

**Minutes of the Board of Directors' Meeting**  
**The Community Church of Chapel Hill – Unitarian Universalist**  
**7:15 p.m. – Tuesday, February 8, 2011 – The Commons**

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**Present**

- **Members:** Paige Smith, Chair; Kari Andrade, Vice Chair; George Thompson, Past Chair; Steve Marshall; Board Member at Large; Eleanor Armstrong, S.A. M. Brooks; Mariana Fiorentino; Maggie Scarborough; Jim Siplon; Josh Socolar; Bob Weston
- **Ex Officio:** Maj-Britt Johnson, Minister; Scott Provan, Treasurer
- **Visitors:** Nathan Allen, Student Minister
- **Substitute Recording Secretary:** Barb Chapman

**Absent** – Karen Abbots

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**Welcome**

Paige Smith, Chair

**Lighting of the Chalice & Reading**

Jim Siplon read the poem “The Zode in the Road” by Dr. Seuss

**Board Sharing**

Board members shared joys and concerns.

**Announcements**

- Chair Paige Smith requested Board members talk with others in the congregation regarding who might be willing to serve as recording secretary for the Board, and that the names of those interested be sent to her as soon as possible.
- Minutes for the January 28-29, 2011 Board Retreat will be edited to include only action points.

**Board Learning**

Director of Religious Education Marion Hirsch presented an overview of the Religious Education program, including what the Board can do to help RE move ahead. See **Attachment No. 1 (pp. 4-16)**. The presentation included a strong call to develop a strategic plan for accommodating substantially more people interested in what our church has to offer. Discussion touched on the possibility of helping to establish "spin-off" churches as well as prospects for growing of our own facilities.

**Consent Agenda**

**Receipt**

- Minutes of Feb. 1, 2011 Executive Committee Meeting. See **Attachment No. 2 (p. 17)**.

**Approval**

- Second reading of four policies from the Governance and Finance Task Forces. See **Attachment No. 3 (pp. 18-21)**.  
These are the last of the “big bowl” policies needed before the March 1, 2011 beginning of the trial year for our new system of governance-by-policy.
  - Roles and Responsibilities of the Board of Directors
  - Board and Church Officers’ Roles

- Board Committees and Task Forces
- Board Monitoring Roles
- Minutes of January 18, 2011 Board of Directors' Meeting
- Endowment Committee Request that the Board of Directors appoint Gayle Ruedi to fill the vacancy until the next Congregational Meeting (May 22, 2011) at which time the congregation to vote on this issue. This vacancy was created by Frankie Price Stern's resignation from the Endowment Committee. See **Attachment No. 4. (p. 22)**
- Committee on Ministry request for approval to add three new members to the committee – Mary Hulett, Steve McNeary, and Liz Bryan. See **Attachment No. 5 (p. 23)**.
- Hunger Dinner Fundraising Request (May 8, 2011) from Carter Smith, a part of her Girl Scout Silver Award project. See **Attachment No. 6 (pp. 24-25)**.

**Bob Weston moved the acceptance of all items on the consent agenda. Josh Socolar seconded the motion. Passed unanimously.**

## **Business**

### **Past Business**

- Ministry & Management Report – See **Attachment No. 7 (pp. 26-29)**.
  - Of the 55 members from whom Stewardship has not yet heard regarding their pledges, 30 have been contacted by phone; 25 have not yet been contacted.
  - At this time, for the purpose of UUA dues, we have 376 members. Another dues payment will be due in June or July 2011.
  - Questions posed: Do we have any idea why some people don't want to become members? Is it the pledge? Maj-Britt explained that the emphasis on becoming members is a culture shift for UU, and Stewardship has not yet had the time to address this.
  - Only church members may receive services of marriage or burial without a fee.
- Board Covenant – See **Attachment No. 8 (p. 30)**.

**Mariana Fiorentino moved the adoption of the Board Covenant. George Thompson seconded the motion. Passed unanimously.**

### **New Business**

- 2010 Budget Update – See **Attachment No. 9 (pp. 31-32)**.
  - \$36,163 = amount shown as deficit – actually \$27,000 because \$9000 was put into reserves
  - \$9,000 = amount budgeted for reserves
  - \$19,982 = balance in reserve as of three days ago
  - We have \$100,000 in a bank account now.
  - Financial Task Force (FTF) is working on what the “reserves” means, e.g., all our assets minus restricted funds.
  - FTF will work with Congregational Administrator Andrea Sordean-Mintzer on use of restricted funds.
  - Maj-Britt Johnson said we actually have about \$40,000 in restricted funds.

- In answer to the question, “How do we go about closing the books on 2010?” Treasurer Scott Provan said we close the books as of the end of fiscal year, take the deficit from reserves, zero it out, and start again.
  - Based on experience with other non-profits, Jim Siplon encouraged 30 days lag time between the end of the fiscal year and closing out the books.
  - The FTF is working on policies regarding the closing out of the books at the end of the fiscal year.
  - Maj-Britt Johnson raised the issue of Andrea’s workload, including two stewardship campaigns and consultation with the FTF. Arrangements have been made so that Stewardship and FTF will have access to the financial records necessary to do their work.
  - In response to the following questions: Will we lose money at the end of this 6-month budget period? When will we know? And what are we expecting in terms of pledges? Scott answered that, at present, we don’t have the numbers, but we should by April. He is expecting a 95 per cent payment of pledges.
  - It was suggested that we should have an “email blast” to the congregation regarding the need for payment of pledges.
  - Paige raised the question of when does the Board make the decision about UUA dues, reminding the Board that is the piece that has to be figured out in terms of what has been promised to the congregation.
- Finance Committee – Finance Task Force Report on Operational and Building Reserves – See **Attachment No. 10 (pp. 33-34)**.
    - Questions were raised regarding whether a reserve fund is necessary and whether it needs to be in the amount of three full months of operating expenses (as recommended by the FTF and in an affirmed policy). Bob Weston researched this and found that three months is considered best practice, and that while three months may not be necessary in the regular flow of funds, there are some short months when reserves are needed, temporarily, to meet operating expenses.
    - Maj-Britt and the staff are speeding up the budget process to get a better idea of what is needed. She will prepare several budgets based on money coming in, monies going into reserves, and program cuts. She will prepare budgets that include \$30,000 for reserves with cuts of 5 per cent and 10 per cent.
    - There will be a Town Hall meeting some time in March to discuss several issues, including the vision for the year, the budget situation, and stewardship.
- Steve Marshall moved that the Board instruct Maj-Britt Johnson to prepare at least one budget for 2011-12 that allocates a minimum of \$30,000 to begin to repay reserves. Jim Siplon seconded the motion. Passed unanimously.**
- Board Member Vacancy – See **Attachment No. 11 (p. 35)**.
    - Karen Abbotts is unable to serve as Board Member for 2011.

- Based on being unable to fill the position in compliance with our bylaws and the opportunity to reduce the size of the Board, the recommendation of the Executive Committee is that this position not be filled.

**S.A.M. Brooks moved that the Board position vacated by Karen Abbotts not be filled. Maggie Scarborough seconded the motion. Passed unanimously.**

## Closing

### *Action Items*

TOPIC/AGENDA ITEM	ACTION	BY WHOM	DUE DATE
Board Secretary	Need suggestions for Board Secretary. Ask church members who might be interested.	ALL	NOW!
Consent Agenda	Tell Mary Hulett, Steve McNeary, Liz Bryan they are appointed to the Committee on Ministry	Maj-Britt	DONE!
Consent Agenda	Tell Gail Ruedi she is appointed to the Endowment Committee	Kari	ASAP
Consent Agenda	Tell Carter Smith that her Hunger Banquet Fundraising Request is approved	Paige	ASAP
Budget	Remind members that is a 6-month budget cycle and they should NOT wait until late in the calendar year (ie Nov) to pay their pledge. Also remind members of forthcoming Town Hall mtg (date to be determined)	SAM (Publicity)	Next Newsletter
Budget	Correct 2 minor typographic errors in “2010 Budget Summary” document and resend to Board and Barbara Chapman for minutes	Scott	ASAP

*Process Observations* – George Thompson. See **Attachment No. 12 (p. 35)**.

