

Interim Minister's Report to the Board of Trustees December 2015

STATE OF THE MINISTER

Dear Friends,

There's something that's important to know about me that I haven't, often, shared with people. For years, it's felt like a secret I couldn't tell anyone. Now, it seems so obvious as to not be worth mentioning. Yet, when people learn this about me, they express surprise.

An early observation I made growing up was how often I felt afraid. Little things. Big things. Constant, persistent, hard-to-ignore-fear. I remember feeling afraid of not getting my parent's approval... of not doing well in school or sports – or even ordinary conversations (being too quiet... too needy... not kind or funny enough). I feared my performance would decide whether my family would stick by me, whether I'd have friends or, later, whether someone would hire me.

Feeling afraid took up so much room in my consciousness, it sometimes merged with my identity. I caught myself saying what I hear many people now say: "I am afraid" – as though I'd finally *become* the fear itself.

Feeling afraid lasted a very long time. In fact – and here's my great confession – it's never gone away. There are many moments I still hear familiar voices inside me offering warnings or judgments about rejection. These voices are deeply ingrained. The people who once spoke them are long gone. Yet, sadly, I carry on the mantras they taught me to say.

But a few things have changed from when I was young. For one thing, I've begun to trust our first principle – to believe worth and dignity are inherent and not earned through performance or bestowed by others.

And I've learned to step beyond the fear – not because the fear has shrunk. But because my courage has grown. Courage, I've learned, comes not when the fear is gone, but when we learn to be true to something more important than fear. Courage is the energy within fear that's been liberated.

This month, our theme is courage and some courageous conversations are planned. On January 3, Nick Allen is in our pulpit. Nick is 24 years old and a student at MIT, but his power as a leader and truth-teller is known from his years as a continental youth representative. He will talk about the future of youth, UUism and this church. You don't want to miss it.

The Transition Team and Family Ministry will co-facilitate a Congregational Conversation on January 10th between our elders (leaders/owners) and our young people (future) about how we might transition from UUCB's past to its future.

On January 17th, we will have a service entitled “Strange Fruit” followed by a conversation about our interest in exploring how racism affects us all.

Albus Dumbledore highlights the importance of courageous conversations when he tells young Harry Potter, "It takes courage to stand up to our enemies, but just as much to stand up to our friends." I believe we have the courage to recognize a great number of things more important than fear that will help us grow.

To the Glory of Life.

STATE OF THE MINISTRY

TIME AWAY

December 25-31	Offices Closed
April 6 – 11	In Boston for the MFC (Ministerial Fellowship Committee) Meeting
May 2 – 6	In San Antonio, Texas – (Interim Minister’s Guild) Meeting
June 12	Last Sunday at UUCB

STAFF and MINISTRY

Personnel Handbook

No change since last report

Facilities

Lotez Franklin and Christopher Morgan have helped develop a strong core for the facilities team. With the Pinecrest School coming in (delay possibly deferred until January or February depending on the state/county school certification process) we will certainly need more facilities personnel. Another round of job posting didn’t reveal a suitable candidate. We will renew our posting for immediately after Christmas and hire another full time position in January.

We’ve solidified a new lock up SOP. We are re-evaluating the need to rekey portions of the institution for safety and to ensure the key distribution puts us at minimal liability.

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We continue to send prayers to the Yao and the Chao family. The collection taken over three weeks netted over a good amount of money (will find the final count but it is well over \$1000). There is no word on Yao’s health or his ability to work in the future.

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Follow up on UUCB’s employment practices continues to reveal that our practices are compliant with all legal and ethical standards.

Childcare Staff

Merrin just hired two new childcare workers: Lisa King and Janelle Winston.

Children and Youth Musical Leadership Director

Bryan communicated with the CT that Michèle's last day will be the end of December. He expressed confidence that a new Youth/Children's Choir Director (Youth and Children Musical Leadership Coordinator) would be in place without disruption of the program. A nice celebration of Michèle's many years of fantastic service to UUCB took place on December 6.

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For a full review of staff changes and org chart with predictions for the next 8 months, please see the staff org charts which are an [addendum \(1\)](#) to this report.

VACANT COTTAGE

There's been extraordinary effort expended getting the cottage to a place where it is safe and UUCB can be assured we are responsible in our leasing practices.

After a preliminary look at the cottage we were estimating \$9-10k for repairs. On further inspection, a majority of the electrical wiring was old knob and tube wiring with deteriorating insulation. Boxes had to be put in for lighting and outlets. That has raised some of the costs. Still, considering all the repairs, the costs are relatively low.

Cottage Repair	Amount
Paint	526.89
Painter	2,400.00
Appliances	1,373.63
Carpet	2,300.00
Light Fixtures	344.73
Shades & Draperies	928.54
Electrician (Approximate)	2,500.00
TOTAL	10,373.79
*Estimate was \$2000.00, needed to do extra work with wiring and installing electrical boxes	

After considering all the options and the constraints by the Asset Management Task Force, Mary Ellen and I have reached an agreement for Lotez Franklin to occupy the cottage. We are in conversation about specific terms of the lease which will be forthcoming.

COMMUNICATIONS

Jim Gasperini continues to research applications which can be used with Word Press – a much more user friendly platform which would allow for multiple users and wide user capacity to manage updates. There is also some better functionality in calendar and email tools. These tools come in a subscription format. It is quite possible that higher user capacity will allow us to do in-house maintenance and reduce the amount of outside consultant costs. This might even out subscription costs. Our consultant's contract is a three-month contract which ends in December. It is unlikely that we will be done exploring options by the end of December but it is hoped we'll have it figured out and configured before March. We are proposing that we go month-to-month with our consulting contract.

Ann Harlow is doing a phenomenal job working with a cadre of editing volunteers. We are hoping to publish a UUCB communications guide early in 2016 to allow all members and friends to understand clearly what the various communications options are and how to access and use them.

