Unitarian Universalist Church of Berkeley
Board of Trustees Meeting Agenda
Wednesday, September 2, 2026

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

7:15 1. CALL TO ORDER & OPENING RITUALS

a. Chalice reading & lighting – Ryan Devine
b. Board Covenant reading- Helen Toy
c. Land Acknowledgement Statement –Beth Jerde
d. Widening the Circle Statement – Selene Fabiano

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 August 5, 2026 Board meeting minutes
c. Accept Treasurer's report, with action on Wile bequest under Discussion/Action Items
d. Accept Operations Director's report

7:25 3. MINISTER'S REPORT

7:30 4. ANNOUNCEMENTS, INFORMATION ITEMS, AND LISTENING

a. Board or staff announcements
b. Freestone: Sale listing update; Honoring and memorializing the Freestone legacy
c. Sunday lunch survey results from the Committee on Shared Ministry
d. Board Listening Presence (Helen Toy)
e. Congregants who wish to speak to the Board on agenda items or other matters.

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

a. Distinguishing between Board committees and program/operational committees: Review Governance Manual Section 3.9 - Board Committees, discuss what differentiates Board committees as governance-oriented from other committees, consider organizational alignment/reporting structures, and develop next steps
b. Creation of a task force to plan UUCB participation in the June 2027 UUA General Assembly in San Jose
c. Adoption of Five-Year Capital Projects Budget
d. Designation of Joanne Wile bequest
e. Board September retreat planning presentation and discussion
f. Ideas for the October Beacon Blog – Helen Toy

8:55 6. BOARD COMMITTEE MEMBER REPORTS

9:00 7. CLOSING COMMENTS

9:05 8. ADJOURN

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, August 5, 2026
Meeting Conducted via Zoom Video Conference

Minutes – Draft

ATTENDEES:

Voting members: Peter Boland, Ryan Devine, Kristen Jensen, Beth Jerde, Carla McCasland, David Rosales, Helen Toy, and Co-Presidents Selene Fabiano and Pier Sun Ho

Absent: None

Ex officio members: Rev. Marcus Liefert, Beth Pollard (Secretary), Lisa Maynard (Treasurer), Janae Heard (Operations Director)

CALL TO ORDER AND OPENING RITUALS:

A quorum being present, the meeting was called to order by Co-President Selene Fabiano at 7:19 p.m. Helen did the chalice lighting and a reading from Jackson Brown, Beth Jerde read the Board covenant, Selene read the land acknowledgement, and David read the Widening the Circle Vision Statement.

CONSENT AGENDA:

a. Approve agenda
b. Approve June 3 and July 8, 2026 Board meeting minutes
c. Accept monthly Treasurer's report
d. Accept Operations Director's reports
e. Adopt Resolution 26-1 authorizing Janae Heard, Operations Director, to execute documents for the sale of UUCB's three-parcel Freestone property at 10635 Barnett Valley Road, Sebastopol, CA

M/S, Pier/Helen, to approve the Consent Agenda. Motion passed unanimously.

MINISTER'S REPORT:

Rev. Marcus reported that upon his return from summer leave he is catching up on pastoral and administrative matters. Staff is working on shoring up Sunday A/V support, and facilities work has benefited from temporary help during Peter's absence. Chalice Camp attendance was up this year, with support from Lily Salazar. Rev. Marcus shared that he will be in the pulpit earlier than expected, August 9, as he will be at a family memorial on Sunday, August 23.

ANNOUNCEMENTS/LISTENING

a. Board or Staff Announcements:

- <u>Update on Freestone property listing</u>: Co-President Selene reported that Realtor Laura Richards from W Real estate is being engaged to handle the listing, which is expected to be active by early September. Work is planned for weed abatement/brush clearing and well repair, along with the well testing and septic tank inspections needed for property listing. Rev. Marcus noted that access to the property by congregants and others is not permitted unless authorized by staff.

- Honoring and Memorializing Freestone: Rev. Marcus will have conversations with members most impacted by the sale of Freestone about their honoring and memorializing wishes. There is also the matter of retrieval of important items from the dome building**.**

b. **Congregants who wish to speak to the Board:** No one wished to speak.

DISCUSSION/ACTION ITEMS:

a. **UUA General Assembly Report and planning for 2027 GA in San Jose – Melissa Rosales**

Melissa Rosales presented a power point report on the 2026 UUA General Assembly and proposed establishing a one-year General Assembly 2027 Task Force to prepare for the June 2027 GA in San Jose. The task force might work on ideas such as:

- Increase congregational participation
- Encourage youth involvement
- Develop fundraising opportunities
- Explore ways UUCB can contribute to the GA programming

Board members expressed support for development of a task force proposal. Melissa, with Selene, will draft a task force charge for Board consideration.

b. **Discuss roles, responsibilities, and reporting structure for current and potential Board committees, including Endowment, Widening the Circle, and Buildings & Grounds/Property**

Co-President Pier explained that this agenda item is part of the Board's work in distinguishing between governance and operations, and in aligning committees and accountability accordingly within UUCB's organizational structure.

Endowment: With a couple of exceptions, the committee's role and responsibility is principally estate planning and education rather than in investment decisions - since endowment funds are now invested through the UUA. Board members discussed how this focus shifts the purpose of the committee away from governance and into programs and operations, similar to the Board's recent action for the Stewardship Committee.

M/S, Carla/Selene, to hand over the Endowment Committee functions from Board governance to staff, with a report to the Board at least every year. Motion passed unanimously.

Lisa will speak with the current Endowment Committee Chair, Anita Mermel, about next steps in filling out the committee. Carla reiterated her interest in being on the committee, and Kristin noted other potential members.

The Governance Manual Task Force will make the change of removing Endowment as a Board Committee in the Governance Manual.

Widening the Circle: Lonnie Mosely and Melissa Rosales explained the history and the original intention for it being a Board committee - including ensuring there was a strong UUCB commitment to and accountability for promoting cultural awareness, diversity, and related initiatives. While the committee is not currently meeting the way it used to, they wish for it to continue to be a Board committee.

Board members raised questions about whether there is a way for the Board to show its commitment without it being a Board committee, is it the Board's job to make sure things are happening with the committee, is the work is more programmatic, ministerial or operational than policy, and whether it fits with Board visioning work around knowing how people come into being a member.

Lonnie and Melissa will send information for the Board to consider when it re-visits the issue at its September 2 meeting.

Buildings & Grounds/Property: Rev. Marcus offered the idea of separating operational tasks from governance decisions pertaining to UUCB's physical assets. Specifically, there could be a Property Committee for board governance functions – such as advising and planning on capital needs, with direct Board oversight in this significant area of its responsibility. A Buildings and Grounds team/committee could focus on maintenance and volunteer work, with staff oversight.

The Board asked that members of the Buildings & Grounds committee provide comments on these ideas for the September 2 Board meeting.

c. <u>Consider inviting Tim Kelley, True Purpose Institute, to facilitate meetings with the congregation on discerning mission and purpose</u>

Rev. Marcus introduced Tim Kelley and Brett DeSchepper from the True Purpose Institute, and advised that while UUCB has mission and vision statements, he has observed a diffused sense of purpose in the congregation.

Tim and Brett described the True Purpose Process as a belief-neutral method designed to help individuals and organizations discern their purpose. They explained that it has been successfully implemented in businesses, government, and organizations worldwide, and they are now piloting it at Northbrae Community Church in Berkeley. The process would be offered free of charge to interested UU Church members, with the goal of eventually helping the congregation identify its higher purpose and create a purpose-informed vision. It involves multiple sessions to go through the steps of identifying and connecting with individuals' "trusted source" and then moving into shaping their individual purpose. A single trusted source would not be expected in a congregational process that leads to overall church purpose.

Board members raised questions around how the process would intersect with Board mission and vision work underway; the anticipated timeline; potential concerns from long-time members about possible change in direction; whether additional purpose work is needed given the congregation's existing mission and the UUA values; and the number of sessions and time commitment.