*Closing* – Jim Siplon read from *Me Talk Pretty Some Day* by David Sedaris.

**Attachment No. 1 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Board Learning – Religious Education – Marion Hirsch**

Board Learning—Feb 2011  
Marion Hirsch  
Director of Religious Education

First I want to thank you for the opportunity to serve this congregation. It is an honor and joy.

The title of my talk for this Board Learning is: The RE Program: Growth, Goals, Governance

The purpose of this talk is to hopefully give you a good idea about what is going on the RE program and at the same time talk about how to grow more generally. On 2 occasions in the past couple of weeks members of the Board said to me; as a part of strategic planning we have to decide if we are going to grow. And I said – I think that is the wrong question. We already know the answer to that question. The question we should be asking ourselves is not should we grow? Because the answer to that question is yes. We have something wonderful here to share. We are not a club that shuts its doors and says, oh too bad, go somewhere else. You can visit but you can't come to RE, you can't join the church, you can't sing in the choir. The question is how will we grow? What is our target? How will we get there? How will we maintain intimacy and our covenants as we grow? When we reach our goal then what? How do we make sure that there are congregations in our area for people to join? Those are our questions. Because unabashedly, I think the Unitarian Universalism is a wonderful religion with a potentially transforming message. I know that there are more folks who would like to be UU.

So in light of that I want to tell you a growth story:

When I joined the Staff in the summer of 1999 the RE Program had 80 children and no middle school and high school youth program. We had just moved to 2 services and our 9:30 Program was tiny. We had a tiny summer program. We had not yet started teaching the program Our Whole Lives Sexuality Education. There was no youth travel for service, peace and justice, no Summer Art Program, no Summer Service Project. RE teachers were complaining that they were burned out and missing the adult service because just a few people taught while most parents got to go to service. Kids were rarely involved in any worship when they were in church for the occasional Intergeneration Services they were restless and unhappy. We had no Family events.

In the past 11 years we have grown both in numbers from 80 to 195 and in depth and breath of programs. We now offer middle school youth group, high school youth group, full summer programming, we have implemented all the modules of the Our Whole Lives Sexuality Program except the new Young Adult module which just came out and we will implement soon. We have a summer art program; we have a growing Faith in Action Program. Our program is now worship based so that all children from Pre-K through 8<sup>th</sup> Grade have worship every week. Our curriculum is more and more focused on spiritual development and UU identity. We now have the Shelter Neck Family Retreat and Family Dinners. We have restructured the volunteer requirements so all parents are expected to participate with RE Program. There is a satisfying

teaching program which makes it possible for parents to go to the service plus other options for parents, which are a once, a month commitment. That means that parents have a chance to really know what is going on in RE, but parents are also supported in their relationships with other adults and their need for adult worship. Now all parents volunteer after they have been in congregation for a year. Exceptions are made for schoolteachers, single parents and other folks who are going through difficult times. And most parents gladly do this, they are happy to be involved with their children and seeing what happens in RE. Very few parents shirk their responsibility to the parent cooperative.

So how does happen that a program grows in depth and numbers steadily over the years even in difficult years even during transition and disruption?

Often people say to me: Oh, it is you, you are the reason. You are so awesome. You are Pied Piper of Hamlin.

It's flattering but not actually true.

Many people subscribe to the Great Man version of History. One person is the reason. In terms of churches, yes, having strong staff is crucial to the growth of a church. It provides absolutely crucial scaffolding. In our church, it's true. I was standing in the back of the service on Sunday looking at how large and full the adult choir was. Glenn makes a huge difference. The church also looked full to me so I checked to see what our attendance numbers are and they are very good these days. It matters that our minister Maj-Britt creates worship services that inspire people to come to church. And absolutely my leadership impacts the growth of the RE Program.

But it is a profound misunderstanding of the role of staff to think that good staff is like magic. Poof. You hire staff and the congregation will grow.

The reason the RE Program has grown steadily has a lot to do with other things which are less visible me as director but absolutely fundamental. It has as much to do to with congregational commitment, leadership, resources, vision and governance and it does with staff.

### **Leadership and Congregational Commitment.**

Long term commitment to RE growth by the minister and elected leadership of the congregation is deep and ongoing and which pre-dated my joining the staff. When the church became UU in 1993, the congregation had gotten very small and had few children. But the church knew it wanted children and youth and began to work toward that. RE growth was part of the 1996 vision process. It was important in our building program. It was reaffirmed in cottage meetings as we began the search process for a ministerial candidate. The main way leadership manifests its commitment to RE growth is by providing resources.

**Resources Staff Levels and Programming Budgets.** Beginning in 1994 the Religious Education Program was staffed for growth-- that is staffed not only for the number of children we already had but also for the children we hoped to have. My predecessor was Reverend Robin Reentry was initially hired for 20 hours a week to build the RE program. As the program grew then she was raised to 30 hours a week In addition the RE Program also had a 10 to 15 hour per

week RE Assistant. It was enormous budgetary commitment but it resulted in a growing and successful program. After I joined the staff we continued to grow and in 2002 the Board approved 5 more hours per week for the RE Assistant. The commitment staffing has resulted in significant growth in the numbers of children and youth in our congregation and the depth of the programs we offer.

The commitment to the program budget has also been strong throughout, not just with the minister and board but widely among church leadership. One story that demonstrates this is in January of 2004, the Board discovered that the church needed to cut \$8000 from the program budget to balance the operational budget. They sent a request to the Program Council for recommendations. The Program Council initial decided that all the program budgets would just take an across the board cut. I was at that meeting but I had to step out of the meeting to attend another meeting. When I returned to the meeting, I discovered in my absence that all the committee chairs had decided to take deeper cuts so that the RE and Youth budgets would not be cut. This was not something I suggested or requested. It came from a commitment on the part of broad-church leadership that RE was something that was a priority for all. It was so touching that it makes me feel tearful even now.

This church values children and youth. And it is true that children and youth programs help churches grow. It is also true that strong programming is expensive and people raising children often have less disposable income. So it is spiritual commitment on the part of our congregation. It isn't a question of what children and youth and families can do for the church. It is a question of what kind of community do we want to be? We have decided over and over that we have a deep commitment to be a spiritual home to children and youth.

### **Governance:**

Even if you have great staff, enough staff, and adequate resources you won't grow if you don't have a plan. If you look at UU congregations on the web-- there are lots of congregation stalled out at 350. It's not because they have made a conscious decision not to grow. It's because they are not organized for growth.

Governance is absolutely crucial. One of the reasons that RE has been able to grow is RE governance. RE is has been organized by essentially mini-modified policy governance since before I came on staff and more so during the 11 years I have been here.

That is to say: The RE and Youth Programming Committees primary role is provide planning, oversight, evaluation of the RE programs. The details of administration, budget, safety, are delegated to the Director. It really works. It gives us all the jobs we are best able to do and it means that an organization is truly accountable.

Growth puts stresses on organization and it requires planning and careful monitoring. An organization has to be focused and nimble to grow.

The RE and Youth Programs have goals every year that are focused on specific weaknesses in the program that impede our growth both in quality, depth and numbers. We focus our deliberations on that. Everyone is well informed about the details of the program and is able

truly evaluate our success. We keep careful records. We listen carefully to what the complaints are.

The reason you have a document from us about the RE Pavilion is that we already know we will out of space in 2014. We have a plan about how to use the space until then but then we will be at the end of what we can do. So we want you to have a formal heads up. Because that is what is responsible and practical.

The work the Board is doing to move toward a more nimble governance is so crucial to our growth as congregation. We can stay at 350-400 members with our old governance structure. But this new governance that you are working towards will make it possible for us to grow in a healthy way.

### **The Final thing I want to talk about is Mission:**

We had commitment from church leadership, resources, staff and governance for RE before we had a really empowering mission. Before we had a mission we just had a feeling, an instinct we wanted strong programs for children and youth. We were moving in a direction.