We've added the announcement 'pink sheet' for Sunday mornings which allows us to reduce spoken Sunday announcements. Many people are reluctant to take the pink sheet offered by the ushers. We are figuring out best ways to make sure people use this so that the intended results are achieved.

Fellowship One

Progress by the Champion's Team continues to be very encouraging. A program within F1 will allow us to have an automated way for members/friends to pledge directly. We are looking for ways to integrate this new technique and optimize the process by working with the Stewardship team and incorporating this into the connector training.

Community Ministers

I have been in close communication with the Community Minister Covenant Creating Team (Revs. Cat Cox, Sue Magidson, Jay Atkinson, and Jane Ramsey). We have been offering feedback about ideas and concerns with respect to the draft. I offer the additional [addendum \(2\)](#) to this report to give you an understanding of my thoughts on the draft. In short: require UUMA or UUSCM membership; clarify committee structure and member recruitment strategy; require each covenant to be specific about terms of mutual exchange of support; be very specific about terms around remuneration for rites of passage (CT needs to be mandate a line item to support next minister); and, finally, be clear on the conditions under which Community Ministers speak for UUCB.

EVACUATION PLAN AND SAFETY POLICY

I will be meeting with Jean G. and Larry N. on December 15 along with Merrin C. and Zackrie V. I have asked Zackrie V. to become very familiar with the current policies drafted already by Jean's team as well as those developed by Family Ministry. I've supplied them with strong policies from Bull Run UUs and Ridgewood, NJ UU's (first congregation in the UUA to be awarded 'Safe Congregation' status (like a Welcoming Congregation for LGBTQ issues – a process developed by the Religious Institute). Zackrie has a meticulous eye and can help to push the process, look for ways to

delegate developmental reforms and finish this project with enough time to embark on some of the essential educational process that will be required after developing the policies. If this is completed by the middle of March, there will be plenty of time to pass this Safety Policy at the May meeting.

FINANCE

AUDIT

In the November 2015 Interim Minister's Report to the Board, I outlined my reasoning for suspending the financial budget audit for 2015. It should be noted that (a) I do not recommend opting out of audits is anything but a very occasional practice undertaken with only due caution and conditions where significant financial stresses have been endured.

I would also like to clarify that Mary Ellen never, herself, made the claim that she did not have the time to do an audit or have time to do the basic financial practices. Some of these practices have been delegated as appropriate to the Office Administrator and that shift in responsibilities is working very well. It was I who said that Mary Ellen has inherited a significant number of new responsibilities since the spring of 2015. Some of this has been through (1) a shift of some supervisory responsibilities away from the Minister's purview (part of the essential shift in strategies to make the change from 2 ministers to 1 minister anywhere close to feasible); (2) a temporary change in the facilities structure such that Mary Ellen takes on oversight of the Facilities program (addresses the executive leadership which had previously not been getting done around budget management, supervision of employees, scheduling, reporting and coordination with internal use and external rental program); (3) has been the chief person overseeing the capital project coordination with staff and ensuring minimal liability for the institution and members; (4) oversaw the cottage renovations including hiring / scheduling contractors, overseeing the work, paying workers; (5) purchasing, implementing and troubleshooting the new sound system including training various staff to monitor its functioning; (6) Managing the Fellowship One Champions team and bringing this new data base into use with widespread applications from various programs; and (7) helping me oversee the transition in the Communications processes from professional staffing to lay leadership. Mary Ellen has been doing an outstanding job. Some of the responsibilities she is managing are temporary and will allow for greater time to address a more thorough attention on financial practices and SOPs. It is because of the great number of additional responsibilities, their complexity and the confluence of events that I was recommending suspending the audit.

All that said, if UUCB wanted to do an audit, I would highly recommend that there would be far more benefit to undertake an audit of financial processes and policies. Rather than focusing on the books, this would focus on policies in an overall comprehensive way that would strengthen SOPs and bring us closer to best practices.

USE OF RESTRICTED FUNDS

You are probably well aware of some consternation that arose regarding restricted funds – specifically use of the Ellis Fund. What follows is an explanation – originally

contained in an email - detailing the process – explaining what was done and how and why. Please excuse the imprecision around the numbers – they are approximate.

The budget, being out of line with projections, caused the board to request that the CT give recommendations to the board. The budget was out of expectations for the following reasons:

- Unexpectedly having Shu Ren vacate leaving lack of revenue for 4-5 months before Pinecrest come in (approx. \$40k+ in shortfall)
- Unexpected expenditures for cottage repairs (\$10k+ in expenses);
- Unexpected legal costs (Uncertain at this point - but likely \$3-5K in Freestone and checking with CA employment law);
- a mistake in the budget around facilities staff (uncertain until we bring on complete array of projected staff planned on - approximately \$10k).

Because of the very successful strategy and congregational response to the Operational Stewardship campaign, we had approximately \$50k more in revenue than was included in the projected budget.

Mary M. basically offset the amount of shortfall (due to decrease in revenue and increase in projected expenses) with the increase in pledging. This came up with approx. \$16k shortfall.

Mary Ellen and I - on behalf of the CT (who's purview it is to manage the budget in response to unexpected financial fluctuations - i.e. expenses or lack of revenue) - went through the budget as part of CT's due diligence to manage the budget. We basically went through the budget looking to 'trim fat' - a pretty typical approach when facing shortfall.

Before we did, Mary Ellen and I set priorities of

- Not eliminating or reducing any salaries
- Not removing funds that would disable any particular program from carrying out plans or functioning as intended.