Following discussion, Rev. Marucs said he would work with Tim and Brett to offer the initial "Trusted Source Connection" and "Personal Purpose" workshops as Adult Spiritual Development offerings beginning this fall. Whether to use the process for UUCB as a whole can be decided later.

d. <u>Review and discuss draft Five-Year Capital Projects Budget, for September Board action</u>

In response to Beth Jerde's inquiry and concern about Fireside Room A/V improvements, Janae said it was on the wish list not the needs list, and that she would get a cost estimate from the contractor upgrading the Sanctuary A/V.

The capital projects budget will come back to the Board at the September 2 meeting.

e. <u>Provide direction on Finance Committee recommendations for disposition of recent bequests from the Boeke, Calkins and Wile trusts/estates</u>

<u>Wile bequest</u>: The Finance Committee recommends that the Board accept the bequest from Joanne Wile ($988,084.87 received in July 2026) and transfer it to a new account at the UU Combined Endowment Funds (UUCEF). The Finance Committee advised the Board to determine in the relative near-term whether it concurs with its interpretation of Joanne's wishes that the funds ultimately be placed in the permanent endowment. If its destination is the permanent endowment, UUCB's practice is no annual withdrawals for approximately three years to allow a balance of the initial deposit plus 10% of that principal.

M/S, Helen/Kristen, to accept the bequest from Joanne Wile and transfer it to a new UUCEF account for approximately three years. Motion passed unanimously.

<u>Boeke Pooled Income Fund:</u> The Finance Committee reported that with the passing of Johanna Boeke, a final distribution will be made to her estate and UUCB will receive the remaining balance. Upon making a donation to the Pooled Income Fund, Rev. Richard Boeke had requested that after his death and the death of Johanna Boeke, the balance be used to establish a new fund, interest from which was to support visiting ministers from another country, or intern ministers. The program that facilitated visiting ministers from other countries is no longer in operation. UUCB's commitment to providing ministerial internships, on the other hand, continues. The Morgan Theological Endowment, held by the UUCEF, generates interest that provides UUCB with some funds to support our intern ministers.

M/S, Peter/Selene, to approve adding the balance of the Pooled Income Fund established by Rev. Richard Boeke and administered by UUCB (estimated at $30,000 to $35,000 after all final distributions and administrative expenses have been deducted) to the Morgan Theological Endowment held by the UUCEF. Motion passed unanimously.

<u>Calkins Trust</u>: Established in the 1980s or early 1990s, it has been administered by UUCB acting as Trustee. In recent years, the trust provided income (from earnings of the investments) to Elizabeth Calkins Davis, the daughter of original donor Phil Calkins and the last individual beneficiary of the trust, as well as to UUCB and the UUSC. With the death in early July of Elizabeth Calkins Davis, UUCB is dissolving the trust and will distribute the balance to the UUSC (1/8) and UUCB (7/8).

The Board could decide to add UUCB's 7/8 share of approximately $292,000 to the Board Designated Endowment. This action would not require any vote beyond the Board decision. However, the Finance Committee recommends that the Board seek congregational approval to allocate the funds to deferred church maintenance projects; the timing of the congregational meeting would be at the discretion of the Board.

M/S, Selene/Kristin, to ask the congregation to use UUCB's 7/8 share of the balance of the Calkins Trust to fund some of the deferred maintenance projects listed in the 2026-27 UUCB Project List - Proposed Budget. Motion passed unanimously.

f. Discuss accepting a possible gift for caregiving and grief support pilot program

Rev. Marcus introduced the potential for a caregiving pilot program gift of around a couple hundred thousand dollars from Jim Evans, in honor of his late wife Ilsa, to be discussed by the Board next month after more planning conversations.

g. Discuss Board subgroup proposal for Strategic Planning, in preparation for the September 19 Board retreat

The subgroup will proceed with preparing for the September 19 Board retreat, based on the ideas presented in the Board packet.

BOARD COMMITTEE MEMBER/LIAISON REPORTS

Safety Task Force: Helen reported that they received great suggestions in their meeting with the Fire Department.
Governance Manual Task Force: Work is underway.
Next Beacon Blog Board report: Ideas for Kristin included Board visioning work, new church year, and church communications.

CLOSING COMMENTS

ADJOURNMENT

The meeting adjourned at 9:25 p.m.

Respectfully submitted,

Beth Pollard, Secretary

August 31, 2026

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

RE: Treasurer’s Report for September 2 Meeting

Action requested regarding ultimate destination of Joanne Wile bequest
At the 8/5/26 Board meeting, the Board approved acceptance of Joanne Wile’s bequest, and transfer of the bequest ($988,084.87) to a new account at the UU Combined Endowment Funds (UUCEF), to be held for approximately three years before any withdrawals, as is our practice with endowments. I had tried to make the acceptance a very simple decision by informing the Board that simple acceptance of the bequest would suffice, without an immediate decision about the ultimate destination of the bequest.

I now request that at one of our autumn 2026 meetings, the Board approve eventual transfer (after three years) of the entire bequest to our Donor-Restricted Pooled Endowment, in accordance with Joanne’s wishes. I think it’s best to make this determination now, when the matter has been recently discussed, rather than waiting three years, at which time the members of the Board would need to revisit (or visit for the first time) the background for the decision. At the end of this report I have copied the full background information as it appeared in the Treasurer’s report for our August meeting.

Updates
1) Reminder of the various possibilities for immediate deposit of Freestone sale proceeds, when the sale occurs (see 8/5/26 Board packet or Board minutes for the list): if a sale is made and proceeds are received without specific Board instructions regarding ultimate or temporary disposition, probably funds would be put in a new Mechanics Bank CD-type account, to be held separately from other UUCB funds until the Board addresses the ultimate disposition of funds. I don’t think we need any Board action (beyond the acceptance of the offer) in order to receive these funds.
2) We have an Audit Committee for the financial review that will occur September 8-15. Seven Fabiano, Peter Boland and I will form the committee. Our work will mostly consist of hearing/seeing the audit firm’s findings, and conveying them to the Board.
3) The Finance Committee had a fruitful discussion regarding 8/5/26 Board decision to remove the Endowment Committee from list of Board Committees. Finance Committee members were not universally pleased by the decision, but we did at length agree to work on revising the duties of the Finance Committee to include the financial oversight of endowments, which the Endowment Committee had done in the past.

Today’s Mechanics bank balances are:
Checking, $1,387,316.54
Savings, $157,902.62

———
from the Treasurer’s report for the 8/5/26 Board meeting:

Bequest from Joanne Wile
The Finance Committee recommends that the Board accept the bequest from Joanne Wile ($988,084.87 received in July 2026). The funds have been deposited into our Mechanics checking account (see balances below). With Board acceptance of the gift, it will be transferred to a new account at the UU Combined Endowment Funds (UUCEF), to be held for approximately three years before any withdrawals, as is our practice with endowments. This practice allows the gift to grow before any interest is drawn from it. Note that the initial deposit to UUCEF will not be to a permanently restricted account ("true" endowment). The deposit to a new separate UUCEF account minimizes the administrative burden of tracking a large new gift, since isolating the gift ensures that any earnings in the account will be attributable to this particular gift. Current practice is to make sure that the balance in endowed funds equals at least the beginning principal (sum of initial deposits) plus 10% of that principal.

I do not believe that it is necessary for the Board to make a decision about the ultimate destination of this bequest at this meeting. The current decision is simply whether or not to accept the bequest. As Treasurer, I certainly believe that we should accept this generous gift.

For background and future consideration:
The Finance Committee recommends adding this bequest to the Donor-Restricted Pooled Endowment also held by the UUCEF, after the three year hold, in accordance with Joanne's wishes as expressed in two documents that she gave to the Endowment Committee in 2016. Her trust itself did not specify any restrictions on the bequest, but some members of the Finance Committee who were previously members of the Endowment Committee (EC) argued that the church members who did fill out these EC forms (untitled but headed "What kind of legacy will you leave?") were trusting that the wishes expressed in them would be followed. In this case, the Joanne R. Wile Trust, as updated 2025, does not specifically contradict the form, that is, it does not state that the gift should be considered unrestricted. The question seems to be whether or not the general language of a donor's trust would supersede the donor's more specific instructions in a UUCB document from an earlier year. The Finance Committee ultimately agreed that since the more recent trust contained general language, giving the bequest simply to "the Unitarian Universalist Church of Berkeley in Kensington, California," it did not actually contradict the 2016 Endowment Committee document.