It turns out that mission and vision are very important for sustained success. However, when I adopted a personal mission for my job about 6 years ago it helped me in my work and it became a de facto mission for the RE program which leadership also accepted. Coincidentally the mission for RE turns out to be very closely assigned with the mission the church adopted last year. A happy serendipity.

Harlan Limpert who is the Director of Congregational Services at the UUA has said that research shows that people go to church because they want 3 things –1. Transforming spirituality, 2. Authentic community and 3. A chance to change the world. Our missions for RE is based on this basic assumption that children and youth like adults also come to church hoping for spiritually deepening, authentic community and opportunities to bring love to the world. It is the mission and ministry of the RE program to provide leadership to the congregation to implementing that vision. This is very similar to church's mission which says Inspired by the wisdom of diverse religious traditions and our own history of ethical engagement, we strive to nurture spiritual growth, support and care for each other, and effect change through our love for the world.

A mission helps us to see weakness in the program; it helps us to prioritize with limited time and resources but adds clarity and understands to our work. It is because of this mission statement that our program has been worship based and because of this understanding we have greatly increased the service components of our program. A commitment to this mission has made us accountable and inspired.

So I want to commend the board for moving toward crafting a vision and strategic plan. It will make it possible to embrace what we know is our next challenge-- how do we make it over this 350/400 hump that churches stall at where our hopes and dreams and expectation out strip our budgets and volunteer base. Our church has been stalled between 350 and 400 members for decade. It is a terrible size to be. A gangly, lanky teenager size of church. A wonderful stage to

grow through, not a great stage to be stalled. Big enough to be ambitious but not big enough to make it happen.

In closing I want to briefly talk about the RE Pavilion. We presented this information first in March 2011 and again now to urge the Board to embark on serious strategic planning. The church cannot make decisions about RE growth and space needs in isolation. After a comprehensive strategic plan other solutions to RE space needs may emerge. Right now, the need and justification for the RE Pavilion is based on some assumptions:

- RE will continue grow and the church will grow.
- We will continue to have 2 services.
- It is a part of the long-term commitment of church leadership to provide space for children and youth.
- We will run out of space for children and youth when we include 70 more children.

These assumptions are only assumptions. What RE needs and what the church needs is a vision for the next ten years and a comprehensive strategic plan which include RE growth and space needs.

In addition, RE folks are aware of the church's current financial situation. RE been working to garner pledges for the six month canvas and a member of the RE Committee joined the Stewardship team. In addition RE and Youth Programming despite the growth of the RE program both this year and last year is committed to presenting a zero growth budget for 2011-12.

Thank you very much for your support of the Religious Education Program for Children and Youth. And thank you of for all the good work you are doing.

**RELIGIOUS EDUCATION PROGRAM UPDATE: Marion Hirsch, Director of RE  
MEMO**

**Date:** March 12, 2010

**To:** Board Directors

**From:** Children's Religious Education Committee & Youth Programming Committee

**Subject:** RE Program for Children and Youth Space Needs

The Religious Education Program for Children and Youth continues to grow. Kim Gush (co-chair CRE) and Teri Brooks (co-chair YPC) will make a presentation at the March Board meeting to present information to the Board about the expected growth in the Religious Education Program, upcoming space needs, and strategies for handling growth.

**This presentation will provide the Board with vital data about RE Growth we hope the Board will incorporate in the upcoming strategic plan.**

The 30-minute presentation will include

1. Short Slide Show of pictures of the current RE program
2. Summary of growth projections and space needs
3. Review of the background of the planned RE Pavilion
4. A time for questions and discussion

A supporting document is attached that includes the following information:

1. Summary of RE Growth Projections and Space Needs
2. RE Space Use Plan for 2010-2014
3. Religious Education Space Requirements—Best Practices
4. Background about the planned RE Pavilion
5. Memo about RE Pavilion date January 5, 2005 to the Board from the RE Committee.

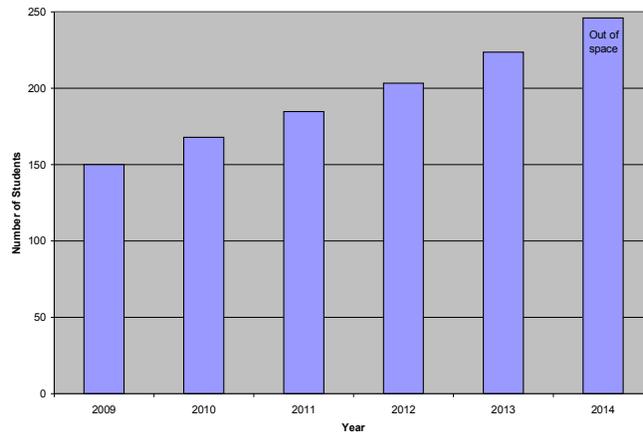
## Summary of RE Growth Projections and Space Needs

### Will the Religious Education Program for children and youth grow?

Yes, the RE program enrollment will increase for a number of reasons:

- The church as a whole is growing; RE program is growing at about 10% per year for the past two academic years.
- Trend data indicates that the RE enrollment grows at a faster rate than church membership.
  - 2002 370 adult members; 143 Total (CRE, MSYG, HSYG) RE enrollment
  - 2010 390 adult members; 190 Total (CRE, MSYG, HSYG) RE enrollment

**If we project 10% RE growth per year on Sunday mornings, what we can expect? Sunday morning projections do not include HSYG, since they are not space constrained on Sunday night.**



### How many children can we accommodate in the current space?

Given the space constraints, we can add about 70 new children and youth (about 40 families) on Sunday mornings. According to this projection, we will be out of space in 2014.

### What are the challenges to RE growth in the current space?

- Lack of appropriate space. The remaining rooms available for expansion are preschool classrooms which are too small to create RE classes of sufficient size to create the critical mass necessary for success, especially for elementary aged children. Small classrooms require the same number of volunteer and paid staff but do not accommodate as many children, thus putting strain on the volunteer and paid staff pool.
- Crowding deters growth. Studies show that after a space is 80% full, people perceive that “there isn’t enough room” for them (for details, see included document: space requirements).
- Families seem to prefer to come at 9:30, not 11:15, so crowding at 9:30 will likely persist.

- The Manse can only safely be used for older children and youth above the 4<sup>th</sup> grade, due to the distance from the church, and the need for supervision for younger children.

**What are realistic short-term strategies to add 70 children and youth? See attachments.**

- Encourage CRE families to register for 11:15 (add 15 children at 11:15)
- Expand the use of preschool spaces at 9:30 for young children (add 15 children at 9:30)
- Expand use of the Manse spaces for youth. (Add 20 youth, about 10 at each service.)
- Conserve scarce large spaces in the Jones Building for elementary RE. (Add 24 children at 9:30)

**What support will RE need from the Board to accommodate RE growth over the next 4 years?**

- Funds to hire paid staff (around \$3000)
- Program funds to accommodate additional children and youth (around \$3600)
- Continued use of the Manse

**What will we do when we run out of space?**

- Close registration when the space constrained programs are full.

**What support will RE need from the Board to accommodate long term RE growth?**

- Build the Lifespan RE Pavilion as soon as possible. The RE program for children and youth will be unable to continue to grow without more space. Additional multi-use space will benefit the whole church program, not just the programs for children and youth.