We came to restricted funds which led to a very convoluted, frustrating and long overdue conversation (the frustrated / overdue portion comes from having annual reprimands from the auditor asking why certain restricted funds were still on the books - restricted funds are usually funds set aside for very specific short term specific projects). We basically began asking unanswerable questions regarding UUCB policy - as it currently stands, and goes against so many best practices - regarding restricted funds. What we're missing in any UUCB policy that's in most restricted fund policies is (1) clear and explicit language describing EXACTLY what the funds will be used for - absolutely essential, especially when the donor is not living and cannot personally interpret; (2) very careful specificity as to who has the authority to disperse those funds - again, essential in the event that the donor is no longer living; (3) some sort of sunset clause that describes what happens to funds that are not used for the very specific project in the very specific time period intended (this is the portion of policy which

discourages / disallows groups from bringing large funds into a restricted fund).

I think we made some very minor cuts in some very incidental areas. The issue we wanted to explore was using some funds within the 'Ellis fund' toward specific budget items in the music budget. All of these items were for non salaried stuff (such as guest musicians, or special music, etc. - see budget for specific line item). We approached Bryan first and told him about the situation. We all clearly acknowledged a number of things: (1) this was probably not what Pat Ellis had in mind (although the majority of the gift came in a bequest without any instructions, there had been previous gifts from Pat and Wally that were given with specificity that they are for 'special music' - Bryan would probably be able to say best - however - I believe he also said that nothing is actually written down about any of this; (2) that restricted funds are not generally used for operational expenses; (3) that the most unpardonable and disagreeable aspect of this would be if this issue would be precedent setting. Mary Ellen and I both were emphatic that we would find ways to write this out that this was NOT to be repeated in any future budget. And what it allowed us to do was some time to (a) address the immediate budget issues; and (b) give us time to create policies that kept the congregation from getting in these conflicts in the future.

After we talked to Bryan, we talked to Mary M. and we talked to the CT. It was after these conversations that Gail S. expressed concern.

This is the best recap I can offer at the moment.

I think Gail's concerns are justified. I also think that the approach that Mary Ellen and I proposed is also very reasonable and justified. Good policies are put in place to keep several very justified approaches from getting into conflict with one another.

Mary M's pointed out (as did Gail S. earlier) that our process put Bryan B. in a very compromising position where his supervisor was asking him permission to use restricted funds where he was presumed to be the authorizing agent. On hindsight, it might have been very different if Mary Ellen asked or a different rep of the CT asked. It was suggested that we might switch that to a negotiation with the music committee, or it's chair, but I expressed caution. Congregations, over the years, have wrestled with this very issue and found that one of the reasons that congregations authorize staff to be authorizing agents of budgets rather than volunteers is because, due to pay and due to the longevity of the relationship, staff tend to be less swayed by personal agendas and more accountable to the long term health of the program.

I also agree with Mary M's assertion that going into a \$15k deficit budget is not the end of the world. In speaking with Deborah S. we felt that it is better to recognize the difficulty of the situation and not get into a contest where it becomes construed as the difficulty of the people.

Finally, with respect to polity, it might be appropriate to review our governance manual which says the following (appropriate part in red)

IV. Board – Coordinating Team Linkage

A. Function of the Coordinating Team

The Coordinating Team shall coordinate the work of volunteers and staff to execute goals set by the Board and Congregation.

B. Relationship Between the Board and the Coordinating Team

The Board of Trustees appoints the members of a Coordinating Team and may replace any or all members of the Coordinating Team at any time. The Board charges the CT to achieve the goals expressed in the Ends Statements by any means consistent with the Coordinating Team Limitations. The Board evaluates the CT performance solely in relation to these standards. The Board will neither instruct nor evaluate any other member of the church staff.

C. Unity of Control

Only decisions of the Board acting as a whole and communicated in writing are binding on the Coordinating Team. The Coordinating Team may confer with individual Board or Committee members but may refuse requests from individuals or committees that require a material amount of staff time or funds.

D. Accountability of Coordinating Team

The Coordinating Team is accountable to the Board for the performance of the organization. However, if the Coordinating Team makes choices that the Board did not envision or finds objectionable but does so based on a reasonable interpretation of Board policies, the Board's remedy is to amend its policies.

My hope – shared with Deborah – is that this can be a learning experience for everyone and I think there is certainly a need for education in a number of these areas - for everyone, including me.

I'm glad for the financial and policy wisdom of so many people on this – as well as social and emotional wisdom. This is an issue that, unfortunately, is not as simple as it would be were we to have good policies in place.

Transition Team

The Congregational Conversation with Deborah Pope-Lance gave very useful insight and it seemed like a number of people appreciated the systemic understanding of how misconduct affects a system as well as the conditions that often lead to misconduct.

The Ministerial Search Committee is negotiating with Deborah to strengthen their understanding of After Pastor systems and what they should know about their upcoming

conversations with potential candidates for the Settled Minister position. I commend them for taking this opportunity to learn from Deborah.

I have been working diligently with Merrin C. on our next Congregational Conversation, "Building A Bridge to the Future. I attach an [addendum \(3\)](#) about this upcoming conversation (also named in my 'State of the Minister / Newsletter Column.'

The Program Council also asked if the Transition Team and I would also facilitate a Congregational Conversation about 2 Sunday services and unpack some of the strategies we've employed and how successful they've been compared to what we've been wanting / needing to have happen. This will happen February 21.

Program Council – 1 or 2 services

In conversations with Joanne Wile, we've discussed how to progress on the conversations within the Program Council – particularly around the issue of 2 Sunday services. I was concerned about the quick ways in which this was fielded out to the congregation in the form of surveys. I expressed concern that surveys are often problematic in UU congregations. For anyone who would like some more information on that, I commend you to read the optional [attachment \(1\)](#) on Surveys.

The more pertinent discussion was really about decision making authority. One of the concerns that I had about surveys is that it is quite common to have a survey give a congregation the idea that because their opinion was being asked, that they, then, have some level of decision making authority.