There are arguably factors that muddle the clarity of Joanne's designation. Until 2016, it was widely understood that our General Endowment (now known as the Board Designated Endowment) was a true donor-restricted endowment. The language of the first Endowment Committee form that Joanne filled out seems to reflect that (mis)perception; the second form, which bears the note "Rev. 12-13-16," has different designations and language but by current standards might still be found confusing. However, it is clear that in 2016 Joanne had an interest in increasing the endowment, to provide ongoing income for the church. Not only did she indicate on the Endowment Committee documents her intention to make a legacy donation to a fund where only the earnings would be spent, she also made a donation of $11,386.95 that year to the Donor-Restricted Endowment. Although Joanne's wishes may have changed between 2016 and her death in 2025, without further documentation, we have no justification for acting as if they did change.

The Finance Committee agreed that a useful task for the newly reactivated Endowment Committee would be to contact anyone who has a "What kind of legacy will you leave?" form on file at church, and ask them about their current wishes. I intend to support this effort vigorously, to help us avoid future confusion and to encourage people to give in ways that feel good to them and are helpful given the changed financial situation of our church.

As I stated above, I don't think it's necessary for the Board to make the decision regarding ultimate disposition of this bequest now. I do think it's important for the Board to have some understanding of this rather complicated history. It seems prudent for the Board to come to a decision soon, since such a large gift affects our financial planning and our communications with prospective legacy donors.

Operations Director's
Board Report

AUGUST 2026

Average Attendance

- In Person: 154
- Online: 26

Finance

- We are completing the final documentation for the September Financial Review. Two Zoom meetings are scheduled, a morning session to kick off the review and an afternoon session with the accounting firm, and audit committee members are invited to join both.
- The final payout from the Boeke Vanguard Trust was $38,301. It was deposited into our account and will be transferred to the Morgan Theological Fund at UUCEF.
- Final payout from the Calkins Trust was $295,150 and was deposited into the checking account.

Facilities

- The 5-year project budget is included for board review. It has been revised to add the Fireside AV project and to reflect updated pricing received this month. Ladd Griffith will cover a number of projects this year, and pending board approval, we plan to use the Calkins Trust payout to complete several high-priority projects as soon as possible
- Facilities staff have been steadily working through smaller repairs and tasks. Several items fell behind after Peter went on disability, but the team is catching up.

HR

- Peter returns to work on September 1. There will be some minor adjustments in the Facilities department as he transitions back, and we're glad to have him returning.

Lunch Survey Results

Shared with the Board by Committee on Shared Ministry 9/2/26
(also shared with Kitchen Cabinet this week, and congregation later this week)

We have the results of our lunch survey!

In brief:
158 people completed the survey! A few of us from the Committee on Ministry gathered to analyze the results last week.

The vast majority said:

1. Lunch is an important part of church.

2. It is OK for lunch to be simple (rollup sandwiches, pizza, bagels, cheese and crackers) maybe a well advertised Potluck on the 5th Sunday.

Special diets: 68% none 8% veg 5% vegan 9% gluten-free 4% nut or other allergies

3. They are unable to volunteer for various reasons, but they support additional funding staff to support lunch and coffee set up and cleanup.

4. There were only a few new individuals who committed to volunteering through the survey. (Most who said they would volunteer either didn't give their contact info or they are already volunteering.)

5. A few people mentioned, and we still want to, provide a more complete lunch on special occasions (such as Doctors of Durability).

Conclusions

- Lunch has become an important part of our congregational life, how we build community and welcome others.
- It doesn't matter so much what we serve. Sandwiches and snacks are fine, except on special occasions.
- We don't have the volunteers to continue at the level we have been, but if we simplify to make volunteering shorter and easier, and we fund some staff support, we might be able to keep it sustainable and not burn out volunteers.

Next Steps

Rev. Marcus, Rev. Kathryn , and Janae are on board to allocate one or two staff members to start coffee by 9 AM and to wash cups and glasses, wipe up spills, and empty the coffee urns at the end of the day. They noted that staff in these positions have sometimes not stayed very long due to being treated brusquely by Church members, so that is something we will need to work on.

An additional 3 or 4 volunteers will still be needed for prep and serving and cleanup. As long as we keep it simple and use paper plates and no silverware, it should be less than an hour of work, rather than 2+ hours. Given this new information, we can think about how to get buy-in from church programs to provide volunteers scheduled well in advance.

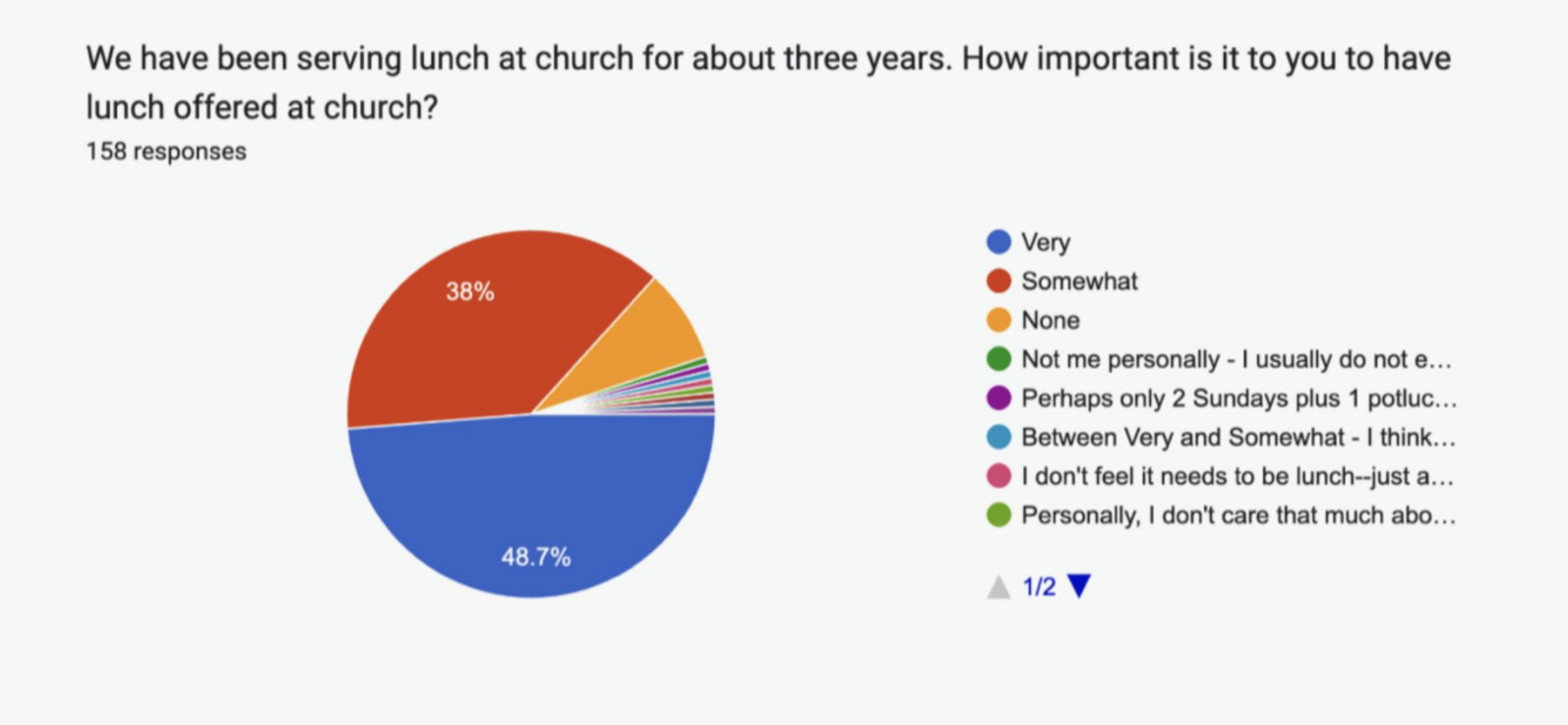
The Kitchen Cabinet and COSM are both meeting this week to iron out the logistics, assuming we start some version of this simplified lunch/snack on Sunday 9/4.