## RE Space Use Plan for 2010-2014

11:15 Current Enrollment and Resource Allocation for 2010										Proposed Resources with Projected Growth for 2014							
	Enrolled	Ave. Attendance	Max Attendance	Paid Staff	Teachers	Assistants	Current location	Max Capacity	Rooms	Added Enrollment Expected	Anticipated Maximum Attendance (+)	Paid Staff (+)	Teachers (+)	Assistants (+)	80% Capacity Reached		
Child Care	6	3	5	2			Blue Room	12	Use 2 rooms Blue and Green (6)	5	8	4 (+2)			No		
K-3	17	6	12	2	2	2	Kirby	13	Use 2 rooms: Kirby (K-1)	2	14	4 (+2)	4 (+2)	4 (+2)	No		
								Each table fits 10	Community Room (2-3)	3					No		
4th-5th	15	6	10	1	2	2	Kirby Room	13	Move to Community Room (10 per table)	5	13	2			Yes, Over by 3		
MSYG	31	9	18	2			Manse		Use 2 rooms at Manse	10	21	4 (+2)			No		
<b>Totals</b>	<b>69</b>	<b>24</b>	<b>46</b>	<b>7</b>	<b>3</b>	<b>4</b>				<b>25</b>	<b>56</b>	<b>12 (+6)</b>	<b>6 (+2)</b>	<b>4 (+2)</b>			

There is plenty of room for expansion at 11:15. Space is not the issue. The issue is that more families prefer the 9:30 service because the earlier time works better for families of young children. We already strongly encourage and recruit families to the 11:15 service with some success. We hold special classes at 11:15, like OWL, to help build the service. However, despite these efforts, more families prefer 9:30.

## RE Space Use Plan for 2010-2014

9:30 Current Enrollment and Resource Allocation for 2010										Proposed Resources with Projected Growth for 2014						
	Enrolled	Ave. Attendance	Max Attendance	Paid Staff	Teachers	Assistants	Current location	Max Capacity		Rooms	Added Enrollment Expected	Anticipated Maximum Attendance (+)	Paid Staff (+)	Teachers (+)	Assistants (+)	80% Capacity Reached
Nursery	4	2	2	1			Blue Room	12		Move to Red Room (4)	2	3	1			Yes
Toddler	9	5	8	2			Blue Room	12		Use 2 rooms: Blue and Green (6)	6	14	4 (+2)			Yes
Pre-K	18	9	13	2	6		Yellow Room	10		Use 2 rooms: Yellow and Purple (6)	6	17	3 (+1)	8 (+2)	2 (+2)	Yes over by 4
K-1	16	10	12	1	2	2	Kirby Room	13		Use Kirby + Rainbow Room (16)	8	18	2 (+1)	4 (+2)	4 (+2)	Yes for both rooms
2nd-3rd	20	10	17	1	2	2	Community Room	each table fits 10		Use 2 tables in Community Room	8	23	2 (+1)	4 (+2)	4 (+2)	Yes over by 3
4th-5th	14	7	11	2	2	2	Community Room	each table fits 10		Move to Manse and use 2 rooms	8	15	3 (+1)	4 (+2)	4 (+2)	No
MSYG	18	7	13		2		Manse			Manse	8	21	2 (+2)			No
<b>Totals</b>	<b>99</b>	<b>50</b>	<b>76</b>	<b>9</b>	<b>14</b>	<b>6</b>					<b>46</b>	<b>111</b>	<b>17 (+8)</b>	<b>22 (+8)</b>	<b>14 (+8)</b>	

- RE Programs expect 50% average attendance over all. But it is important to note that there are Sundays with 60% and even 70% attendance as well as Sundays with very low attendance due to school holidays. Our program is typical in this regard. Our current spaces are adequate for average attendance but are already crowded for high attendance Sundays. Crowded spaces discourage growth. And visitors tend to come on the high attendance Sundays.
- In order to grow at this service we will have to split classes. The remaining rooms are very small, full of preschool furniture and toys so they can't accommodate many children.
- Each new class requires one paid youth staff, 2 volunteer teachers, and 2 volunteer assistants.

**Space Requirements for Religious Education: Best Practices**

Summary: *“When you are regularly exceeding 80% of capacity in many of your Sunday school rooms, it is past time to start planning for more space.”*

Data on space requirements for elementary and middle school aged students in Sunday school is reproduced from: <http://www.fsfarchitecture.com/drsundayschool.html>

“The biggest factor [in determining space needs for Sunday School rooms] is age group, with the following guidelines for each age grouping:

Babies through 5 year olds - 25 to 35 square feet per child and 12 square feet for each adult worker.

First grade through fifth grade - 25 square feet per child and 12 square feet for each adult worker. Assembly rooms used for short periods of time can have around 12 to 15 square feet per child.

Middle School and High School Youth need about 15 square feet per person in smaller classroom groups with less space being needed for larger assembly groups (over 20 persons).

College age and most adults can do fine at 12 square feet per person. Anything less than 10 square feet per person will seem crowded.

To determine if a classroom has reached capacity, measure each classroom, excluding built-in cabinets, shelves, etc. and calculate the area in square feet. Average the high attendance for each month during the past year and divide that number into the room area. For an additional verification, take the maximum attendance for any Sunday during the last year and divide that number into the room area. ... Also, anytime a space reaches 80% of capacity, people will start to feel crowded and will feel that more space is needed. When you are regularly exceeding 80% of capacity in many of your Sunday school rooms, it is past time to start planning for more space.”

The classrooms at church are in use during the week as preschool classrooms. Consequently, approximately 20% of the available floor space is consumed by storage of items not used by our classes, and the furnishings are not the appropriate size for our children and youth. The room capacities were calculated using the floor plan information from our church, subtracting the space used for storage and 24 sq. ft. for minimum two adult workers per class. These capacities are used in the Space Utilization Table below.

Room	Size (sq. ft.)	Adjusted for Storage	Adjusted for 2 adults	80% Capacity	100% Capacity
Kirby	369	369	345	11	13
Green	242	194	170	5	6
Rainbow	242	194	170	5	6
Yellow	369	295	271	8	10
Purple	242	194	170	5	6
Blue	416	332	309	10	12
Red	174	139	115	3	4

**About the RE Pavilion**

The need for space for religious education and for the sanctuary were the motivating factors for the original building program which began in 2002. The religious education program had already outstripped the preschool classrooms and the two backstage rooms (which were eliminated when the administration wing was built.)

In 2004 when the architect presented the site plan to the congregation, it include 4 components

1. Administration Wing
2. Renovated Sanctuary
3. Renovated Jones Building
4. RE Pavilion (sited adjacent to the Jones Building on the west side, towards the large playground in the woods)

However, there was not enough money available to pay for all 4 of the components and cuts to the program were considered. The plan was to go forward with all 4 components but scale back the quality of the each of components. Many of the ideas that make the current facility attractive were considered for elimination. As the congregation searched for a solution, the Children's Religious Education came forward in January 2005 and suggested that the RE Pavilion be postponed for a time and that the other 3 components be built as designed.

The CRE Committee suggested this solution for three reasons:

1. The RE Program proposed using the Community Room for the Religious Education Program which provided a lot of additional space for the program. The Community Room was a large space and allowed the RE program to grow despite the lack of adequate classroom space.
2. The RE Committee felt very strongly that the cuts being considered to the building program would significantly diminish the strong design that the architect presented.
3. That renovating the Sanctuary and Jones Building should be the priority for the long term good of the whole church.

However, the need for RE space remained. The understanding and commitment from the congregation was that the RE program would use the Community Room in the interim and that the RE Pavilion would be built soon.

It is important that we begin the process of building the RE Pavilion because

1. The RE Program is now sharing the Community Room with the coffee hour which significantly limits the space available for RE. Originally, coffee was served in the Commons and Breezeway and the whole Community Room was designated for RE.
2. The RE Program has grown and is continuing to grow. Despite the addition of the Manse, we are still lacking adequate space for younger children.
3. RE Growth is central to the healthy growth of the church. If we want to grow as a congregation, we need to add RE space.

## **Memo**

**Date:** January 5, 2005

**To:** Board of Directors, BPT, ABC

**From:** Children's Religious Education Committee

**Subject:** Recommendations on Building Program Priorities

The Children's Religious Education Committee has discussed the preliminary results of the capital campaign and the impact the projected shortfall will have on the Building Program. It is the carefully considered opinion of the CRE Committee that the Board of Directors should set the following priorities for the Building Program.

### **1. Maintain Commitment to the Master Plan**

- The Congregation was very excited by Master Plan because it is a good plan
- Donors gave money based on Master Plan
- The Master Plan is in the best **long term** interest of the Congregation

-- Best use of space

-- Best of use of site

-- Beautiful

-- Serves ALL of our needs long term

-- Will make our buildings desirable for renting

- A great deal of money has already been spent on the Master Plan. Changing it significantly wastes the funds already spent on its development and may result in an overall facility that meets none of our community's needs well. Available funds should be used for repairs, renovations and construction instead of revising the plan.