Our polity actually suggests that the CT is charged with the overall decision making authority in this situation and, before any Congregational Conversation is undertaken, it needs to be made clear who makes the ultimate decision and when and how so as not to mislead participants.

The CT is the body that has the capacity to get the essential information together from various constituencies

Program Council – representing lay leadership – represented by Joanne on the CT

Staff – representing paid leadership – represented by me on the CT

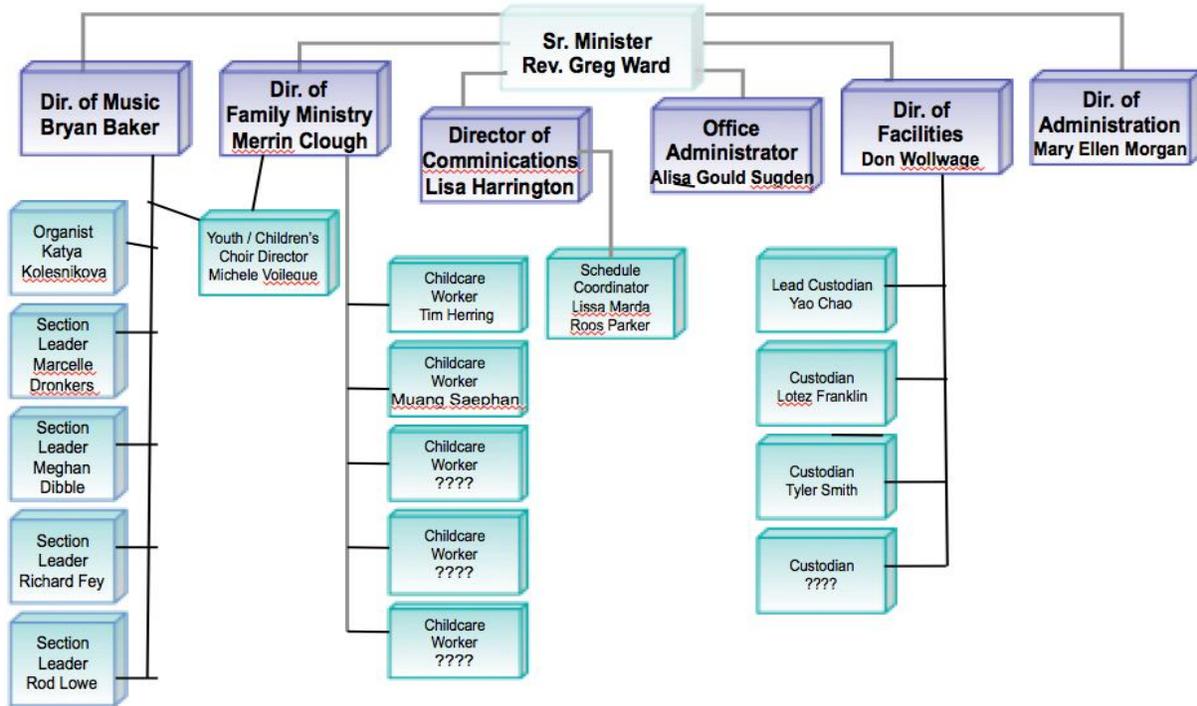
Money / Budget / Liability issues – representing the congregation's fiscal health (as well as representing some of the trends around pledging, membership numbers, attendance and leadership as tracked by our data base – represented by our Director of Administration, Mary Ellen Morgan on the CT

Membership at large – our greatest stakeholder – represented by Lisa Maynard, liaison in communication with the congregation.

I expressed that my goal with working with the program council was to make sure that they thought through this issue deeply before channeling it on to the congregation at large. My hope is to have all the important information as part of the ultimate discussion and decision so we are able to go beyond simply rehashing our preferences and actually respond to relevant information.

Addendum 1 - Staff Organization Charts

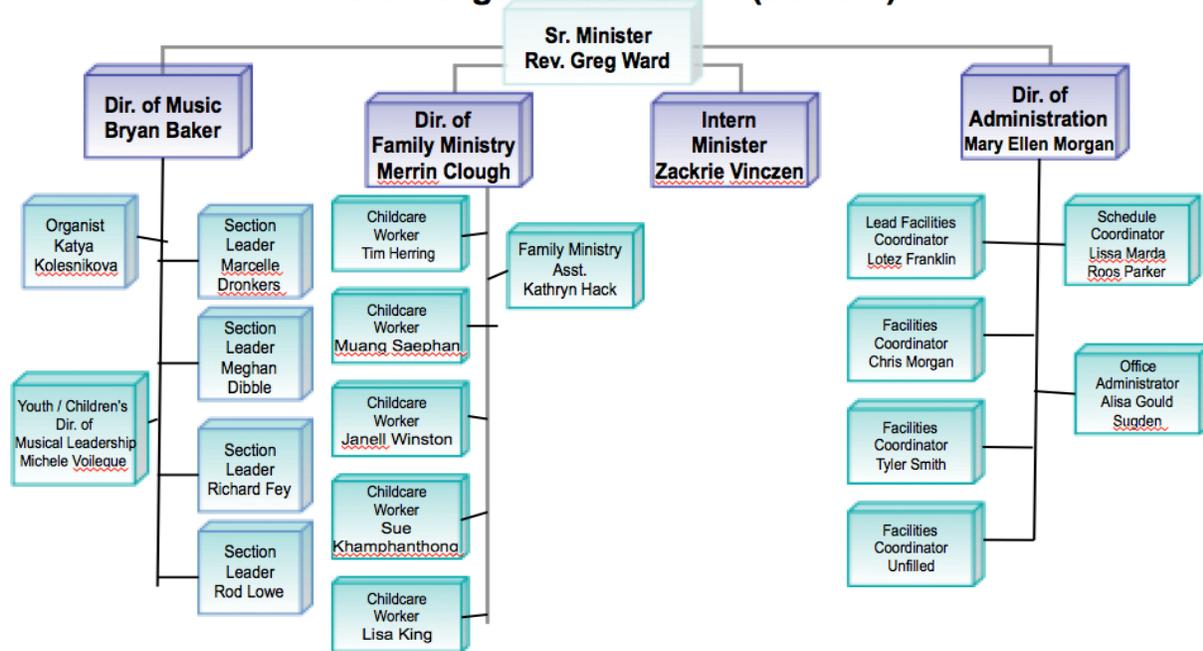
Unitarian Universalist Church of Berkeley Staff Organization Chart (August 2014)