(Sheldon and Ladie will be on hand to answer questions)

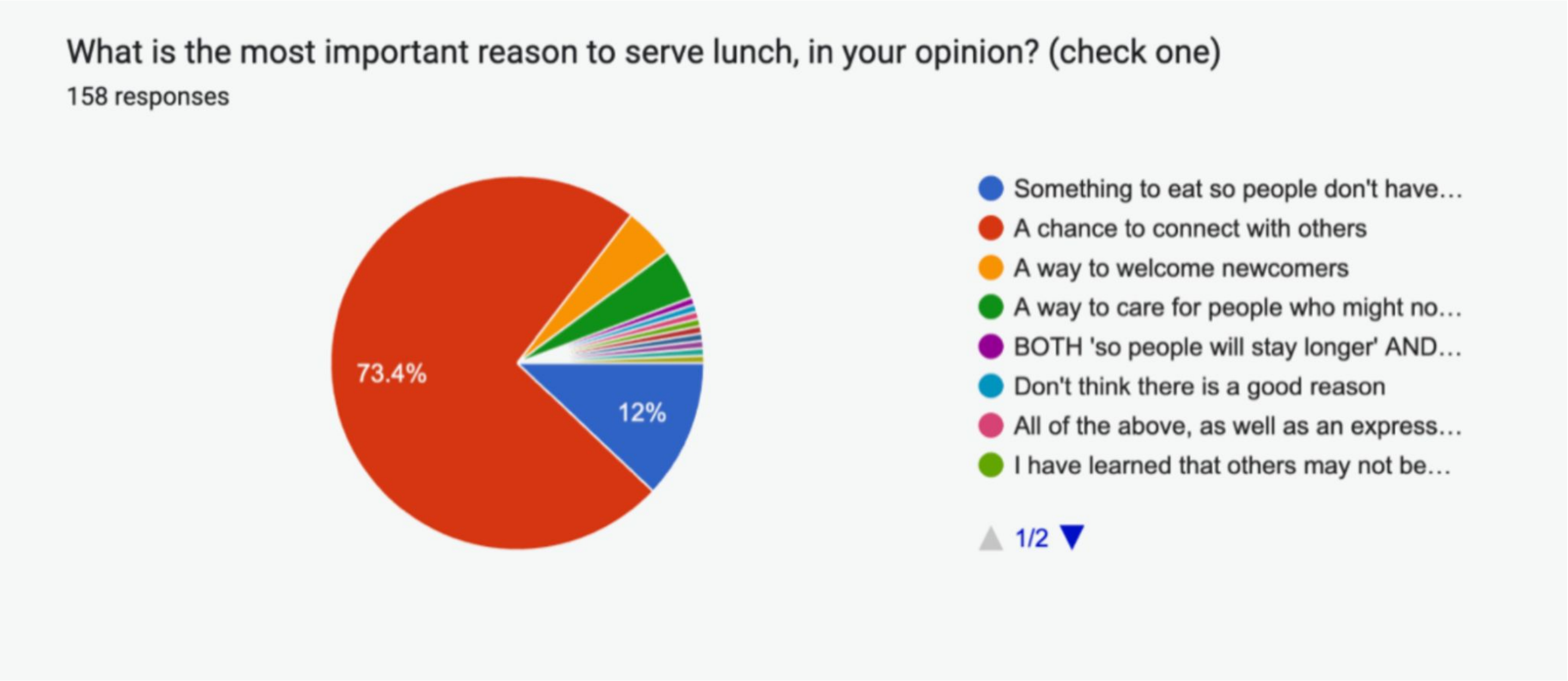
Lunch survey results

Graphs
Prepared by COSM

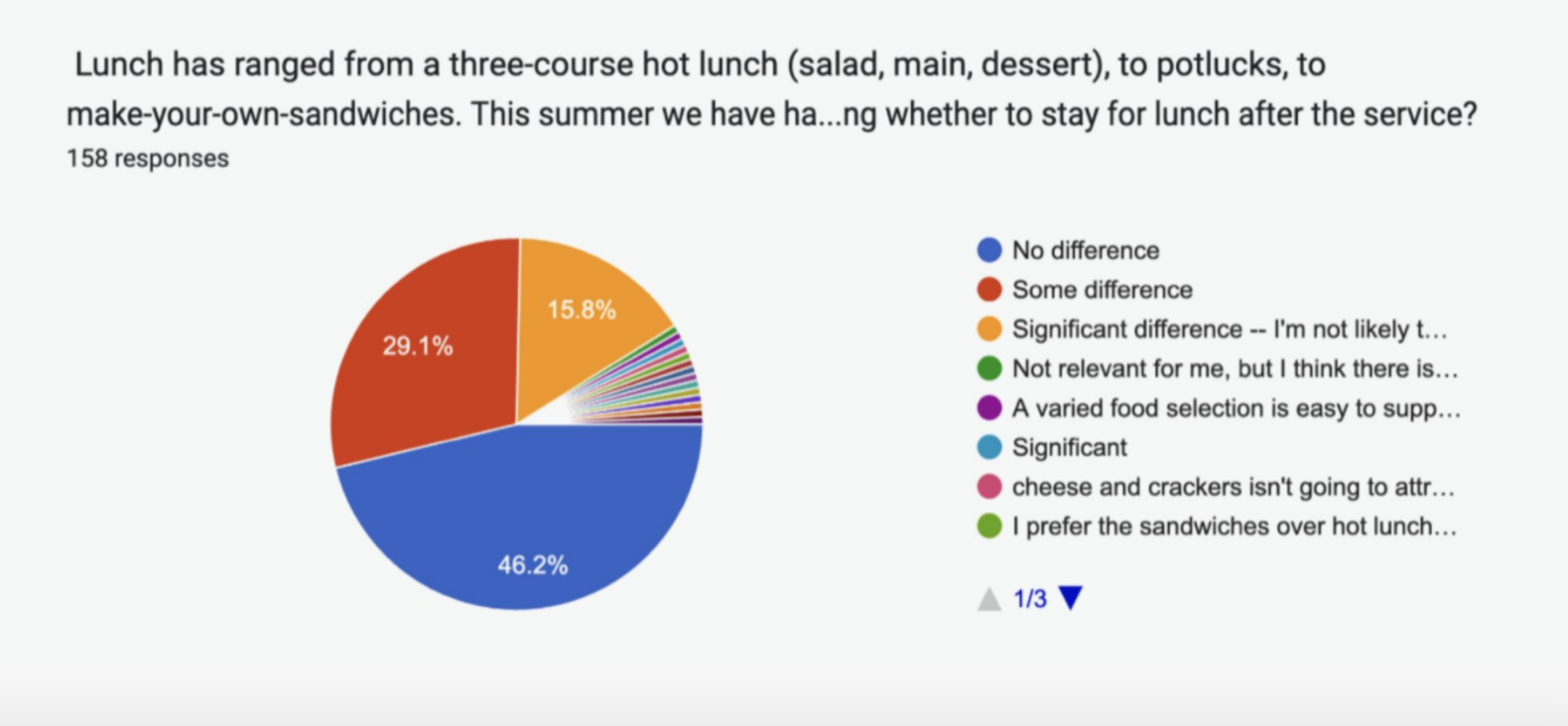
How important is lunch to you?



Main purpose of lunch



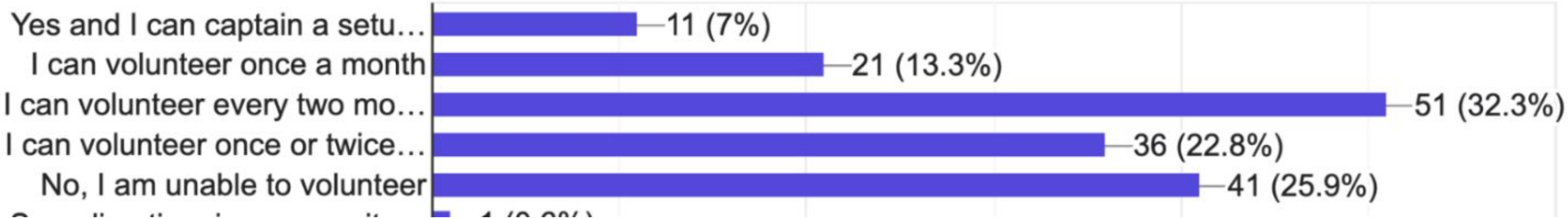
Does it matter what is served?

