan immediate next steps – \$1,200
5. Travel time for one consultant, one-direction, capped at 8 hours one way for one-way trip door-to-door – \$1,200

Fee total is \$12,000. Economy travel expenses are additional and include airfare, rental car, airport parking billed at cost, and lodging for 3 nights, and meals/incidentals are billed at the federal per diem rate for your area, unless a conference or event has driven up the cost of lodging, in which case it will be billed at cost. Expenses may be between \$2,000 and \$3,000 depending on dates of travel and amount of advance notice. Total fees and costs likely would range between \$14,000 and \$15,000.

### **PHASE IV**

#### Capital Campaign Support

A capital campaign is often a once-a-generation opportunity for an organization to come together and invest in the future. It invites constituents to dream big about what is possible for the congregation and their role in the wider community. Capital campaigns are usually conducted in support of a major building program, and some campaigns also earmark a portion of campaign proceeds for use as seed money for new programs or ministries. Depending on the timing of your annual giving drive, it can be conducted in conjunction with or separately from your capital campaign. If the former, strategies for dual implementation are provided.

I have the expertise to help you with all phases of the campaign and to help you focus on the key factors that will lead to success. These include creating a compelling case for the building project, engaging the entire organization and all constituencies, helping identify potential lead donors, generating and sustaining momentum and excitement, determining optimal timing, and help you plan and carry out the campaign effectively and efficiently. In most cases, capital campaign services follow from a successful Financial Feasibility Study that is the final step in determining readiness, likely financial capacity, and willingness to support the project.

The benefits of engaging outside expertise for your campaign are:

- Framing of the team's work as a stewardship ministry for the congregation

- Realistic and effective plans that balance sustaining momentum with opportunities for organizational deliberation, involvement, decision-making, and ownership
- Campaign leadership development that fosters broad yet efficient participation, leveraging diverse talents and skills
- Sharing success stories of how members of other organizations found substantial sums to commit to capital campaigns, and encouraging creative thinking to enable everyone to contribute
- Integration of a capital campaign within a larger context of long-term mission and resource planning

In the lead-up to a campaign launch, tailored support is provided as needed. Six months lead time is best for campaign planning, and if you are on a rapid pace for your project, certain portions of your campaign planning may need to begin while you are still in PHASE II.

Services can include:

- Committee formation and orientation
  - A full-day on-site workshop/retreat for your campaign team can help set up the team dynamics for successful campaign planning and implementation
  - A 2-hour to half-day Zoom video session or other customized orientation is also an option for the placing the campaign team on a positive, cohesive path and can help with definition of roles, especially when an annual giving drive stewardship team is blending with the team interested in working on the capital campaign
- Creation of a detailed timeline and task list
- Development of a compelling case for the project
- Strategies for engaging a wide range of congregants
- Identification of lead donors and tips for maximizing gifts
- Refinement of campaign messaging and materials
- Training of visiting stewards
- Events planning and campaign launch
- Ongoing support during the campaign, as needed

My support is provided via a combination of site visits and off-site support using video and audio conference calls, email, and document exchange. As the active phase of the campaign comes to an end, I can advise on campaign follow-up.

#### Capital Campaign Fees

The typical services that congregations your size request for capital campaign consulting usually fall between \$3,000-\$7,500. Congregations vary widely in the amount of services they seek on a campaign depending on their level of campaign expertise within the congregation, the amount of assistance available from staff and whether they decide to have a consultant facilitate an in-person day-long retreat for their capital campaign team to set the tone for working well together. With a capital campaign, you will want to implement a model where your congregants are your visiting stewards, many of whom are identified during the FFS.

On-site training of visiting stewards is a key factor in a campaign, to generate the confidence, tone and enthusiasm for a successful outcome. Any economy travel expenses for on-site work are in addition to fees.

## MY EXPERIENCE

I have twenty-four years of professional fundraising experience and many years of working with UU congregations as well as secular nonprofit entities on capital campaigns. In addition to my professional work, I have been both a team member and a donor for capital campaigns, which gives me particular insight into the detailed work of lay leaders and volunteers. Additionally, I am an experienced board member and committee chair/member, with particular emphasis on stewardship, leadership and management. Finally, I have twelve years of university teaching experience at both the undergraduate and graduate level, and that work continues to inform the educational component of my consulting work.

As a Unitarian Universalist, I am passionate about helping our congregations fund their ministries and their building projects with excellent and effective stewardship. My fundraising expertise, understanding of UU values and culture, as well as work in the nonprofit and education sectors, places me in a unique position to work well with your lay leaders, stewardship team, volunteers, and professional staff. My model is to provide you with the framework and tools to succeed with an ambitious and realistic campaign.