Staff Chart - December 2014				
Employee	Staff Position	Exempt / Non Exempt	Reports To:	Time
Rev. Greg Ward	Sr. Minister	Exempt	Board of Trustees	1
Mary Ellen Morgan	Business Administrator	Exempt	Sr. Minister	0.58
Alisa Gould Sugden	Office Administrator	Exempt	Sr. Minister	1
Lisa Harrington	Director of Communications	Exempt	Sr. Minister	1
Lissa Marda Roos Parker	Rental / Scheduling Coordinator	Non-Exempt	Director of Communications	0.6
Don Wollwage	Director of Facilities	Exempt	Sr. Minister	1
Yao Chao	Lead Custodian	Non-Exempt	Director of Facilities	1
Lotez Franklin	Custodian	Non-Exempt	Director of Facilities	1
Tyler Smith	Custodian	Non-Exempt	Director of Facilities	0.5
Merrin Clough	Director of Family Ministry	Exempt	Sr. Minister	1
Tim Herring	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Muang Saephan	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
???	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
???	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Bryan Baker	Director of Music	Exempt	Sr. Minister	0.5
Katya Kolesnikova	Organist	Exempt	Director of Music	0.2
Richard Fey	Section Leader	Non-Exempt	Director of Music	0.1
Meghan Dibble	Section Leader	Non-Exempt	Director of Music	0.1
Rod Lowe	Section Leader	Non-Exempt	Director of Music	0.1
Marcelle Dronkers	Section Leader	Non-Exempt	Director of Music	0.1
Michèle Voilequé	Cantor	Non-Exempt	Director of Music	0.15
Richie Dawkins	Caterer	Non-Exempt	Business Administrator	0.2
TOTAL				10.63

Addendum 1 – Staff Organization Charts

Unitarian Universalist Church of Berkeley Staff Organization Chart (Current)