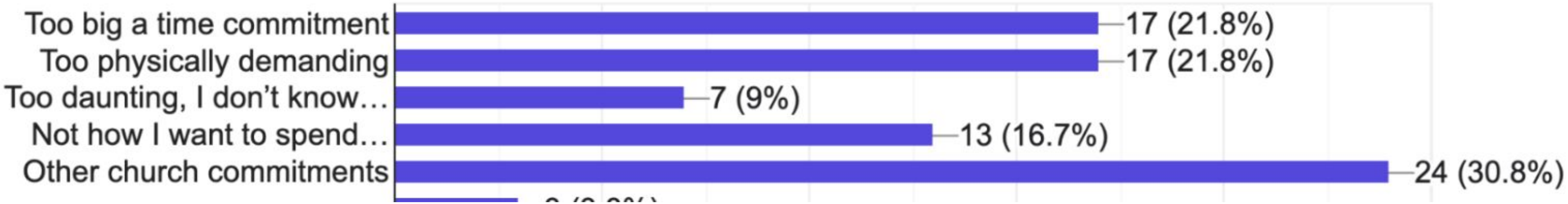


Willing to volunteer? * If not, why?

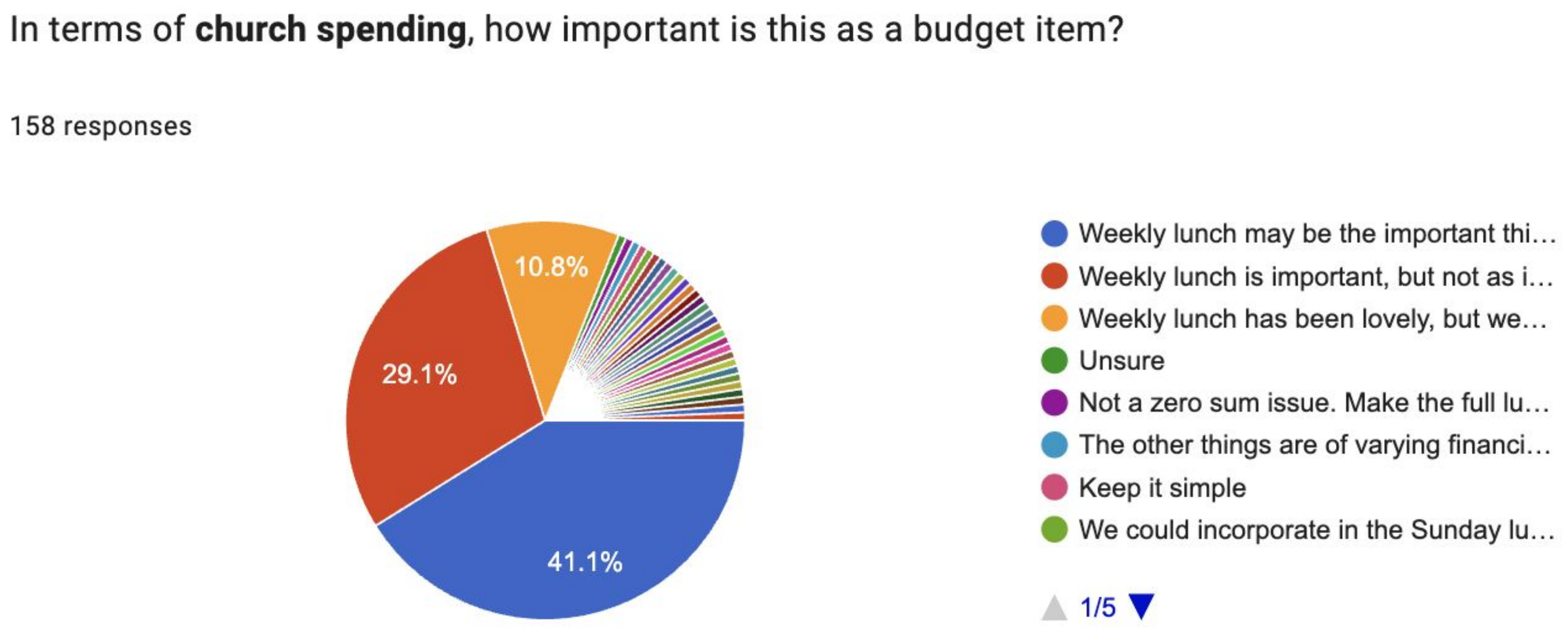
** Half did not leave contact info*

Most of the rest are already volunteering for lunch or coffee





Is it worth the money to fund staff to help?



Governance Manual Excerpt:

3.9 Board Committees, Task Forces and Teams

The Board of Trustees establishes ongoing Committees, and finite-termed Task Forces and Teams to accomplish specific objectives as defined by the Board. These bodies assist the Board in governing and are generally not for administration, program management, or to make decisions on the Board's behalf.

Board Committees, Task Forces, and Teams will report to the Board at least annually on work completed, underway and contemplated, and any recommendations for new or amended Board policy or other actions. Board Committees, Task Forces, and Teams will not speak or act for the Board unless given specific authority to do so.

Board Committees, Task Forces, and Teams may include one or more Trustees as voting members. The Board will approve appointment of Committee, Task Force and Team members, or may delegate that appointing authority to the Board liaison or Board member of the Board Committee.

Due to the financial and fiduciary nature of the Finance Committee, Endowment Committee, and Audit Committee, members of those Committees shall adhere to the Board Conflict of Interest policy in Section 1.6.

Governance Manual Excerpt: Board Committees (Excluding Endowment, per 8/2 Board action)

3.9.1 Finance Committee

The role of the Finance Committee (FC) is to bridge an important administrative middle ground and provide better communication and another layer of oversight among the Board, Treasurer, and Executive Director. The FC will be the stand-in for the Congregation, a back-stop and partner to the Treasurer and Executive Director (ED) and will assist as needed in turning data into useful "information" (a primary job of both the Treasurer and the ED).

The overall purpose of the FC is to assist the Board in its oversight of the congregation's finances. The committee's work may include:

- Ensuring that routine financial reports, such as the monthly Treasurer's report, are clear and useful.
- Helping to educate Board members to have an adequate understanding of the congregation's financial status.
- Taking responsibility for thoroughly understanding the annual budget and acting as a stand-in for the Board, so the Board does not have to go over the budget line-by-line.
- Providing support to the ED, Treasurer, and staff when asked for financial information by the Board.

- Providing support on an as-needed basis to staff, Treasurer, and stakeholders to prepare the annual draft budget for the May Congregational Meeting.
- Developing and reviewing church financial policies, as well as procedures to implement those policies. Documenting all policies and working with the Board Secretary to have new policies or eliminated policies appropriately reflected in the UUCB Governance Manual and/or Bylaws.
- Creating a checklist of items to review as part of year-end closing of the books.
- Frequency of Meetings: In non-audit years, the FC typically will meet quarterly unless otherwise directed by the Board or in case of fiscal emergency.

(3.9.2 was Endowment Committee)

3.9.3 Audit Committee

The Board of Trustees will appoint a three-member Audit Committee including at least one current Board member other than the Treasurer. The committee is responsible for choosing and securing an auditor, financial reviewer, or other independent financial oversight functions that are required under the Bylaws. The committee receives and reviews the auditor's or the financial reviewer's report and findings, and reports on the audit or financial review to the full Board of Trustees at the meeting of the Board immediately following receipt of the report.

3.9.4 Awards Committee

The Awards Committee shall be comprised of past presidents of the Board of Trustees who are currently UUCB members and the incumbent Vice President, who shall serve as its convener.

The Committee shall recommend to the Board of Trustees a list of names to receive the church's Flaming Chalice, Schweitzer Medal, and any other special awards, as defined in the Awards Policy. Upon approval of the award recipients by the Board, the Committee is responsible for notifying the recipients and arranging for the presentation of the awards at a congregational meeting.