Thank you for the opportunity to submit this proposal and be considered by UUCB to help guide you in the planning, implementation, and funding of your potential building project. Please let me know if you have any questions or concerns or would like additional information. I look forward to hearing from you.

In spirit,



Kay Crider

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## **POLICY ON CARE FOR MATERIAL RESOURCES**

### **DRAFT**

*Drawn from: Governance and Ministry by Dan Hotchkiss*

### **Introduction**

The purpose of this policy is to ensure careful stewardship of UUCB's resources and to clarify spending authority. This clarity will facilitate the implementation of our mission and programs as well as addressing needed repairs and upgrades to our facilities in a timely way.

### **Summary**

Staff have authority to spend within approved operating and capital budgets each year. Each staff member's authority is based on their areas of responsibility, and is accountable as outlined in Sec. 2.1 "Global Delegation". Budgets will be based on the annual vision, strategic goals, and available resources.

### **Spending Authority**

Staff have the authority to spend within approved operating and capital budgets, and to discern the fund from which resources will be drawn, subject to the following limitations:

- Staff must take all reasonable care to prevent harm to the Church's financial assets, property, credit and tax exemptions and develop administrative practices and procedures designed to prevent such harm and must report promptly to the board on any significant shortcomings in their implementation.
- Staff are responsible for authorizing spending and monitoring accounts. When a committee, team or task force is allocated funds in the operating budget, a staff member will delegate that authority to the chairperson by ensuring they are aware of the funds available and have the means to authorize and monitor their use.
- Donor restricted funds may not be used in violation of donor restrictions
- Board restricted funds may not be used in violation of board restrictions
- Cash operating reserves may not fall below 25% of the annual budgeted expenditures without board approval
- Board approval is required to change compensation for any full-time staff position when outside of the annual budgeting process
- If staff foresees any material deviation from budgeted spending, they must promptly inform the finance committee, which may discuss and implement options for adjusting the budget
- Staff may accept donations that support operations or programs and projects that have already been approved. If a gift is offered that falls outside of approved budgets, staff may accept this gift if it is \$10,000 or less. If it is over \$10,000, board approval is required. Staff may choose to bring any gift to the board at their discretion.
- Gifts of stock should be sold immediately
- Lending or borrowing funds requires board approval

## **Operating Budget Process**

- Staff will submit a 2-year operating budget annually for approval by the board, after consideration by stakeholders (including relevant committees).
- The Finance Committee will evaluate the budget in detail and will present a draft budget for the board
- The Board will ensure that the budget aligns with Board policy and strategic goals and is financially prudent.
- The Board will present the annual operating budget for approval at a congregational meeting as required by the bylaws.

## **Capital Budget Process**

- Staff will create a 5-year capital budget after review of recommendations by the Buildings & Grounds Committee and other stakeholders
- The Finance Committee will review the proposed capital budget and present it to the Board for approval
- After the first year, the Board will approve *changes* to the capital budget
- Requests for extra-budgetary spending over \$20,000 must be approved by the Board after discussion with staff and other stakeholders.
- Requests below \$20,000 may be approved by staff as long as the above policies are met.
- The capital budget will reflect items for which the church currently has resources as well as items for which additional funds must be raised or designated. The Board may decide to launch special campaigns to meet unfunded needs.

## SOCIAL JUSTICE COUNCIL EVENTS – RECENT AND FUTURE

For June 4, 2025 Board meeting.

The SJC is delighted that the congregation passed the updated Sanctuary statement at our May 18 congregational meeting.

The group encourages everyone to join IM4HI (Interfaith Movement for Human Integrity) on **June 8** in the **Right of Return Pilgrimage**, supporting Palestinians --- and co-sponsored by Rev. Marcus.

In addition, **No Kings Day, June 14**, will be a major event, where UUCB and the SJC will host a table at the end of the Oakland march.

Marchers are strongly encouraged to **wear their yellow t-shirts** at both events.

### **At the May 14 monthly meeting:**

- Beth Jerde announced that a Blessing Bags assembly is scheduled for June 9.
- 
- Lonnie will begin fundraising in June for the SJC annual “Congrats to Grads” ceremony at the July 9 SJC meeting.
- Sponsored Project applications were approved for the following groups:
  - o WOVS – planning a “human library” event for fall
  - o POCC – reminding UUCB to celebrate all heritage months
  - o LFDMC – still around but not meeting monthly
  - o HIP – who maintain the thriving 3-Sisters garden
  - o PRIDE- sharing info, joining protests, hosting June 1 community potluck
  - o IMMIGRATION SUPPORT – Three parts to the project:
    - Rapid response groups trained to respond to ICE presence locally. (Various SJC members have attended training offered by the East Bay Sanctuary group and by La Pena.)
    - Setting up a second accompaniment team
    - Respite housing – very temporary housing in conjunction with IM4HI