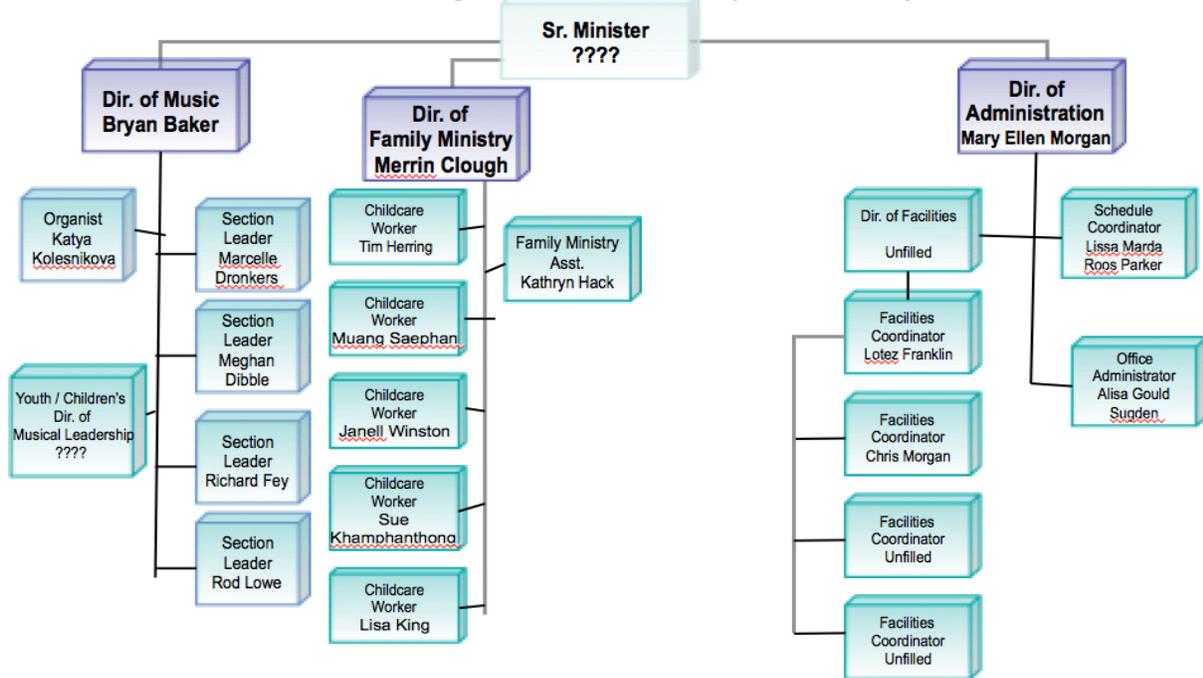


Staff Chart - December 2015

Employee	Staff Position	Exempt / Non Exempt	Reports To:	Time
Rev. Greg Ward	Sr. Minister	Exempt	Board of Trustees	1
Zackrie Vinczen	Intern Minister	Exempt	Sr. Minister	1
Mary Ellen Morgan	Director of Administration	Exempt	Sr. Minister	0.89
Alisa Gould Sugden	Office Administrator	Exempt	Director of Administration	1
Lissa Marda Roos Parker	Rental / Scheduling Coordinator	Non-Exempt	Director of Administration	0.5
Lotez Franklin	Lead Facilities Coordinator	Non-Exempt	Director of Administration	1
Christopher Morgan	Facilities Coordinator 2	Non-Exempt	Director of Administration	1
Tyler Smith	Facilities Coordinator 3	Non-Exempt	Director of Administration	0.5
Merrin Clough	Director of Family Ministry	Exempt	Sr. Minister	1
Kathryn Hack	Asst. to Dir. Fam. Min.	Non-Exempt	Director of Family Ministry	0.2
Tim Herring	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Muang Saepahn	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Jannell Winston	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Lisa King	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Sue Khamphanthong	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Bryan Baker	Director of Music	Exempt	Sr. Minister	0.5
Katya Kolesnikova	Organist	Exempt	Director of Music	0.2
Richard Fey	Section Leader	Non-Exempt	Director of Music	0.1
Meghan Dibble	Section Leader	Non-Exempt	Director of Music	0.1
Rod Lowe	Section Leader	Non-Exempt	Director of Music	0.1
Marcelle Dronkers	Section Leader	Non-Exempt	Director of Music	0.1
Michèle Voilequé	Youth and Children's Musical Leadership Director	Non-Exempt	Director of Music	0.1
TOTAL				9.79

Addendum 1 – Staff Organization Charts

Unitarian Universalist Church of Berkeley Staff Organization Chart (June 2016)



Staff Chart - June 2016				
Employee	Staff Position	Exempt / Non Exempt	Reports To:	Time
????	Sr. Minister	Exempt	Board of Trustees	1
Mary Ellen Morgan	Director of Administration	Exempt	Sr. Minister	0.75
Alisa Gould Sugden	Office Administrator	Exempt	Director of Administration	1
Lissa Marda Roos Parker	Rental / Scheduling Coordinator	Non-Exempt	Director of Administration	0.5
????	Director of Facilities	Exempt	Director of Administration	0.5
Lotez Franklin	Lead Facilities Coordinator	Non-Exempt	Director of Facilities	1
Christopher Morgan	Facilities Coordinator 2	Non-Exempt	Director of Facilities	1
Tyler Smith	Facilities Coordinator 3	Non-Exempt	Director of Facilities	0.75
Merrin Clough	Director of Family Ministry	Exempt	Sr. Minister	1
Kathryn Hack	Asst. to Dir. Fam. Min.	Non-Exempt	Director of Family Ministry	0.2
Tim Herring	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Muang Saephan	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Jannell Winston	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Lisa King	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Sue Khamphanthong	Childcare Worker	Non-Exempt	Director of Family Ministry	0.1
Bryan Baker	Director of Music	Exempt	Sr. Minister	0.5
Katya Kolesnikova	Organist	Exempt	Director of Music	0.2
Richard Fey	Section Leader	Non-Exempt	Director of Music	0.1
Meghan Dibble	Section Leader	Non-Exempt	Director of Music	0.1
Rod Lowe	Section Leader	Non-Exempt	Director of Music	0.1
Marcelle Dronkers	Section Leader	Non-Exempt	Director of Music	0.1
????	Youth and Children's Musical Leadership Director	Non-Exempt	Director of Music	0.1
TOTAL				9.4

Addendum 2 – Community Ministers’ Covenant

Covenant of Agreement □

between □ << CM >> □ Affiliated Community Minister □

and □ (The Unitarian Universalist Church of Berkeley

<<DATE>>

Status: <<CM>> is an ordained minister and *add at least one of the following as appropriate:* <<a member in good standing of the Unitarian Universalist Ministers’ Association (UUMA)>>, <<a member in good standing in the Unitarian Universalist Society of Community Ministries (UUSCM)>>, <<in Preliminary/Final Fellowship with the UUA.>>

I highly recommend that a minister affiliated with UUCB would be in good standing with either the UUMA or UUSCM – (or both) – since these two agencies have a ethical code of conduct associated with standing whereas Fellowship with the UUA is – unfortunately, less clear regarding covenant or ethical code of behavior. The covenant / ethical code of conduct is the essential promise that holds minister’s accountable to certain behaviors and boundaries. Rules within fellowship are much more limited.

Nature of community ministry: <<Brief paragraph describing CM’s ministry in the community, including type of ministry and location>>

<<CM’s>> roles and responsibilities to UUCB: <<CM>> is committed to playing an active role at UUCB, building relationships within the congregation and serving the congregation in various limited ways to be determined in consultation with the parish minister(s), as <<CM>>’s time and schedule permit. Examples include occasional pastoral counseling, preaching, worship leading, workshop facilitation, teaching, consulting, and rites of passage (see below), with the understanding that CM’s primary ministry is in the wider community as described above.

UUCB’s roles and responsibilities to <<CM>>: UUCB views <<CM>>’s ministry as an extension and manifestation of the mission of this congregation to the larger community. UUCB provides support and encouragement through its Congregational Committee on Community Ministry, and supports the creation of individual Committees on Ministry (where needed and/or desired, such as for those ministers moving through the Preliminary Fellowship process). UUCB also provides occasional use of property and facilities (e.g. meeting rooms and offices, storage, phone, fax, copier, etc.) for the express purpose of supporting <<CM>>’s ministry. UUCB honors the annual Community Ministry Sunday as called for in the UUA calendar (on or near the first Sunday in February) with a worship service led by the Congregational Committee on Community Ministry.

This requires the board to create a functional committee before it signs any of these documents. This means that a whole design is required to set up a committee (some of this structure is recommended below), how it is elected/appointed, how it is run, to whom it is accountable, what is its charge, etc. I wonder if this an absolute requirement being put forth by the task force or is it okay to have this as a

Addendum 2 – Community Ministers’ Covenant

portion of the Committee on Ministry? My concern is that this congregation is currently stretched for volunteerism and is saying that it needs to set up a Congregational Safety Committee, Personnel Committee, etc. Does the board need to specify what is meant by ‘occasional use of property and facilities...’? (I would recommend some clarity)

Compensation: Affiliated community ministers are neither employed by, nor paid by, UUCB on any continuing basis. Affiliated community ministers may be employed by the church on a short term basis as needed and compensated appropriately. In addition to Community Ministry Sunday, each affiliated community minister will offer UUCB one Sunday worship service (or the time equivalent) each year without compensation. Additional Sunday services (or their time equivalent) will be compensated at UUMA rates. Affiliated community ministers making occasional use of UUCB’s facilities for workshops and other events shall not be charged a rental fee.