### **2. Phase Master Plan, Instead of Cutting It**

It is better to maintain a commitment to the accepted master plan and raise money to complete the plan at some later date than it is to cut the plan and compromise on our long term needs.

### **3. CRE suggestion for Phasing**

- Renovations, particularly to Jones Building (First)
- Sanctuary (Second)
- Administrative wing (Third, see below)
- RE Pavilion (Last, raise money later to do this)

### **4. About the RE Pavilion**

The site for the Pavilion is beautiful and deserves a high-quality, beautiful, green, multi-use education building. It is better to wait to raise enough money to put the right building there than it is to put up what we can afford now. We believe that at some point in the future, the funds will be there to do it right.

The Board and Congregation should vote to reserve that space for an RE Pavilion and make a commitment to raise the funds at a later date.

### **5. Administration Wing**

The Master Plan for the Administration Wing is the best use of the site and the best design for flow through our campus. It would be better to make a long term commitment to that vision than to eliminate the redesigned Commons, which will be important to maintain if we continue the current structure of the CRE program. This new CRE program structure utilizes the common space in the Jones Building and takes the pressure off the classrooms.

### **6. Manse**

We believe it is important to consider the use of the Manse for Administration and RE while we are working towards making the Master Plan a reality. Doing so may allow us to avoid taking our valuable site and putting up structures which are not adequate, not beautiful, not green, not rentable, and not what we really need or want.

The Manse, which has remained unrented for many months, could provide excellent space for Administration and RE as the Master Plan is phased in. This would be preferable to proceeding with a compromise plan that would erect structures that do not meet the Congregations needs or desires and that will limit the possibility of achieving those needs and desires in the future.

### **7. Immediate RE Needs**

The Religious Education Program will benefit from renovations to the Jones Building (particularly air conditioning) right away. It is very important that the youth have a larger room as soon as possible.

The current structure of the RE program puts less pressure on the issue of classrooms and makes it more important that we retain a commons in the long term.

We believe that it is important to create beautiful and functional spaces throughout our church campus and that our buildings should reflect our shared UU values through sustainable, green design and construction. We believe that a long term commitment to the Master Plan is in the best interest of our entire church community, including RE.

**Attachment No. 2 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Minutes of February 2011 Executive Committee Meeting**

**Community Church of Chapel Hill – Executive Committee Meeting**

**Date: Feb 01, 2010 @ 4:30 p.m.**

**Present: George Thompson, Paige Hall Smith, Kari Andrade, Steve Marshall  
Scott Provan, Maj-Britt Johnson**

**Denominator concerns committee**

- Needs a chair.

**Board Learning**

- Feb: RE
- Mar: Finances 101 or the Meaning of Membership
- Apr: Justice United

**“Meaning of Membership”**

- March Board mtg will include a segment on issues re: possible changes in membership and bylaws re: church pledges
- Will be on the March agenda (Might be a board learning)

**Budget Issues**

- There was a long discussion about the budget, finances, & fund-raisers

**Nominating Committee report**

- Hold till later mtg
- There was a long discussion about governance and the relationship of the nominating cmte to the board

**Board member vacancy**

- It was decided to propose to the board the motion that “this position could be go unfulfilled for 2011”
- Rationale:
  - It seems likely the board size will decrease in the future, based on GTF input
  - There is no obvious candidate to appoint

**Scheduling of Future Exec meetings**

- For Feb, April, and May, the Exec will meet at the earlier time of 4:30-6:30pm.
- In March, the Exec will meet at the regular time of 7:00-9:00pm. All mtgs are on the first Tuesday of the month.

**Attachment No. 3 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Second Reading of Four Policies from the GTF & FTF**

February 8, 2011

**TO:** C3HUU Board of Directors  
**FROM:** Governance Task Force (GTF) & Finance Task Force (FTF)  
**RE:** The *Final Four* “Big bowl” Policies for second reading & affirmation

The following *Final Four* “big bowl” policies are presented for second reading and affirmation at this month’s BOD meeting. So that the Finance Task Force could edit these four policies with respect to the roles of the Treasurer, Assistant Treasurer, and the Finance Committee, these four policies were pulled from consideration at the January meeting.

The chart below indicates the policies being presented and what action the GTF and FTF are requesting of the BOD.

Policy	Status of Policy & Action Requested of BOD by GTF & FTF
	2 <sup>nd</sup> Reading/Affirmation
<b>I. Governance</b>	
<b>C. Board Self-Governance</b>	
2. Roles and Responsibilities of the BOD	X
3. Board and Church Officers’ Roles	X
5. Board Committees and Task Forces	X
6. Board Monitoring	X

## I. GOVERNANCE

### C. Board Self-Governance

#### 2. Roles and Responsibilities of the Board of Directors

Date of First Reading: December 14, 2010

Date Affirmed:

Date Adopted:

Suggested Date of Review:

The Board represents and leads the Congregation in the discernment of church priorities, the stewardship of church resources, and the assessment of the church’s success in achieving these goals. In this spirit, the Board shall:

- In conversation with the Congregation and the Ministry Team, discern and communicate the mission and vision of the church.
- Engage in continuous strategic planning practices to discern, develop, and communicate strategic direction and define initiatives that will enable the Congregation to live its mission and to achieve its vision.
- Create and communicate the Church’s Annual Vision of Ministry.

- Develop continuous practices, as set forth more completely in Section V. Board Monitoring, to monitor the Church's success in living its mission and achieving the goals established in the Annual Vision of Ministry.
- Continuously monitor the Church's financial condition and intervene as necessary to assure the Church's financial affairs are prudently managed and that its assets are protected.
- Direct and inspire the organization through the careful establishment of broad written policies reflecting the Congregation's values, mission, and vision.
  - ← The Board's primary focus shall be on the long-term effects that the Church has on the lives of the Congregation, the community, and the wider world, rather than on the administrative means of attaining those effects.
  - ← No board action shall be considered a Policy unless it is incorporated into these Board Policies.
  - ← The Board shall actively solicit Congregational input in developing policies.
- Develop practices and procedures that specify how the Board conducts its own business. Such practices and procedures must be designed to ensure:
  - prudent, ethical, and lawful conduct that is consistent with the Church's Unitarian Universalist principles;
  - the discipline needed to govern with excellence, including regular discussion to identify opportunities for improvement in governance progress and performance; and.
  - a Board communication process that keeps all Directors informed and does not disadvantage any Director.

### 3. Board and Church Officers' Roles

Date of First Reading: December 14, 2010

Date Affirmed:

Date Adopted:

Suggested Date of Review:

- The Board President, Vice President, Past President, and Member-At-Large are officers of the church.
- The job of the Board President (hereafter the President) is to assure the integrity of the Board's process. The President or her/his designated representative is the only person authorized to speak for the Board.
- The President ensures that the Board behaves consistently with the Church's governing documents, these policies, and those requirements legitimately imposed upon it from outside the organization.
- The authority of the President consists of making any decision on behalf of the Board that falls within or is consistent with Board policies on governance process and the relationship between the Board and the Ministry team.
- The President or designated representative is empowered to chair Board meetings with all the commonly accepted powers of that position (e.g. ruling, recognizing, etc).
- The Board retains sole authority to define leadership limitations and therefore the President's authority does not extend to making decisions delegated to others in these Policies or waiving leadership limitations.