See Also: *Awards Policy*
Awards Summary

3.9.5 Bylaws Task Force

In accordance with the Bylaws, the Board of Trustees shall appoint an independent Bylaws Review Task Force at least once every three years. The Task Force shall consist of at least five members with no more than two members of the Board of Trustees. The Task Force shall review the Bylaws for relevance, appropriateness, and agreement and consistency with the Governance Manual, and follow the provisions in the Bylaws for recommending amendments.

See Also: *Bylaws 9.6*

3.9.6 Widening the Circle Committee

The charge of the Widening the Circle Committee is to be a supportive and advisory visionary body and working group that works in collaboration with UUCB programs to aid UUCB's growth and commitment to being an Anti-Racist, Anti-Oppressive, Equitable and Inclusive congregation and church organization.

The committee and staff will discern the use of the currently proposed recommendations and develop with the congregation, over time, new ideas and action plans that support the spirit and intent of the UUA's Widening the Circle of Concern book. The committee's work may include:

- Supporting and coordinating the implementation of Board-approved recommendations from the Widening the Circle of Concern Task Force report (released August 2021).
- Coordinating the discussion of the Widening the Circle of Concern Task Force report within the congregation to ensure understanding of and promote engagement with the work.
- Working in concert with the Education for Liberation Development Team (ELDT). The ELDT would report to the Widening the Circle Committee.
- Regularly communicating with the congregation to ensure that UUCB programs are following through on the congregation's commitment to Anti-Racism, Anti-Oppression, Equity and Inclusion.
- Giving guidance in accordance with ongoing recommendations from the Commission on Institutional Change of the UUA, which includes providing expertise to and collaborating with staff so that staff and congregational values are congruent.

The Widening the Circle Committee includes up to two Board members, the Executive Director and Minister (ex-officio) and seven other church members with commitment to Anti-Racism and Anti-Oppression work, approved by the Board of Trustees. Each member shall be appointed to a term of one to three years, which may be renewed for a total of six years. In the absence of interested members, a current member may exceed the six-year limitation until the Widening the Circle Committee is able to both find and train replacement members who can then function effectively.

Proposal for the Establishment of a General Assembly Task Force

The next General Assembly (GA) of the UUA will be in San Jose, CA in June of 2027. This offers UUCB an unique and **AMAZING** opportunity for involvement. In light of the proximity of GA 2027 <u>and</u> the UUA goal of getting 200 youth from across the association to attend, the Board of Trustees is requested to:

Create a one-year task force (September 2026 – September 2027) whose purpose will be to increase UUCB's participation and involvement in GA 2027.

This task force shall:

a. Build awareness of and support participation in the UUA General Assembly 2027 across all age groups in our congregation, with a special emphasis on youth (9^{th}-12^{th} grade) participation.
b. Solicit and recommend GA delegate candidates to the Board of Trustees for their consideration to represent UUCB at GA 2027.
c. Investigate opportunities for fundraising to offset registration and housing costs for UUCB attendees, with primary emphasis on covering costs for our youth.
d. Investigate opportunities to coordinate and work in conjunction with other Bay Area UU congregations.
e. Give monthly reports to the UUCB Board of Trustees.
f. Provide a summary report to the UUCB Board of Trustees after GA 2027.

UUCB 5-Year Project Budget

The purpose of this budget is to capture church needs that fall outside the operating budget's scope: larger projects, repairs, or improvements that don't fit normal annual operations.

Rather than bringing each project to the board individually throughout the year, this budget lets the board approve the full list at once. Once approved, staff has authorization to move forward on the projects where we have funding, the same way operating budget approval works.

It is organized into priority tiers. First is Priority 1 projects that have funding available now through the Ladd Griffith fund. Approving this budget authorizes staff to move forward on these using the available Ladd Griffith funds.

The following sections of Priority 1, 2, 3, 4 and 5 Projects are projects where funding isn't secured yet. Either Ladd Griffith funds are expected to become available in future years, or the funding source is still undetermined. There is a total funding needed line for Priority 1 & 2 projects showing the approximate total needed to get these higher priority projects completed. Waiting for Ladd Griffith funding is an option, but for some of these, delay carries risk: what's a minor repair now could become a larger, more costly failure later.

2026-27 UUCB Project List - *Proposed Budget*

For Board Approval

2026-27 Projected Funding for Ladd Griffith	
Current Ladd Griffith Fund amount	$120,000.00
Expected UUCEF 2026-27 funding	$38,665.00
Amount available for 2026-27 Projects	**$158,665.00**

Project Num	**Project**	**Priority**	**Need**	**Solution**	**Cost**	**Cost Basis**	**Funded From**	**Notes**
This Year's Priority 1 Projects - fund from Ladd Griffith								
1	Sanctuary AV Upgrades	1	System is piecemeal, inefficient and hard to train new staff and volunteers to use.	Hire a contractor to redesign an easy to use, more efficient system, create documentation and do training. Create more functionality for meetings and renters in the space and do away with the need for a volunteer to run the slides/projection system.	$ 7,500.00	Bid	Ladd Griffith	
2	Fireside Room AV Upgrade	1	Need an easier to use, plug and play system to make the Fireside more useable for Personal Theology, speakers and events.	Install new hybrid meeting system, with camera and plug-and-play system for easier use	$ 7,500.00	Bid	Ladd Griffith	
3	Breezeway Doors in SH - ADA	1	Doors from Social Hall to breezeway are old with multiple patches and hardware not working well and do not meet ADA code in doors to only ADA bathrooms.	New Doors, Frames & Hardware, with automatic door opener	$ 75,000.00	Estimate	Ladd Griffith	
4	Social Hall Lighting Consultant*	1	Very Dark in Social Hall (especially at N & S ends)	Design a lighting solution	$ 5,000.00	Bid	Ladd Griffith	
5	SH Lighting Install & Program*	1	Very Dark in Social Hall (especially at N & S ends)	bid after design,	$ 30,000.00	Estimate	Ladd Griffith	
6	Lighting control board*	1	Lighting control settings not correct	Hire Lighting control board technician for service and training	$ 1,000.00	Bid	Ladd Griffith	
7	Stage Curtain	1	Drags @ west. Aesthetics and operation.	Repair curtain	$ 1,500.00	Estimate	Ladd Griffith	
8	Replace Folding Chairs & Tables	2	chairs old and worn, 8' tables have broken and we need to replace to maintain a useable inventory for Sundays and Rentals	purchase new padded metal chairs and purchase more tables	$ 15,000.00	Estimate	Ladd Griffith	
9	Sidewalk Trip Hazard Repair	1	Sidewalk settled @ music room	R&R sidewalk	$ 5,000.00	Estimate	Ladd Griffith	
				Priority 1 Projects Total Budget from Ladd Griffith	**$ 147,500.00**			

* - approved as part of the last 5 year budget

Priority 1 Projects - alternate funding		**Priority**	**Need**	**Solution**	**Cost**	**Cost Basis**	**Funded From**	**Notes**
10	Sanctuary Furnace	1	Condensation from old Flue causing water and rotting wood. Flue replacement (outside) is $90,000.	New Heat Pump for sanctuary furnace. Verify energy costs and include design peer review	$ 165,000.00	Bid	Calkins Trust	
11	Music Room Furnace	2	Old furnace. Most cost effective to do with item 8 above.	New Heat Pump. Verify energy costs and include design peer review	$ 60,000.00	Bid	Calkins Trust	
12	Fire Alarm System	1	Fire Alarm needs to be upgraded or replaced	Upgrade/replace fire alarm system components	$ 50,000.00	Estimate	Calkins Trust	
				Priority 1 Projects - alternate funding	**$ 275,000.00**			