Wouldn’t it be better to say a straight out time equivalent of service per year instead of saying, ‘Community Ministers will offer one Sunday Worship Service (or the time equivalent) each year without compensation’? If it takes 15-20 hrs to write a sermon and 5 hrs to deliver would it be appropriate to say \$20 hrs of service /yr? i.e. what if UUCB needs something more than preaching?

Rites of passage: The settled-parish minister(s) may call upon <<CM>> to conduct occasional rites of passage, such as weddings and memorial services, particularly for non-members, but also for members if the settled-parish minister(s) and intern minister are not available. In such instances, affiliated community ministers will be given priority over other UUCB clergy members and friends. If <<CM>> is available and willing to officiate, <<CM>> will be compensated at UUMA rates. If the service is for a member, UUCB will pay the fee. If the service is for a non-member, the non-member will pay the fee. <<CM>> will check with the settled-parish minister(s) before accepting from members or friends of UUCB any invitation to serve in roles traditionally associated with parish ministry, such as rites of passage.

The previous sentence should read “If approached by a member / friend of UUCB, <<CM>> will check with the settled-parish minister...” Board should also recognize that this means having a budget that is prepared to spend between \$1000 - \$3000 / yr – since with one minister, there will not likely be enough professional hours to meet all responsibilities already in the job description AND provide all rites of passage – especially with a significantly elderly congregation. It may be possible to work with PSR or SKSM to set up a work study or a field education program where some of the rites of passage will be done by students. However, this would need to be made very clear with the members; and the board will have to intervene in the situations where there are hurt feelings about ‘why the minister did *her* family’s memorial and didn’t do *my* family’s memorial?’

Relationship with settled-parish minister(s): Recognizing the importance of their collegial relationship, <<CM>> and the settled-parish minister(s) agree to observe the collegial guidelines established by the UUMA and UUSCM, which prioritize respect, collegiality, mutual support, open communication, and professionalism. At the same time, <<CM>> and the settled-parish minister(s) honor their different roles within the congregation, mindful of the settled-parish minister(s)’ overall responsibility for ministerial leadership at UUCB.

Addendum 2 – Community Ministers’ Covenant

In the case of a conflict between the settled-parish minister(s) and <<CM>> in which consultation or mediation is desired, the parties shall either call in a Good Officer from the UUMA or the UUSCM who is agreeable to both parties, or they shall contact the Pacific Central District and request mediation.

Changes in ministry site: When <<CM>>’s work at <<site of community ministry>> comes to an end, <<CM>> will continue to serve as a community minister at UUCB provided <<CM>> is actively involved in a search for related ministry in the Bay Area. UUCB bears no financial responsibility to <<CM>> during this interim period. Should <<CM>> find work that is out of our geographic area and/or is not understood as ministry by the Ministerial Fellowship Committee (MFC) of the UUA, <<CM>> will resign from serving as an affiliated community minister with UUCB.

Representation of and Identification with UUCB: <<CM>> may not speak on behalf of UUCB without a clear prior understanding with the settled-parish minister(s) and the Board of Trustees. <<CM>> shall be identified on UUCB communications (such as staff lists, the annual report to the UUA, newsletter mastheads, orders of service, website) and shall write occasional newsletter columns. <<CM>> may serve as a Ministerial Delegate from UUCB at annual UUA District, Regional, and General Assemblies. This does not reduce the number of Lay or Ministerial Delegates apportioned to UUCB. <<CM>> shall write a brief report annually for inclusion in UUCB’s Annual Report.

I would think it is better to end the statement by simply saying, <<CM>> may not speak on behalf of UUCB. It is possible to have an article or publication without ‘speaking for’ the congregation. There are other policies within UUCB that refer to this and it would need to be honored.

Revisions to this Document. <<CM>> and the settled-parish minister(s) may mutually alter this agreement, in consultation with the Board of Trustees.

I would recommend this say that the Board of Trustees can alter this agreement per request by and consultation with <<CM>> and the standing minister.

Termination of Affiliation. The affiliated ministerial relationship between <<CM>> and UUCB may be terminated by <<CM>> or the Board of Trustees.

Accountability: The Congregational Committee on Community Ministry shall be composed of the affiliated community ministers and 3-5 members of the congregation. It will meet on a regular basis for the following purposes: 1) to support the affiliated community ministers; 2) to educate the congregation concerning community ministry; 3) to ensure a healthy relationship between the congregation and its affiliated community ministers.

Note: The following paragraph should be included in the letters of affiliated community ministers in Preliminary Fellowship seeking Final Fellowship: <<CM>> will meet every 4-6 weeks with a Committee on Ministry (COM) composed of at least two members of this congregation, as required by the UUA

Addendum 2 – Community Ministers’ Covenant

Ministerial Fellowship Committee (MFC). The COM will provide opportunities for reflection, support, and feedback, helping <<CM>> ground this ministry in Unitarian Universalist principles. The COM will also participate in the annual review process required by the MFC, as <<CM>> works toward final fellowship status with the UUA.

President of the Board of Trustees

Date

<<CM>> Affiliated Community Minister

Date

Addendum 3 – Next Congregational Conversation

“BUILDING A BRIDGE TO OUR FUTURE”

A Congregational Conversation Co-Sponsored by the Transition Team and Family Ministry

January 10, 2016 12:00 – 2:30

Lunch provided before the conversation

On January 10 – from 12:00 – 2:30 – we will have Congregational Conversation co-sponsored by the Transition Team and Family Ministry on “Building a Bridge to Our Future”. This conversation will be a little different than previous ones. We will use a fishbowl format to listen carefully to different groups within the church to try to understand deeply about their observations, feelings, needs and requests of this congregation and of Unitarian Universalism in general.

The basic premise is based on two important observations and one theory. The observations are:

1. We are in a very important time in transition in this congregation and in our larger world. Powerful things are changing. What we do as members / leaders of UUCB makes a difference.
2. This congregation is made up of very different generations of people with very different perspectives, feelings, needs and requests. But we don't stop to hear or understand where our diversity – and our commonalities – can be useful. We also don't always pay close enough attention to understand when assumptions or ignored needs can feel alienating or disheartening.

The theory is:

UUCB's – and UUism's – best future comes through figuring out how to work together. That means leveraging our diversity as an asset and maximizing our cooperation and collaboration.

The three groups we'll be creating (and you are encouraged to self-identify) are

1. Elders and Longtime Members - these are people who have many years supporting this (or other) congregation(s) either through volunteering or financial support (these are the people who represent those who got us here)
 2. Youth and Young Adults – these are people who either grew up in or just came to the church who are in touch with new ideas about how the world works and what it needs (these are people who represent the future)
 3. Jewelry and Bumper-sticker UUs – these are the people who've bought in to UUism as 'powerful,' 'essential,' but can also see it's struggles and challenges (these are people who help build the bridge)
- Tell us your hope for UUCB's future. What vision does UUCB need in order to honor your part of us?
 - What unique gifts do other groups need to know you offer? What unique needs / challenges do they need to understand you bring?
 - What are UUCB's - and UUism's - greatest obstacle if it hopes to be relevant in the future?

If there is one truth that religion needs to take from science it is that evolution highly favors those who (1) learn to cooperate; and (2) learn to adapt to the changing landscape.

Addendum 3 – Next Congregational Conversation

This will be a fascinating conversation that you won't want to miss. If you are asked – or are interested – in playing part in one of these groups, let Merrin or Rev. Greg know.

Attachment 1 – Surveys Perspective

I'm generally not in favor of surveys. There are times, in certain situations, they are incredibly valuable. Even essential. For the most part, however, in UU congregations especially, I have seen them fail more often than not. Here are the reasons:

1. Surveys are often done prematurely - with a certain haste that's connected to a hope that the survey will provide clear direction as to what decisions to make or directions to take. Social scientists will tell you that surveys are incredibly hard to do if you want to find accurate, appropriate and applicable information for the actual issue being explored. That's because a great deal of the time the issue hasn't been explored / unpacked enough to see the complexity / impact / nuance that goes into the decision and the consequences of the decision (as well as understanding who actually bears responsibility for the consequences of the decision). In this case, does anybody really understand why we have two services? How two services might benefit UUCB? What price we pay for having two services? Who has to pay that price? What are the short term cost/benefits? What are the long-term costs/benefits? Do we know/recognize what success would look like for two services? Are there variables within our two service strategy which might impact our success in hitting targets? Like what time the services are, for example? (Just now, I took a survey of the first 20 UU congregations I could find with more than one Sunday service about the times of their service - we are the ONLY congregation that has a service at 9:00 am except for congregations that have 3 Sunday Services. In other words, the obvious question that needs to be asked is around shifting service times in order to balance attendance - I'm wondering why this was never explored and why we are so quick to avoid exploring it now). These are some of the questions I think need to be explored.
2. Surveys are often done when leaders are feeling afraid of making complex or difficult decisions. And the decision to conduct a survey comes so early in that anxiety that the leaders themselves often do not explore the topic very deeply to fully know the complexity (and figure out the best questions).
3. Surveys are often interpreted by the surveyed in ways that confuse decision making authority. In other words, when the survey goes out, many people who fill out the survey interpret that the people sending out the survey are abdicating the decision to the majority response - even though the majority response rarely accepts any of the responsibility for carrying out the work of what they are asking for. One aspect of the third question on this survey is when asking for what they feel would create richer / deeper worship, it is often interpreted by the surveyed to mean that they have a right expect to see more of what they asked for - or at least a response. This, I presume, leaves it up to the people who produce worship to acknowledge or integrate anonymous mandates or justify the way things are currently done.
4. Surveys are often done in open ended questions which makes tabulation and correlation almost impossible. Open ended questions are great for discussions - not for surveys.
5. Congregations have a limited willingness to engage in exploring an issue. If there is a need to go back and re-engage, participation will drop -

Attachment 1 – Surveys Perspective

and continue to drop each time - unless there is a clear outline of the entire process before hand. In other words, before a survey is sent around, those being asked to participate are made aware of the issue, the complexity/nuance, the process being employed, their ability to participate and how, in the end, the decision will be made.

6. Anonymous surveys undermine our covenant with one another. We often believe that people will only be honest if they don't have to be identified. We would rather have opinions than relationships. UU covenants almost always say that we can disagree (don't have to think alike to love alike), but because we don't trust that, we allow people to be decision makers without accepting any responsibility or accountability. That becomes very hard to find leaders who WILL BE accountable and responsible.

If I had to interpret or glean one thing from the quick jump to this survey, I would say it is (1) we don't have much trust in one another as leaders to have a good process and make an appropriate decision, or at least much skill / experience in putting together a process that has the confidence of participants (this is what I was hoping to help with and I apologize for the other personal / professional areas that needed my attention); and (2) we don't really want to take on this issue.

In any case, I think punting toward a survey is more likely to help convolute rather than resolve the issue. But I suspect it will establish some expectations that something will be done - which I think will be more anxiety generating than reducing.