- The President's authority does not extend to supervising, interpreting Board policies for, or otherwise directing the Ministry Team. However, nothing in this policy is intended to interfere with mutual interaction about individual understandings of policies.
- The job of the Vice President is to serve on the Board of Directors and to prepare to serve as the President. In the absence of the President (whether temporary or permanent), the Vice President shall assume all of the duties of the President.
- The job of the Past President is to serve on the Board of Directors and to advise and assist the President and Vice President in carrying out their duties.
- The President will annually appoint, subject to confirmation of the Board, a member of the Congregation to serve as the Secretary of the Board. The job of the Secretary is to assure the integrity of the Board's record. The Secretary is responsible for ensuring recording and distribution of accurate minutes of Board and Congregational meetings. The Secretary will serve until resignation, replacement, or removal.
- The Board will annually elect members of the Congregation to serve as Treasurer and Assistant Treasurer. The Treasurer shall report to the Board and assist the Board in its oversight of the congregation's finances. It shall ensure that the financial operations of the church are in line with best practices and with the church's mission. If the Board creates a finance committee, the Treasurer shall collaborate with that committee in fulfilling the responsibilities of office. The Treasurer may delegate responsibilities to the Assistant Treasurer or to Finance Committee members. The Assistant Treasurer shall assist the Treasurer in the performance of the Treasurer's duties.
- The Board shall annually elect a board member to act as Board-Member-At-Large for the Executive Committee. The Board-Member-At-Large shall serve a term of one year and shall be eligible for re-election for not more than one additional year. The Member-At-Large shall be an officer of the church.
- In the event that one of the officers of the church is unable to complete the term of office, the Board shall elect a replacement from among its members to serve until the next regularly scheduled Board election.

## 5. Board Committees and Task Forces

Date of First Reading: December 14, 2010

Date Affirmed:

Date Adopted:

Suggested Date of Review:

The Board may establish Committees to help it carry out its responsibilities. At the Board's direction, Committees may operate as standing bodies (committees) or time-limited bodies (task forces). Unless otherwise stated, a Committee will cease to exist as soon as its task is completed.

- The Board, as a whole, will clearly direct Committees by outlining specific written objectives, restrictions, and a time frame for completing their work.
  - Board Committees may not speak or act for the Board except when formally given such authority by Board action for specific and time-limited purposes.
- The Board shall review committee roles and memberships annually.

## 6. Board Monitoring Roles

Date of First Reading: December 14, 2010

Date Affirmed:

Date Adopted:

Suggested Date of Review:

The staff, ministry teams, committees, and Board shall engage in a continual process of monitoring and evaluation. The purposes to be accomplished through monitoring and evaluation are to foster excellence in ministry work by encouraging open communication and regular feedback among all whose work contributes to achieving the Church's mission, to help the Church to focus on its goals as adopted by the board, and to ensure that all Church leaders adhere closely to Board policies.

- The Chief of Staff (a.k.a. Ministry Team Leader) shall be responsible for regular written reports from the Ministry Team to the Board. Reports shall focus on progress on priorities, set by the Board through the Annual Vision of Ministry, and on compliance with Board policy.
- Financial reports shall show overall financial performance compared to budget and highlight significant financial or operational issues. Financial statements shall be made available to any Congregation member wishing to examine them.
- The Board shall call upon the Ministry Team on a planned basis throughout the year to report more fully on the Church's work in a given area, and to contribute expertise, information, and leadership. The purpose of these reports is to support the Board's learning and reflection on major areas of the Church's mission, such as worship, religious education, social justice, membership development, community outreach, and stewardship of Congregational property and wealth.
- The Board may inquire into specific questions of policy compliance, organizational concerns, or other serious issues by appointing a committee or outside consultant to assess some aspect of Church program or organizational functioning.

**Attachment No. 4 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Endowment Committee Request**

***By consenting to this we agree to appoint Gail Ruedi to fill the vacancy until the next Congregational Meeting.***

Endowment Committee Request  
Submitted by Kari Andrade, Endowment Committee Chair

Frankie Price Stern had stepped down from the endowment committee. This means that we now have a vacancy. Gayle Ruedi has agreed to fill the position, and it has been cleared through the nominating committee.

According to the Endowment Committee by-laws:

*“in the event of a vacancy on the COMMITTEE, the Board shall appoint a member to fill the vacancy until the next annual meeting of the congregation, at which time the congregation shall elect a member to fulfill the term of the vacancy”*

**The Endowment Committee requests that the Board of Directors appoint Gayle Ruedi to fill the vacancy until the next Congregational Meeting (May 22, 2011) at which time we will ask the congregation to vote on this issue.**

For your information, below is a longer excerpt from the Endowment Committee by-laws:

*The congregation shall elect five (5) members of the COMMITTEE: two (2) for a term of three (3) years; two (2) for a term of two (2) years; and one (1) for a term of one (1) year.*

*Thereafter, at each annual meeting, the congregation shall elect the necessary number for a term of three (3) years. No member shall serve more than two consecutive three-year terms. After a lapse of one (1) year, former COMMITTEE members may be re-elected.*

*The Board of the congregation, or the congregation’s Nominating Committee, shall nominate new members for the COMMITTEE and report at the annual congregational meeting in the same manner as for other offices and committees. In the event of a vacancy on the COMMITTEE, the Board shall appoint a member to fill the vacancy until the next annual meeting of the congregation, at which time the congregation shall elect a member to fulfill the term of the vacancy.*

**Attachment No. 5 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Committee on Ministry Member Request**

To the Board of Trustees

From: Lilie Bonzani Chair of the Committee on Ministry (COM)

Attached: COM charter

Request: Per our charter we need board approval to add new members to our committee. Due to health of one member and one member returning to university we are not currently fully staffed on our committee.

Current members:

- Maj-Britt-ex officio
- Lilie Bonzani Chair
- DeeDee Lavinder
- Chris Guidry
- John Bowles
- Catherine Grodensky

We are requesting that you approved three possible candidates for the committee: Mary Hulett, Steve McNeary, Liz Bryan.

Thanks for your consideration.

**Attachment No. 6 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Hunger Dinner Fundraising Request from Carter Smith**

Dear Paige Smith, Chair, and Executive Committee,

I would like to request your permission and guidance as I work on completing my Girl Scout silver award project. The project focuses on leadership in our communities; I want to lead an event to raise money and awareness for local and world hunger. When I heard about the hunger banquets held at the church, I made a decision to run the fundraiser.

Working in a community I've been a part of for most of my life (the Community Church) will make the project all the more exciting. I know the people of our congregation care about these types of issues and I was sure I could find support in them.

The dinner will be open to all people, but will mostly be advertised in our church. Tickets will be five dollars each and will be bought ahead of time. When people arrive, they'll be given a card telling them which socio economic class they fit into (high, middle, or low). The people of the highest class (15%) will get a pasta meal with a choice of meat or vegetable sauce, salad and juice. The people of the middle class (35%) will be given beans, rice, bread and water. The lowest class (50%) will be given rice and water. As they eat we will have a guest speaker (to be decided) talk about hunger problems and what we can do to help. We'll also give those interested fact sheets. I hope to have volunteers from both my Girl Scout troop and our middle school youth group help make and serve food, and set up and clean up.

I have been talking to Marion about this event for some time now, and I want to assure you the planning is well under way. I went on the New Orleans- as I am a member of the High School Youth Group- trip and it was an amazing and eye-opening trip. Being so much of a part of this congregation is an important aspect on my life, and hopefully will continue to be so long while.

I am delighted to take this opportunity to learn about a problem in our world while working with people I enjoy being with. I also look forward to this as a great way to help people in one way I know how.

Thank you,  
Carter Smith

**Hunger Banquet Fundraising Request (1/27/2011)**

**1. Name Of The Event:**

Hunger Banquet 2011

**2. Contact Person for Event:**

Carter Smith

**3. Brief description of Event:**

~~Selling parking spaces in the church parking lot for UNC home football games on 7-Saturdays during in the Fall. This fundraiser has been sponsored by the Youth Programming Committee for the last 15 years.~~

See letter to Executive Committee, above.

**4. Proposed Date(s):**

May 8th

**5. Who (e.g., which committee) Is Sponsoring The Event:**

The Youth Programming Committee

**6. Budget**

\$100 dollars for miscellaneous

**7. What The Event Will Cost The Church**

Nothing, outside of the space and time.

**8. Anticipated (Estimated) Income From The Event**

\$1,000

**9. How The Sponsor Would Like To Distribute The net Income From The Event (after the dedicated 20% stewardship contribution)**

20% to Oxfam, 30% to Orange County Food Bank, 30% to CORA Food Bank (Chatham County)

**10. Impact On The Church In Terms Of Volunteers And Space Resources**

Volunteers will come from the middle school youth group and anyone else in the congregation wanting to help. We will use the Jones Building for the event.