Priority 2 Projects		Priority	Need	Solution	Cost	Cost Basis	Funded From	Notes
13	Irrigation Water System	2	Irrigation not working at back of building	Repair underground piping to restore water	$ 120,000.00	Bid		
14	School Building upgrades - Consultant	2	In need of major refresh: Roofs, windows, plumbing, flooring, ceiling, lighting, cabinets, ventilation, heating, etc.	Design a solution	$ 30,000.00	Bid		
15	Sanctuary Fans	2	Heat rises and pools at the ceiling, so we're paying to heat air nobody sits in while the room still feels cold.	Ceiling fans running in reverse would push that warm air back down, cutting our heating costs and making the Sanctuary more comfortable.	$ 80,000.00	Bid		
16	NW Corner drainage	2	Water fllowing downhill on NW corner of property is causing erosion on the hill and fire road.	Install underground pipe that runs past the fire road to divert the water and stop erosion.	$ 30,000.00	Estimate		
17	Storm Drainage	2	Re-establish underground drainage on west hillside	excavate and install new piping.	$ 80,000.00	Estimate		
				Priority 2 Projects Total	**$ 340,000.00**			

Priority 3 Projects		Priority	Need	Solution	Cost	Cost Basis	Funded From	Notes
18	Paint & Seal exterior	3	Paint concrete and wood, seal windows, etc.		$ 150,000.00	Old Bid	Ladd Griffith - over next 5-7 years	
19	Atrium Bathroom Design	3	Old and outdated bathrooms. Make unisex with separate hand wash area.	Design a solution	$ 30,000.00	Estimate	Ladd Griffith - over next 5-7 years	
20	Seal and Stripe Parking Lot	3	preservation of pavement and aesthetics	seal and stripe all lots	$ 30,000.00		Ladd Griffith - over next 5-7 years	
21	RE Space	3	Our RE program lacks designated space for our kids to make their own.	Create a space along exterior North wall that connects to the playfield for RE program use	$ 50,000.00	Estimate	Ladd Griffith - over next 5-7 years	No specific design yet, but Kathryn has requested funding.
				Priority 3 Projects Total	**$ 260,000.00**			

Priority 4 Projects		Priority	Need	Solution	Cost	Cost Basis	Funded From	Notes
22	Sanctuary Fans	4	Increase energy efficiency and effectiveness of heating system in Sanctuary	Add Ceiling Fans to Sanctuary	$ 90,000.00	Bid	Ladd Griffith - over next 5-10 years	
23	Atrium Bathroom Remodel	4	Bathroom Construction	Bid after design	$ 250,000.00	Estimate	Ladd Griffith - over next 5-10 years	
24	Kitchen Remodel	4	Kitchen is antiquated	Replace flooring, cabinets, etc.	???		Ladd Griffith - over next 5-10 years	
25	Accessibility to Meditation room	4	ADA access would provide more useable space for meetings on Sundays	sidewalk with switchbacks	$ 150,000.00	Estimate	Ladd Griffith - over next 5-10 years	
26	Sound system - Social Hall	4	Complaints about sound in the social hall	study and upgrade sound system	$ 50,000.00	Estimate	Ladd Griffith - over next 5-10 years	
27	Playfield Equipment	4	New playfield does not have playground equipment for kids to play on.	Add new playground equipment to the playfield	$ 25,000.00	Estimate	Ladd Griffith - over next 5-10 years	
				Priority 4 Projects	**$ 565,000.00**			

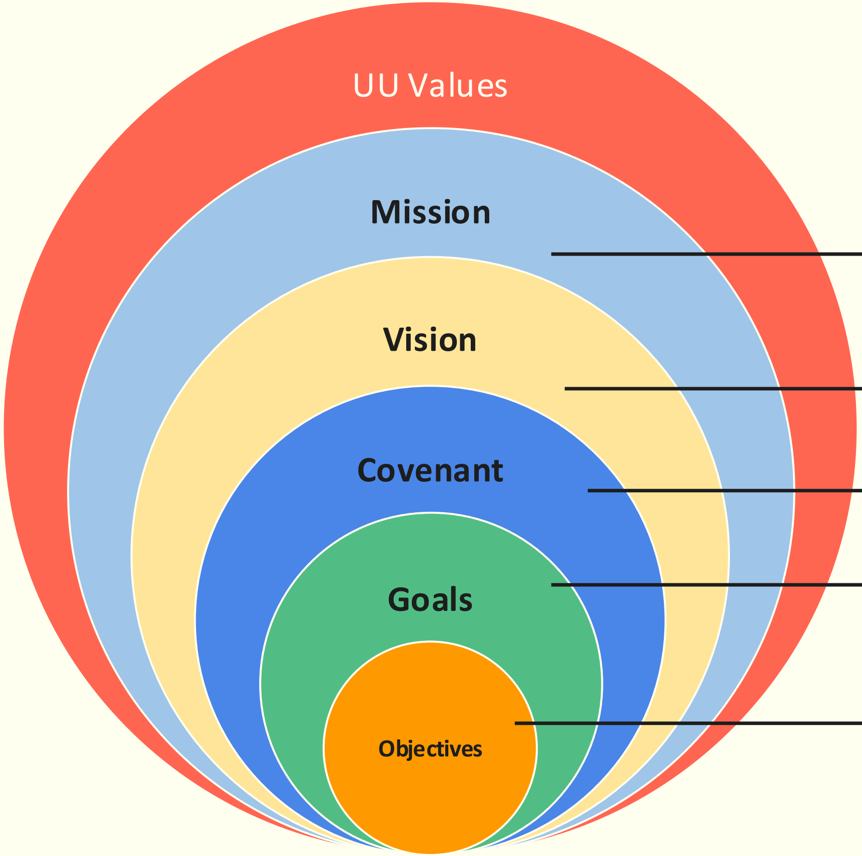
Priority 5 Projects - Wishlist		Priority	Need	Solution	Cost	Cost Basis	Funded From	Notes
28	Sanctuary Windows - Consult & Design	5	Add light to Sanctuary	Hire Designer for feasibility - Wishlist Item	$ 10,000.00	Estimate		
29	Sanctuary Windows - Construction	5	Add light to Sanctuary	Adding windows to the bay side to let in light and a beautiful view	$ 250,000.00			
30	Hillside retaining wall	4	Falling dirt from the hill makes it hard to maintain the parking spots along the North side of the lot.	A retaining wall will keep the hillside dirt and debris from falling into the parking lot.	$ 150,000.00			
31	Terrace retaining wall	5	Wishlist Item - more useable outdoor space	Building a retaining wall along the fire road off the Terrace would create more outdoor useable space for services, camps, and rentals. Wishlist Item	$ 150,000.00			
32	Security system	5	we have no security system	study and install security system	$ 10,000.00	Estimate		
				(Wishlist) Priority 5 Projects	**$ 570,000.00**			

These are needs that could be considered for a capital campaign									
			Priority	Need	Solution	Cost		Funded From	Notes
	All - Electric Campus		**The projects below have to be done together and in a specific order:**						
	a	All Electric Consultant	1	Consultant for designing all electric campus		$ 100,000.00		Capital Campaign	
	b	Electrical Systems	1	Panels & feeders. Environmental Stewardship		$ 450,000.00		Capital Campaign	
	c	Add Solar	1	We need more solar to have enough to run all electric on our campus		$ 250,000.00		Capital Campaign	
	d	Batteries for Solar Energy storage	1	Batteries will store the energy from the solar panels for later use		$ 100,000.00		Capital Campaign	
	e	Electric Heat Pumps, all buildings	1	Environmental Stewardship, reduces our dependency on natural gas and lowers our operating costs		$ 400,000.00		Capital Campaign	
	f	Electric appliances	1	All Electric Kitchen Appliances		$ 300,000.00		Capital Campaign	
	g	EV Chargers	1	EV Chargers in parking lot		$ 100,000.00		Capital Campaign	
	School Building upgrades - Construction		2	School construction 5,600 sf. HVAC in line .	Bid after design	$ 750,000.00		Capital Campaign	Possibility of co-fundraising with Good Earth School/parents
	Church Signs at driveways, Arlington		3	Signs are in bad shape, need repainted with new logo. Message board at Arlington was taken down	Redesign signs, add new logo and names/titles, etc. New message board or signage at Arlington	$ 50,000.00		Capital Campaign	
	Platform at back of Sanctuary for AV Team		4	AV Team needs an elevated space for better visual of the chancel and more space to work	Add a platform to the back of the Sanctuary for the AV setup	???		Capital Campaign	
	Hillside Parking Lot Retaining Wall		5	Falling dirt from the hill makes it hard to maintain the parking spots along the North side of the lot.	A retaining wall will keep the hillside dirt and debris from falling into the parking lot.	$ 150,000.00		Capital Campaign	
	Terrace Retaining Wall		5	Wishlist Item - more useable outdoor space	Building a retaining wall along the fire road off the Terrace would create more outdoor useable space for services, camps, and rentals. Wishlist Item	$ 150,000.00		Capital Campaign	
	Adding Sanctuary Windows to Bay side		5	Add light to Sanctuary	Adding windows to the bay side to let in light and a beautiful view	$ 300,000.00		Capital Campaign	
					Possible Capital Campaign Total	**$3,100,000.00**			

Board Strategic Vision

Board Subgroup Proposal, August 5, 2026
Carla McCasland, David Rosales, Kristen Jensen,

Refresh from May09 2026 Retreat



What is our core purpose?

What do we aspire to be in the future?

Our relationships as we work

Broad, general outcomes that we want to achieve for the whole church

What specifics does each team need to achieve to get there? How to measure our progress?

The Board should set Goals and then ask Committees and Staff to identify Objectives for the Board to review.

UUCB Today: Vision, Mission, Covenant

- **Mission:** 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:** 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.
- **Covenant:** Love guides this church. The quest for truth and justice is its common purpose. To give thanks, listen deeply, speak with care, honor our differences, and seek and grant forgiveness: These things we covenant with one another.

Agenda for today

1. Discussion on proposed focus areas for 2026-2028
2. Discussion of potential goals, resources that we have and need
3. Discussion on a timeline and recommended cadence

Proposed Focus Areas (objectives)

Cultivating Community

Support and encourage all stages of congregational life. Encouragement and support for new milestones and greater involvement.

Deepening Connections

Support and encourage interpersonal connections, and spiritual growth. Antidote to echo chambers and isolation.

Linking Arms with Others

We are stronger together with others. Encourage and support joint activities at local, state, and national levels. Use UAA and GA as an opportunity.

Discussion on Focus Areas and Goals

Cultivating Community

- In what stages are we doing well and where can we improve?
- What resources do we have already and where do we need more?
- Ideas: Services for younger visitors, encourage youth membership and participation, University outreach, “Bring-a-friend” services, … more?

Deepening Connections

- Ensure group programs are resourced and resilient (best practices, backup facilitators, rooms).
- Explore affinity groups and unmet interests.
- Are our policies for groups the correct amount of regulation? Are there frictions?
- How best to explore retreat programs and options?

Linking Arms with Others

- Do we need to do more with other congregations and groups?
- UUA, GA actions, Bay Area actions, Bridging for Democracy, etc.
- Can we improve Staff / Volunteer partnership?
- Can we do better at volunteer development and growth?
- Active presence at protests, street festivals, and other assemblies.

Proposed Standards

To support the visioning process, we propose the Board work toward creating and adopting these standards:

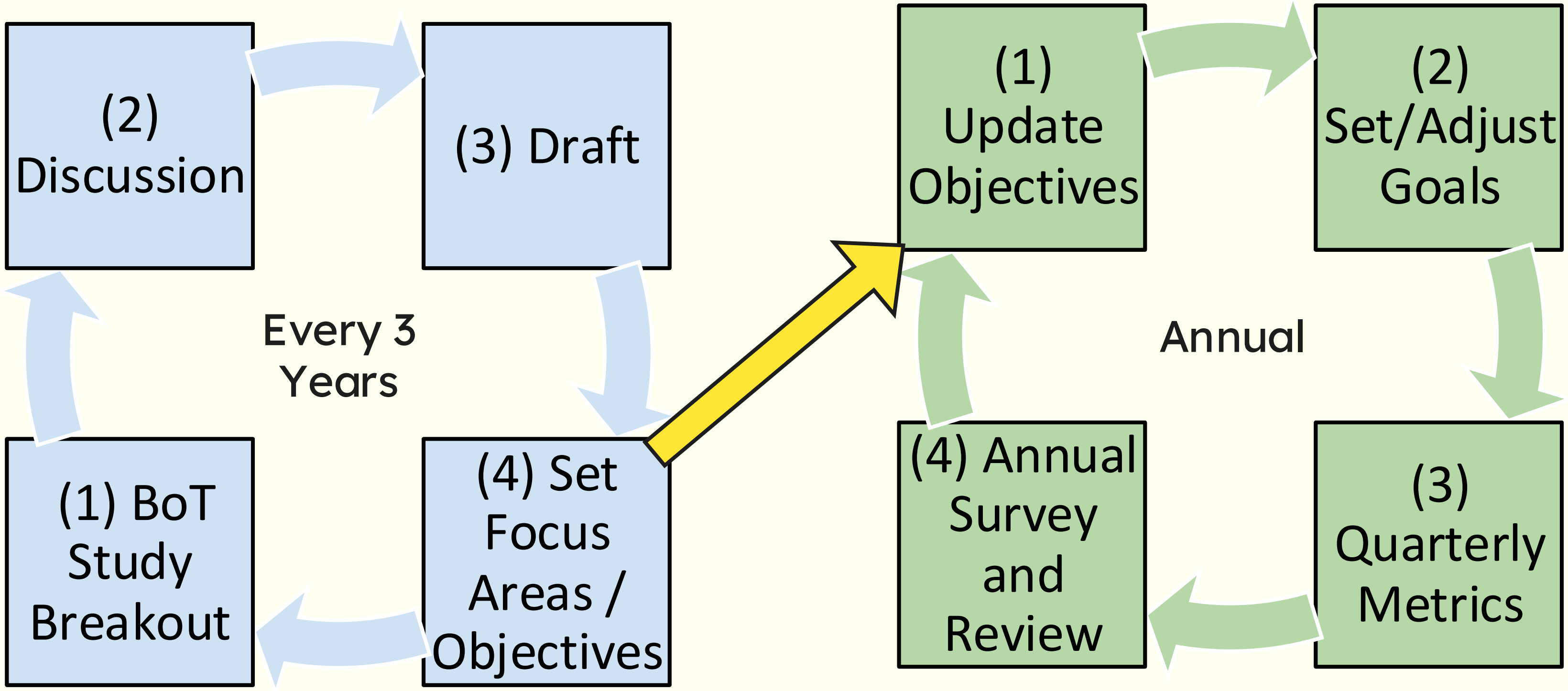
An Annual Congregational Survey

- Some standardized questions to support longitudinal analysis and comparison.
- Mix with questions unique to that year.
- Who do we want to hear from? Maybe a section for members?
- Does this require a new committee to write, administer, and process?
- Should responses be anonymous?

A BoT Visioning Process

- Focus Areas updated every 3 years for gauging impactfulness.
- Goals reviewed quarterly and updated annually.
- Institutional knowledge to continue past board limits.
- A strategic plan to be developed every 5 to 10 years.
- Does this require a task force?
- Gov Manual update?

Visioning Process



Key Visioning Dates

Apr/May/Jun	Jul/Aug/Sept	Oct/Nov/Dec	Jan/Feb/Mar
Apr - annual obj presentation prep May congregational meeting - approve budget, show obj/goal year + updates May board retreat - kickoff next visioning cycle June board meeting - quarterly metrics	July no BoT meeting,, but BoT obj study group meets July - fiscal Year starts August board meeting - annual reports, obj updates Sept board meeting - quarterly metrics Sept board retreat	Dec finance committee starts up - finance ideas for aligning to objectives and setting goals. Dec board meeting - quarterly metrics	Jan - staff budgeting input starts - staff ideas for aligning to objectives and setting goals. Feb/Mar - budgeting process continues Mar board meeting - quarterly metrics, next cycle goals discussed.

5-10 Year Strategic Plan

We recommended the BoT form a Task-Force to define and execute a strategic plan process:

- We are a church in the midst of change (settled Minister, Freestone discernment, growing congregation)
- We are also contemplating a capital campaign
- Without proper study or input, capital focus will be on deferred maintenance.
- A strategic plan is essential to a capital campaign.
- **What is a future we are excited to work together to build?**

Q&A

?