**11. Any Additional Information Or Concerns**

I am running this event as a part of my Girl Scout silver award to raise money and awareness for hunger in our world. The award is given for representing leadership and planning in our communities.

## **Attachment No. 7 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU Ministry and Management Report**

Dear Board,

This month I am reporting on the outcome of our staff and volunteer efforts to get clearer on the commitments of our members, and to adjust our database accordingly.

As you've heard in earlier reports we discovered we had a pretty significant chunk of members (around 50-60, hard to be exact, and that was part of this effort, to try to be more exact) who had not pledged for at least two years. Additionally, we had another 60 or so whom Stewardship had not yet heard from about their pledges, for the 2011, 6 month budget.

Many board members helped the Stewardship group call those 60 people with good results. We were able to take some people off of the membership list, others did pledge, and some others we will have to make some decisions about. More on that later.

For now our goal is to try to learn, definitively, from every member whether they 1. want to remain a member 2. plan to pledge 3. understand that membership, per our current by-laws means making "an identifiable contribution" of both time and money; and that an actual pledge is preferred, for our planning purposes.

Staff had several meetings to ascertain whether there were extenuating circumstances in some cases, so that the callers could go in with some understanding, or whether person should be approached about their situation first. We did not handle that perfectly, it's a learning process.

The final numbers are these:

Members - 375 (376 was the number reported Feb 1st 2011 to the UUA, 1 has been removed since)

Friends - 99

Children enrolled in RE - 194

Total pledged units - 260

Of the 375 members 300 individuals are part of a pledging household.

75 individuals have not made a pledge but 20 have made a recent identifiable contribution.

55 therefore remain unpledged and non-contributing. 7 are "R.E. families" - see below in Marion's report.

My guess is the board would like us to remove the non-pledging members, from membership so we don't have to pay the dues to the District and UUA. I would prefer we move forward to explain membership and get them to pledge. If by the time our next payment is due (June) we have not been successful then we can always take them off and adjust our numbers.

Of the 99 Friends, 49 are pledging friends. 50 are not. We plan to try to move the pledging friends into committed membership over time, it will take time and a big volunteer effort. So the numbers are really up in the air at this point anyway. Our decision to send the UUA the 376 number was based on the facts we had at this moment in time.

The 50 friends who are not pledging will not fit into the new category of “Friend” that the staff is suggesting. See below. It’s not clear where they would fit, and some kind of conversation will need to happen. Most likely they would be defined as “newcomer” during this transition, if they don’t pledge. Some “Friends” can probably be taken off the rolls when we have time to do more followup.

In the course of all this research Marion identified yet another household category we had to pay attention to: “R.E. Families”. We discovered that there are families with children enrolled in R.E. who are not members, and don’t pledge. And there are also members, with children enrolled, who do not pledge either.

Her report is attached. It holds more information as to how they plan to move people toward both membership and pledging. Because R.E. requires parents to sign in each week, and to register their families, they are able to track these kind of statistics. We are having a harder time with the rest of the population, but we’re getting closer.

The staff has begun to define people in the Database by these groupings:

-**Visitors** are people who have signed the visitor book, been invited to an orientation, but have not yet attended any event where their attendance would have been recorded (SEA, R.E. or a Covenant group). They are sent a letter, given a follow up phone call, and invited to orientation. If they don’t come, they’re given a call to gauge interest.

-**Newcomers** are people who have moved further in toward “belonging” by coming to an identifiable activity. We are in the process of discussing how long we think people should be allowed to come to activities before they are required to either pledge, or pay a fee for the activity. We are considering one year but some tracking issues come up around that. During that year they would still be asked to come to orientation, invited to join, and invited to pledge even if they have not yet chosen membership. Many of our current “Friends” who don’t pledge also attend activities, without making financial contributions, and would be asked to pay fees.

-**Friends** will be only people who pledge, but for their own personal reasons decide not to become an official member at the time they pledge. Some of the staff felt there should be no such category but the majority of us felt that we have to be flexible. Joining an organization can be a complex journey and each one of us ourselves made the decision at sometimes late dates. If people want to contribute we shouldn’t say no, you can’t give us any money unless you sign the book! Forcing people to join when they contribute seems silly to me. However we feel there should be an annual invitation for friends to join as part of the Stewardship campaign, and we need to make clear the differences between friends and members. Not only when it comes to voting, but to leadership positions and membership on decision making committees.

We will need to clarify whether “Friend” includes a person who is a non-member and makes an “identifiable contribution” but not a pledge.

**-Members.** Have attended an orientation, signed the book, been given a pledge form, and their name has been given to Stewardship for a follow up phone call regarding a pledge. No one who has joined in the last year and a half or so has done so without knowledge that pledging is a requirement. Peter Witt has done most of the year round follow up calls.

Staff is going to suggest that the by-laws be changed to identify members as those making a pledge. “Identifiable contribution” was probably an attempt at flexibility, but is too vague, and makes book-keeping a nightmare.

**-Legacy Members** - These are usually elderly members who are no longer attending, and are not contributing financially, but have contributed significantly in the past, and remain in this geographical area. A few are founders. We feel that this small number of people, having given so much of their lives to the church, deserve to remain in some category of membership and to receive the benefits of ministry, ie. memorial services, and Caring Ministry. This is not to say they should not be approached for a pledge, and to contribute to the endowment. They are not listed as members with the UUA. Exact parameters still need to be discussed and agreed upon. Feedback is welcome!

**Associate members** (pledged) : Marion Hirsch, Charlie Kast, TJ Anderson (also belongs to another congregation), Jean Joseph.

**Non-member Staff pledges:** Minister, and Aviva Enoch (Glenn, and Tifani are members)

**Remaining category that I have just learned is problematic:** Andrea reports that every year, consistently, there are one or two people who make a pledge and then never pay anything on it. There are others who fall far short every year, and others who begin to fall short during the year due to economic circumstances. We may need to contact them mid year so that we can adjust our budget.

For the future we suggest to the FTF and Stewardship that no pledges be accepted from persons who have paid nothing on the previous years pledge, unless a forthright conversation takes place.

In March the staff will present a Board learning about the issue of changing the membership categories, the by-laws changes required, and some of our thoughts on the processes we need to establish to make all this happen - in coordination with Stewardship and FTF.

Faithfully,  
Maj-Britt

## **REPORT FROM MARION, DIRECTOR OF LIFESPAN R.E.**

1. 36 of 111 RE Families are not members (about 32%). All 36 Families are being invited to a special membership orientation for RE Families on Feb. 13 led by Tifani which will be held at

the time of Family Dinner. We hope that this will result in more families joining the church in membership. We've never done this kind of thing so we don't know the results will be.

2. At this time 30 out of 111 have not pledged (about 27%), some are members (7).

3. RE has undertaken an effort to contact all RE families about pledging by calling the remaining friends and members by phone and all others by email.

So far actions and results are:

- Contacted 2 of 8 non-pledging members so far. 1 pledged on-line. 1 committed to pledging in 2011-12 campaign but not short campaign. The other calls are still in process.
- Contacted 6 of 6 non-pledging friends. 3 said they would pledge. One committed to joining as a member. 3 were left messages.
- Contacted 16 families who are not friends or members via personal email about pledging. No positive results. Which suggests that email doesn't work for non-members. They are all invited to the Special Orientation on February 13 to become members.

**Context is important:**

1. RE has very good records so it is easy to tell who is involved who isn't pledging. It is harder to exactly identify non-pledgers who are involved in the church from other constituencies.

2. In the early 2000s which was the last time we checked to see the pledging rate of RE Families it was 90%. Now it's 73%. The church has not done such a good job of pledging non-members in recent years, nor in converting friends into members.

3. I did a focus group with the RE Committee and Youth Programming Committee on pledging in November/December where I asked them about their understanding about pledging. They are all members or pledging friends and they shared the following impressions:

- many of them who joined in the past reported that the importance of pledging was not emphasized when they joined or that they were unaware that our current by-laws required a financial contribution for membership
- many of them reported not being canvassed until they were members which explains why so many non-members in RE don't pledge.
- many of them didn't understand why a pledge was important as opposed to regular contribution

4. I do not want the fact that RE has been forthcoming about the pledging status of RE Families to hurt the standing of RE among members of church leadership. The fact we know that some RE Families don't pledge is the result of good record keeping. We don't have such good data about other constituencies. The fact that many members and friends do not pledge is a wider issue than just RE folks. The list of friends and members that didn't pledge includes many folks who are not involved in RE. And mostly importantly, RE is organized in such a way that RE leadership has been able to help in contacting people who still need to be contacted.

5. The other important thing to consider is: Because the church is better organized now, it is easier to see where our holes are. Because the economy is tight, we are much more rigorous

about income. In the past, all the folks who were involved in Stewardship were volunteers, worked really hard, and conducted successful pledge campaigns. Now we are running more comprehensive campaigns, the staff is much more involved, we are changing the culture of the congregation to make it clear that members are expected to pledge. This is all good. It is going to take some time to educate folks and to clear up all the loose ends. We are going to be in much better shape when it's done. In the meantime, we should be gentle and patient.

**Attachment No. 8 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Board Covenant**

**We will: (edited 1.31.2011)**

- Accept and adhere to the Congregational Covenant
  - Be mindful that we represent the congregation
- Apply the adopted board covenant to all board-related interactions
  - Agree that this covenant applies to the entire board, including ex-officio members
- Read materials and be prepared to actively participate at board meetings
- Communicate respectfully
  - Politely raise our hands when we wish to speak
  - Listen carefully to each other
  - Avoid cross talk, stay on task
  - Ensure that all members have an opportunity to express their opinion through dialogue & debate
  - Communicate with honesty and integrity
  - Think carefully about how we correct each other—it is not always essential to be right or have the last word
  - Be cognizant that all board discussions and minutes are for public consumption, with the exception of closed sessions
  - Be mindful of sensitive board communication and keep information confidential until it is approved for public consumption
- Endeavor to resolve conflict
  - Agree to disagree and strive for a workable resolution when consensus cannot be achieved
  - Discuss disagreements respectfully with the person/persons involved
  - Invoke the board resolution process when conflict cannot be resolved by the parties involved
    - Enlist 2 other board members to mediate and resolve in a positive manner
    - Involve the board chair if conflict continues
    - Involve entire board as a final measure to resolve conflict
- Monitor our process
  - List and track action items from every meeting
  - Review action items prior to the conclusion of every meeting
  - Evaluate each meeting
- Stand behind board decisions
  - Freely share our opinions on any issue
  - Share other board member opinions anonymously
  - Clearly and accurately convey final board decisions and the rationale behind them, even if we did not support the decision
  - Discuss board decisions in a fair and balanced manner that fully reflects the range and diversity of opinion

**The Chair Will:**

- Make every attempt to send materials out 3-5 days prior to board meetings

- Offer everyone a chance to speak
  - Enlist the assistance of board members in respectfully point out members who wish to speak

## **2010 Budget Summary**

[redacted]

## **A 4-Year Look at Reserves**

[redacted]

**Attachment No. 10 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Finance Committee – FTF Report on Operational & Building Reserves**

**Slide No. 1 – Finance Task Force**

C3H Board Meeting 2/8/11  
Financial Reserves

**Slide No. 2 – Financial Reserve History**

[redacted]

**Slide No. 3 – How did we use reserves?**

- **2008:** The rollover of the Building Fund came with \$39,000 added cost.
- **2009:** Pledge receipts were \$24,500 below budget, and building rentals were \$11,000 below budget.
- **2010:** The budget had to be adjusted due to a large unanticipated shortfall in pledges, and started out with a **\$25,700** deficit. Pledges receipts came in **\$23,000** lower than the adjusted amounts, and parking was off by \$5,800, but this was made up by \$5,300 extra in fundraising and \$11,700 less in tightened operational expenses.

**Slide No. 4 – How Much Should Be In Reserves?**

- Financial Reserves, per our affirmed policies, are used for cash flow management, unexpected building expenses and to cover budget shortfalls.
- Financial Reserves should be 3 months of expenses according to affirmed policies
  - The Finance Task Force, if asked, will conduct further research if this is the proper amount, but for now let's assume that it is. (The affirmed policies can be revised if appropriate.)
  - Jan- Jun 2011 total expense is budgeted to be \$270,183
  - Three months of expenses is \$135,000

**Slide No. 5 – How much should be added in 2011-12?**

- We have used reserves, now we must replenish the reserves as a part of our fiduciary responsibility and because it is prudent.
- The Finance Task Force recommends that we have \$30,000 or more added to reserves in the 2011-12 budget. \$38,000 is 1/3 of shortfall.
- Jan – Jun 2011 \$6,749 is budgeted to replenish reserves. Annualized that means \$13,498, so we are recommending an annualized increase of \$16,502 or more.

**Slide No. 6 – Recommendation From FTF**

- Allocate a minimum of \$30,000 in the 2011-12 budget to begin to repay reserves that were used during 2007-2010.
- Rational –
  - \$20,000 currently in reserves
  - Prudent Management
  - Our fiduciary responsibility
  - Consistent with affirmed policies

**Attachment No. 11 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Board Member Vacancy**

**Karen Abbotts is unable to serve as Board Member for 2011. The recommendation of the Executive Committee is that we allow this position to unfilled. Our rationale is below**

According to our by-laws:

*“Should a Board seat be vacated before its usual term ends, the person with the highest number of votes at the last election, but who was not elected at that time, shall be asked to serve on the board for the remainder of that term. If more than one person has the same number of votes, the person with the longest membership shall be asked to serve. If the member asked cannot serve, the person with the next highest number of votes shall be asked, and so on. If none of the candidates on the final ballot of the last election can serve, the Executive Committee shall make an appointment to fill the unexpired part of the term. Members joining the Board to complete part of a term will be eligible for election to a full term at the next election.”*

**In the past election, the number of candidates was equal to the number of positions; so there is no one to ask based on the by-law policy. We also view this as an opportunity to reduce the size of the board.**

**Attachment No. 12 – Minutes of February 8, 2011 Board of Directors Meeting, C3HUU  
Process Observations**

**February 2011 Board Meeting notes: Process**

- Check in: attentive listening, no cross talk
- Thoughts about detailed format of minutes in the past. Being public record, perhaps too detailed? Comments were respectfully offered, no hand raising needed.
- RE Pavilion justification. Problem solving - now or later? How to proceed. **Board's role in this.** *How we grow, not if we grow. Have a plan before we are facing overcrowding.*
- Segway from Paige at end of board learning. How to proceed.
- Consent agenda went smoothly. Chance for questions.
- Respectful interchange with Jim, Maj-Britt and Paige. Nato glad we are having these discussions.
- Budget 2010 discussion: questions were asked, Scott, Laurence, and Maj-Britt spoke for the FTF concerning (reserves and) restricted funds.
- Jim had questions for Scott seeking clarification on when books are closed, procedures, etc. Will be discussed next month.
- MBJ, FTF seeking answers and simplification to understand budget.
- Paige stepped in when more than one person was commenting as we transition to the next item on the agenda. FTF will be elaborating.
- Got a little lost in the transition...
- Discussion about reserves, replenishment, etc.
- Called on Eleanor (hand raised). Various people tried to explain, asked additional questions.
- FTF will elaborate at a future board meeting. Maggie added some thoughts.
- Kari brought us back to focus - Paige made sure to hear other's comments first. Set up order for comments, first, second, next. Josh, large practical question about not tying us down to something we cannot deliver without hurting existing programs.
- How to act on FTF recommendations.
- MBJ asked if time to make a comment. Paige said the time. MBJ said it can wait.
- Steve moved that we direct MBJ to bring us a budget that contains the \$30K reserve fund.
- Josh amended. Barb restated Steve's motion. Passed
- Last item: