

Minutes of the Board of Directors' Meeting
The Community Church of Chapel Hill – Unitarian Universalist
7:15 p.m. – August 16, 2011 – The Commons

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; Josh Socolar; Bob Weston
- **Ex Officio:** Maj-Britt Johnson, Minister; Scott Provan, Treasurer
- **Visitors:** Marion Hirsch, Director of Religious Education; Laurence Kirsch, Finance Committee
- **Substitute Recording Secretary:** Barb Chapman

Absent – Jim Siplon

Welcome

Paige Smith, Chair

Lighting of the Chalice & Reading

Kari Andrade read a poem by Rumi.

Board Sharing

Board members shared summer travels.

Announcements

- The November BOD meeting will be in the manse.
- Mark Molitor, visioning consultant, will be at the September BOD meeting.

Board Learning

Director of Religious Education Marion Hirsch presented “Email Hygiene – Improve the Email You Receive by Improving the Email You Send”. See **Attachment No. 1 (pp.4-6)**.

Consent Agenda

Receipt: Minutes of August 9, 2011 Executive Committee Meeting.
See **Attachment No. 2 (p.7)**.

Approval: Minutes of June 14, 2011 Board of Directors' Meeting

Minutes were approved by consensus.

Business

Past Business

- The C3H-UU Financial Report through 6/30/11 – Laurence and Scott. See **Attachment No. 3 (pp.8-10)**.
 - Balance sheets have been cleaned up at December 31, 2009 and December 31, 2010.
 - Financial Reserves presently appear on the books as having a value of \$26,754 at June 30, 2011, but after adjustments, the final value may differ by several thousand dollars, and will most likely end in the \$20,000 to \$30,000 range.
 - UUA and Southeast District dues for the fiscal year ending June 30, 2011 were booked in that year and so (correctly) reduced the Financial Reserves shown on the books at that date.
 - The church is now using accrual accounting.
 - Maggie asked whether committees, such as Building & Grounds, are aware their funds are zeroed out, that monies do not carry over. Maj-Britt said they were; however IT is now under the staff, and she will check on the status of IT monies.
 - Scott indicated that extra money will go into reserves unless the BOD decides otherwise

Maggie Scarborough moved that any extra monies from the 2011 six-month fiscal period be added to reserves. Bob Weston seconded the motion. The motion passed unanimously.

- The BOD thanked Laurence for preparing and presenting a great financial report.
- July-June Stewardship Update and Budget Changes – Maj-Britt. See **Attachment No. 4 (p.11)**.
 - There is \$20,000-30,000 in Financial Reserves at June 30, 2011 and there is forecast to be \$35,000-40,000 thousand at June 30, 2012.
 - At the Congregational Meeting there those present expressed differing opinions about how much money should be put into reserves and into programming.
 - We have met the reserves, and we need to honor the other voices, that is, use \$29,000+ which we received for the 2011-2012 above and beyond the budgeted amount to reinstate ministries.
 - There was an error in the amount allotted for the pianist's time; this will be corrected.
 - A single anonymous donor is funding whatever will be paid to visioning consultant.
 - DRE Marion Hirsch will be on sabbatical from January-April 2012. She will be attending Starr King credentialing in religious education. The amount required for her assistant's additional time during this period is \$1500.
 - Sabbatical time for the senior minister accrues at the rate of one month per year. Maj-Britt will be eligible for sabbatical in the fall of 2012.

Josh Socolar moved to accept Mai-Britt's recommendations regarding the distribution of funds. Marianna Fiorentino seconded the motion. The motion passed seven (7) votes YES, three (3) votes NO.

- Points made in the discussion prior to this vote:
 - Clarification is needed regarding the exact amount in Financial Reserves.
 - The church should have three months operating expenses (about \$130,000) in Financial Reserves. We do not have that now.
 -
 - It was suggested that we have a Town Hall meeting on reserves to know what the congregation wants with regard to reserves and how long it should take to have the reserves where they should be. This may make doing budget easier and less stressful.

New Business

- Steve Marshall presented a vision and strategic planning update. See **Attachment No. 5 (pp.12-22)**.
 - Mark Molitor will do a visioning exercise at the September BOD meeting
 - Congregational workshops are scheduled for Saturday, September 24; the evening of Friday, October 21; and Saturday, October 22.
 - George requested direction regarding the time by which BOD members are to complete the on-line template
 - Steve requested that all BOD members
 - Complete the on-line survey
 - Attend at least one workshop. The workshops will be different and attendance at both would be great.
 - Talk to others in congregation about becoming involved in the visioning and strategic planning process.

- Securing Good Board Members – tabled until September BOD meeting.
- Ministerial Compensation
 - Paige read Dan Hotchkiss’s thoughts regarding how the senior minister’s compensation should be determined:
 - Maybe have a standing committee on compensation – on staff compensation in general
 - Could be an ad hoc committee with half of members from BOD and half not on BOD
 - Minister’s compensation must be set by BOD itself
 - BOD sets specifics of senior minister’s compensation
 - BOD gives rationale for senior minister’s compensation
 - BOD’s conversation about compensation is separate from evaluation of senior minister and ministries
 - All staff compensation, except senior minister’s, is done by senior minister [in role as Chief of Staff] based on policies set by BOD
 - A question was raised regarding why the senior minister’s compensation is not tied to evaluation. Responses included:
 - Josh – In the Board’s deliberations about compensation, it will be fine to take into account the results of the review process, but it is important for the review to be done first without the issue of compensation hanging over it. The Ministerial review process currently underway was not developed with the compensation issue in mind.
 - Maj-Britt – It’s all about relationships in ministry. It’s either working or it’s not.
 - Bob and Paige agreed to look into various systems for ministers’ compensation, including UUA and other congregations, and bring a recommendation for the process to the next BOD meeting.

○
Closing

• **Action Items from August 2011 Board Meeting**

TOPIC	ACTION	WHO	WHEN
Vision	Register for Visioning Workshops on Sept 24 and Oct 22 at http://c3h.wikispaces.com/Vision+2011	Whole Board	Before Sept 13, if possible!
Nominating Cmte	Each current board member should identify one member who would be a good FUTURE board member	Whole Board	Sept 13 board mtg
Ministerial Compensation	Propose a process for determining appropriate compensation for the minister each budget cycle	Paige and Bob	Sept 13 board mtg

Note: November Board meeting will be in the Manse

- **Process Observations** – George Thompson
 - Clear directions
 - Respectful listening
 - Consensus regarding what goes into the minutes
 - Adhered to time
 - Healthy sense of humor
- **Closing** – Kari read Mary Oliver’s poem *Summer Day*.

Attachment No. 1 – Minutes of August 16, 2011 Board of Directors Meeting, C3HUU Board Learning – Marion Hirsch

Email Hygiene—Improve the Email You Receive by Improving the Email You Send

It is a great irony that most people believe the email they send is necessary, important and well crafted but most people believe that much of the email they receive is unnecessary and even irritating.

Email seems like a time saver but it is not. Each message has to be opened, read, acted on and responded to. Each one takes an average of 2 minutes to deal with. So if you get 30 messages a day, then it's at least a solid hour every day. So it is important that each email you read is actually necessary and easy to understand.

We don't have that much direct control over the email that comes to us but one effective way to control email that comes to you is to control the email that you send out. If you want less email sent to you, then you should send less. Every message you send generates more mail. If you want to improve the quality of email sent to you, improve the quality of email you send. If your messages are well crafted then it is more likely that the messages returned to you are well crafted.

3 Keys to Good Email Hygiene

1. Only Use Email When It is The Optimal Communication Medium.

Email has certain advantages over other kinds of communication. The primary advantage of email is efficiency and control-- it allows the sender and recipient a lot of control over the time of communication. But if people are drowning in email then it erodes the benefits of the convenience and control.

So only send email when email is actually the best way to communicate.

Email is particularly good for

- Sharing information: meeting reminders, agendas, minutes, reports.
- Requesting non-urgent information
- Requesting non-urgent action

Email has a lot of disadvantages as a communication form. The disadvantage of email is that it is casual, asynchronous, not confidential and directed to individuals (even on a mailing list, the mail comes to each individual as an individual.) Email is not good for these situations:

- Conflict or emotions—Always pick up the phone or talk face to face instead.
- Dealing with personnel issues or confidential matters—email is not truly secure.
- Urgent communication—you cannot expect that people read their email constantly. In the church some people only read during the day at work. Others only read late at night and on weekends.
- Serious Discussions involving lots of people.

It is very hard to follow a genuine discussion in email. It is easy for things to be passed over or misunderstood. But most of all it takes a lot of everyone's time to follow. That is what meetings are for. Meetings are actually more efficient for serious discussion. That is what meetings are for. Example: To follow a serious discussion with lots of responses on email takes everyone an hour, not counting the time taken by some to respond. On this Board that's at least 15 person hours as

opposed to one hour together. Do not delude yourself into thinking that this saves time. Not only does it take hours more of time but it increases the possibility of avoidable conflict

2. Limit the recipients

- For requests for information and requests for action, it is best if email is sent to one person—the person who can answer the question or do the action. Figure out who can do something and just ask them. Don't email lots of people asking for information or requesting action because then people don't know who is being asked and each person has to spend time reading it and deciding how and whether to respond.
- For information sharing email only send messages to people who really need the information. Remember every person who gets your message has to deal with – if only to feel guilty about it before they delete it.
- Do not reply to all, unless it is actually necessary which is very rare.
- Use blind copy for large lists and for information sharing so you reduce other people replying to all. (It is generally not good form to use blind copy for other purposes.)
- When you forward—delete the addresses of original recipients. It protects their email addresses and it makes it easier to read. Don't pass on chain mail.

3. Send better email

- Use strong subjects. People should know what the message is about before they open it. Change the subject when subject changes. It makes it easy for people to manage their inboxes and makes it more likely you get a response.
- Create focused messages. One request for information or action per message. If there is more than one they should have the same deadline and be similar.
- Craft strong bodies
 - Short salutation. One line. Eight words. Save friendly chat for the end.
 - Action and deadline on the second line.
 - Use numbers or bullets to let people know details. Don't ramble and over share details.
- Develop conventions for yourself and for your working groups.

Some Examples of Good Email Hygiene

A message with strong subject, focused message, strong body.

To: Maj-Britt

From: Marion

Subject: Is it okay if giraffes come to the service?

Hi Maj-Britt,

Hope you are feeling better today.

The kids want to bring giraffes to the service on Sunday--is that okay?

- Giraffes are spiritual
- Giraffes are all the rage
- Article on the importance of giraffes in spirituality for kids
www.giraffesbringyouclosertogod.com
- Giraffe season ends Oct. 1

See you on Thursday. Thanks. Marion

Appropriate Uses of Email to Share Information with a Group Using Blind Copy

To: RE Families (undisclosed list—blind copy)

From: Marion

Subject: Upcoming Events

Hi RE Families,

Welcome to a new RE Year.

Here are some upcoming events.

1. Homecoming—bring giraffes—9/21 (plus details)
2. Family Dinner—9/13 (plus details)
3. Parent Meeting—9/14 (plus details)

See you Sunday.

Marion

To: Youth Programming Committee (undisclosed list—blind copy)

From: Marion

Subject: Meeting Reminder and RSVP

Hi YPCers,

The meeting is tomorrow 7:30. **Please let me know if you are coming and what potluck item you are bringing by 5 PM.**

Thanks,

Marion

A message where reply all is appropriate.

To: CRE Committee (disclosed list)

From: Marion

Subject: Should we cancel Family Dinner because of impending ice storm?

Hi CRE Folks,

The weather for Sunday looks bad. **Should we go ahead and cancel the Family Dinner or should we wait to see how if the storm actually comes. I'll make a decision by 12 noon** tomorrow so let me if you have thoughts.

Thanks,

Marion

**Attachment No. 2 – Minutes of August 16, 2011 Board of Directors Meeting, C3HUU
Minutes of August 2011 Executive Committee Meeting**

August 9, 2011

Present: Paige and Kari (12:30)
Paige, Scott, Maj-Britt (3pm)

Recorder: Paige Smith

1. Scott will coordinate with Andrea to have the Jan-June 2011 year end budget summary for the board meeting.
2. With any budget surplus (Jan-June 2011): pay all UUA Dues and place remainder in reserves.
3. With any budget surplus (2011-2012) fiscal year: MBJ will make recommendations to the Board
4. Recommends that Paige prepare table for Finance Committee for understanding pledge history
5. Executive committee supports MBJ's decision to support hospitality for July, August and September (\$265/mo) at the request of Membership Committee to give them time to develop hospitality volunteers.
6. Paige and MBJ will meet with Governance to consider by-law recommendations for board to consider

Attachment No. 3 – Minutes of August 16, 2011 Board of Directors Meeting, C3HUU Financial Report through 6/30/11

To: The Finance Committee
From: Kirsch
Re: Financial Report Through 6/30/11
Date: 8/13/11

Andrea and I have finally nailed the balance sheets for 12/31/09 and 12/31/10, so these should be “final”.¹ Andrea has also prepared financial statements through 6/30/11, but these should be regarded as preliminary because experience indicates that there are likely to be several thousand dollars of adjustments, one way or the other, before we’re done. This memorandum reports the financial results as we know them today, and discusses some related issues.

Financial Results

Table 1 presents side-by-side balance sheets for the ends of the fiscal periods. The Financial Reserves line shows the financial deterioration in 2010 that we have seen in past financial reports; but it also shows a remarkable recovery in Financial Reserves during the short fiscal year ending 6/30/11. This recovery occurred in spite of the fact that we booked the whole \$13,217 of UUA dues in that short fiscal year.² I again caution that the financial results for 6/30/11 may end up changing by several thousand dollars; but the forthcoming revisions are likely to still leave us with a healthy recovery.

So how did these favorable results for the short fiscal year happen? Our budget had us adding \$6,749 to Financial Reserves, and yet the preliminary results show us instead adding a much larger \$28,216. Table 2 breaks the difference down into income being \$18,290 higher than expected while expenses were \$4,395 lower than expected, even with us expensing the UUA bills. My initial impression is that the income figures will hold up while the expense figures will have some significant adjustments. For example, the books presently say that we somehow didn’t have to pay \$3,820 of City taxes for our parking income; but when we look more closely at it, we’ll probably find that it’s an expense that needs to be accrued. Consequently, I expect that the bottom line will be that the finances went well during the short fiscal year, but not so well as implied by this first draft of the results.

Payment to the UUA

The Board has approved paying to the UUA any excess of pledge receipts over the \$204,000 budget figure. As shown in Table 2, that excess stood at \$8,127 at 6/30/11. Consequently, since 6/30/11, we actually paid \$8,000 of the \$13,217 due. Late receipts of short fiscal year income will allow payment for *some* of the remainder, but not likely *all* of the remainder. The Board will need to consider whether other factors, such as the \$8,179 over-budget receipts from fundraisers, justify paying the full amount anyway.

Form of Reports

¹ To clean up the books at 12/31/09, Andrea made 148 journal entries. For 2010, only 12 journal entries were needed. Note that, although these journal entries corrected all of the issues that we could identify, the books should not be regarded as having been formally audited.

² Note that the balance sheet shows this \$13,217 as an Accrued Payable in the expectation that we’ll end up paying it in full.

Sometime in the near future, the Finance Committee should consider whether it wants any modification in the form of reports turned out by Andrea. In the accompanying Excel file, all of the “BS” and “P&L” sheets are as turned out by the accounting software.³ The Actual vs Budget sheet is created by Andrea through some other method.⁴ Please look these sheets over some time and decide if you would like anything different (e.g., in the way of categories). I know that I will want the Actual vs Budget sheet modified so that it more directly matches the P&L statements.

Table 1
Balance Sheets at End of Each Fiscal Period

	<u>Dec 31, 09</u>	<u>Dec 31, 10</u>	<u>Jun 30, 11</u>
ASSETS			
Current Assets:			
Checking/Savings	111,769	89,036	136,523
Other Current Assets	4,213	2,265	72
Total Current Assets	115,982	91,301	136,595
UU Common Endowment Fund		100,000	102,792
Fixed Assets	3,112,731	3,112,731	3,112,731
TOTAL ASSETS	<u>3,228,713</u>	<u>3,304,032</u>	<u>3,352,118</u>
LIABILITIES & EQUITY			
Liabilities:			
Current Liabilities:			
Payroll Liabilities	3,673	3,405	6,845
Accrued Payable			13,217
Unearned Pledge Receipts	40,430	25,930	33,705
Total Current Liabilities	44,103	29,335	53,767
Long Term Liabilities	628,556	606,889	598,472
Total Liabilities	672,659	636,224	652,239
Equity:			
Financial Reserves	20,190	(1,461)	26,754
Illiquid Equity	2,484,175	2,505,842	2,514,259
Permanently Restricted Funds	(4,181)	101,201	103,993
Temporarily Restricted Funds	55,870	62,227	54,873
Total Equity	2,556,054	2,667,808	2,699,879
TOTAL LIABILITIES & EQUITY	<u>3,228,713</u>	<u>3,304,032</u>	<u>3,352,118</u>

³ The red entries are my additions.

⁴ For my own convenience, I deleted all of the monthly columns.

Table 2
Major Budget Variations in the 1/1-6/30/11 Fiscal Year

	Actual	Budget	Change
Income			
General Operating Fundraising	18,179	10,000	8,179
Pledge Receipts	212,127	204,000	8,127
Identified Contributions	4,465	2,800	1,665
Other	53,702	53,383	319
Total Income	<u>288,473</u>	<u>270,183</u>	<u>18,290</u>
Expense			
Expense Increases:			
Fair Share - UUA	8,736		8,736
Fair Share - TJ District	4,481		4,481
Office Assistant - Wages	10,536	7,963	2,573
Expense Reductions:			
Membership /Volunteer Coord. - Wages	1,527	5,770	-4,243
Taxes - Parking Income / City	0	3,820	-3,820
Utilities	7,859	9,550	-1,691
B&G Committee Operations	5,241	6,800	-1,559
Insurance	4,264	5,500	-1,236
IT (Technology) Committee	325	1,500	-1,175
Other Expenses	216,071	222,531	-6,460
Total Expenses	<u>259,039</u>	<u>263,434</u>	<u>-4,395</u>
Journal Entries	<u>-1,219</u>		<u>-1,219</u>
Change in Financial Reserves	<u>28,216</u>	<u>6,749</u>	<u>21,467</u>

**Attachment No. 4- Minutes of August 16, 2011 Board of Directors Meeting, C3HUU
July 2011-June 2012 Stewardship and Budget Update**

Minister's Report to the Board - 2011

As you'll hear from the treasurer there is lots of good financial news this month. We received enough in pledges to both pay off our overdue dues to the UUA and TJ and to put an unexpected windfall into reserves. The exact amount was not available to me at the time of this writing but I venture to say it was in the five figures.

Secondly, since the budget was passed in the early summer we have received an additional \$29,246 in pledges, including the \$15,000 from the one time "Second Round" pledge campaign. I was asked to allocate those funds. After reviewing the "Fully Funded" budget proposal I am proposing the following be passed by the Board. Basically this fulfills every committee request, and adds a few other things.

Membership Coord.	\$9,446	(beginning October 1)
R.E.	\$4,108	(amount requested by the CRE committee)
Pianist	\$1,900	(necessary to fully fund the position as it now exists)
Associational Connections	\$ 791	(amount requested to fund leadership/scholarships)
B&G lawn care	\$ 965	(re-instates the funds up to last years amount)
Visioning	\$1,000	(requested by committee for food at two fall retreats)
Ministers Sabbatical	\$3,000	(for speaker fees, restricted fund, addl. needed 2012)
D.R.E. sabbatical	\$1,500	(to cover cost of adding hours to Sheila's workload)
Stewardship	\$ 300	(brings line item up to the requested amount)
Membership Committee	\$ 300	(ibid)
Covenant Groups	\$ 250	(ibid)
ECO	\$ 310	(ibid)
Board Activities	\$ 700	(ibid)
I.T. - computers	\$ 500	(250 of which is essential for current contract)
Endowment	\$ 750	(for brochures)
Personnel	\$ 1,900	(to use for trainings, gifts, morale boosters etc.)
Worship Honorariums	\$ 950	(less than req. amount, which was for summer serv.)
Miscellaneous	\$ 576	(we constantly have surprise little things to fund)
Total	\$29,246	

Staff Report

Grant has been doing a fabulous job in the office. He will not be applying for the permanent position as he knows he would not stay long. Andrea and I will be interviewing four good candidates this week. Grant will be training the new hire before he leaves, at the end of the month. This is a position not open to a church member.

I am working on a new job description and advertisement for the Membership coordinator position and hope it will be filled by October 1st. This is a position that could possibly be open to a church member.

Faithfully,
Maj-Britt

**Attachment No. 5– Minutes of August 16, 2011 Board of Directors Meeting, C3HUU
Vision and Strategic Planning Update**

Attached are 7 documents from the Visioning and Strategic Planning Committee

Document 1: Current Mission, Vision and Strategic Plan

Mission Statement

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.

(Adopted 2010)

VISION STATEMENT

(Adopted by congregational vote, August 18, 1996)

This is how we envision our church ten years from now:

We will be a welcoming congregation centered in Sunday worship which takes place in a beautiful, bright, accessible sanctuary enhanced by all of the arts. We will enjoy expanded classroom space, and an updated community building, and facilities will adequately accommodate growth

while enhancing our shared intimacy. Our buildings and grounds will embody our respect for the interdependent web of all existence. Our corporate life will be grounded in the Spirit of Life as we practice justice, equity and compassion in our relationships.

We will be a welcoming congregation, celebrating the inherent worth and dignity of all people, inclusive and diverse in all ways, intergenerational in worship and programming, embodying the democratic process.

We will be accepting of one another and encouraging of each other's spiritual growth, celebrating rites of passage for members of all ages. We will be a community of fellowship and friendship.

We will be engaged in cradle-to-grave religious education in a free and responsible search for truth and meaning.

We will be working toward our shared goal of world community with peace, liberty and justice for all. Our hands on social concerns will include church-based programs and community outreach; our peace and justice work will embody our values in deeds. We will be connected in meaningful ways with other Unitarian Universalist congregations and associations.

We will be a church which is a sanctuary in an oft-troubled world, a place to come for comfort, support and spiritual nourishment.

Statement of Purpose (1995)

The Community Church of Chapel Hill is a Unitarian Universalist fellowship of Judeo-Christian origins which seeks inspiration in all faiths. It is a spiritual home of open membership dedicated to the celebration of life and the dignity of every person. We are committed to religious education and service both to each other and the larger community.

Document 2: Cover letter to potential consultants



Community Church of Chapel Hill – Unitarian Universalist

<<Date>>

Dear <<<>>>,>

Your name has been recommended to us as someone who would be well-placed to serve our church as a consultant to assist with the development a Vision Statement for our community.

The Vision Statement, once complete, will address Growth, Infrastructure, and Vitality in our community through to the year 2020. It is intended to serve as guidance for creating a 10 Year Strategic Plan. The purpose of retaining a consultant is ensure our Vision Statement is inclusive of the views of all and meets the needs our community.

We hope you will submit a proposal in response to the attached RFP no later than **May 9, 2011**. Proposals should contain timeline and costs. Full details are in the attached RFP. For further information, please contact Vice Chair, Kari Andrade on 919-245-0303, or email kari.andrade@LPL.com

Thank you

Kari Andrade, Strategic Planning Task Force, Community Church of Chapel Hill – Unitarian Universalist

Document 3: Request for Proposals for consultants

Community Church of Chapel Hill
Unitarian Universalist

Request for Proposal -
Creating a Process for Discovering and Delivering a Vision Statement

Organizational Overview

The Community Church of Chapel Hill was established in 1953 and became a Unitarian Universalist Fellowship in 1993. It is a spiritual home of open membership dedicated to the celebration of life and dignity of every person. We are committed to religious education and service both to each other and the larger community.

Church Mission

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 in the world.

The Situation

In 1996 the Congregation delivered its Ten Year Vision Statement (enclosed). It is time to create another vision which will serve as the guidepost for creating a 10 Year Strategic Plan. The vision should address Growth, Infrastructure, and Vitality to the year 2020.

Target Audience

There are a variety of constituencies in the Church. From young children attending religious education classes to the founding members, all should have an opportunity to voice their visions. There are ministries(committees) within the Church which may serve as communication vehicles, such as Women's Circle, Church Council, Buildings and Grounds, Caring Ministry, Music, Peace and Justice, and Community Service Ministries, Religious education programs for children and adult groups.

Objective

To end up with an inspiring, ambitious, but realistic 10 year vision for the Community Church which is affirmed enthusiastically by congregational votes which includes input from the diverse stakeholders and groups within the Church by:

1. Assessing the organization to identify constituencies and impediments for a successful visioning process.
2. Developing and coordinating a clear, open, effective process for gathering input from the Church constituents which allows congregants to have the opportunity to share their personal ideas and visions and values for the Church.
3. Developing and coordinating a process for converting input to a vision which allows congregants to agree ultimately in what will be the Community Church Vision for the next ten years. The vision will be affirmed by a congregational vote.
4. Developing a communication plan which will keep the congregation informed about the process.
5. The Ten Year Vision will be the foundation for developing the 10 year Strategic Plan for the Community Church.

Desired Time Frame

September 1 – December 1, 2011 to solicit input and finalize The Ten Year Vision Statement

Deliverables

A Vision Statement that incorporates the spirit and desires of the congregants that is a working document from which the Ten Year Strategic Plan will develop.

Time and Cost

Detail time and costs to complete the vision process.

Timeline

Detail the required personnel and the schedule to complete by December 1, 2011,

Selection of Expert

1. A proposal describing your qualifications (or the qualifications of the team of consultants) and how the tasks above would be carried out.
2. A firm estimate of fees to be charged and an estimate of expenses incurred.
3. Resumes of all consultants who will be involved in the project.
4. Names, phone numbers and contacts at three non-profit organizations who have been your clients during the last 18 months whom we may call on as references.
5. Interviews will be held week of May 20, 2011.

Relevant Experience and Consultations with other congregations The ideal consultant will have experience working with mid-size congregations who want to grow or have experience working with similar sized non-profit member organization that are funded in a similar way. She/he should be knowledgeable and/or comfortable with Unitarian Universalism.

How to submit a proposal

Interested people should submit their proposals no later than May 9, 2011 to

Kari Andrade, Vice Chair

Community Church of Chapel Hill Unitarian Universalist

106 Purefoy Road

Chapel Hill, NC 27514

Or email kari.andrade@LPL.com

Questions should be directed to Kari Andrade at 919 245-0303

This information may be copied; cite the owner on all copies.

Document 4: Winning Proposal (Mark Molitor)

Proposal for Visioning Process Community Church of Chapel Hill Unitarian Universalist

The Process

I believe the value in planning (or visioning) is in what it enables you to accomplish. Effective planning should lead to successful implementing. The ultimate success of this visioning process will be revealed over time. The visioning process itself must engage the various constituencies that will be involved in its fulfillment.

To the extent feasible, I advocate processes that are inclusive and participative. I find people support what they help to create more so than something they are asked to “buy into”. Plus, by being part of an effective process more people gain a deeper understanding of both the “what” of the vision and the “how” of fulfilling it.

The first step in the process would be the formation of a co-design team that would work with me and assume responsibility for shepherding this process through to its successful conclusion. We may want to call this the “Visioning Team” or something similar. Together, we would clarify the intended outcomes and design an effective process for getting there. That is, we as a team would plan for the larger planning process.

Typically, this team would consist of 4-6 individuals in addition to myself. For a process as extensive as this, we would likely meet for two sessions of 1½ to 2 hours in length. The first session would be to clarify desired outcomes, explore options for constituency involvement, and draft a process design.

This first meeting would likely end with a number of unanswered questions. We would decide how to get answers to as many of those questions as possible. (Some may be simple logistical issues.) We would likely meet a second time to review and refine the design and finalize the timeline.

This team may also need to meet periodically (for shorter meetings) throughout the process to assess our progress and make adjustments as necessary.

Timeline

The precise timeline is to be determined. However, I am confident that December 1 is a reasonable, if not ideal, completion date.

Fees and Expenses

I do not set fees. You, the client, determine what to pay me. I work predominantly with nonprofit organizations and have been operating under this model for the past 9 years.

I believe I am called to this work and do not want finances to be an obstacle to our working together. The only guidance I offer is to consider the value I bring and balance that with what your budget permits. I welcome you to determine payment when my work is complete.

I do not anticipate any significant expenses (other than possibly food/refreshments, especially if we decide to convene any sessions that exceed three hours). This assumes all meetings can be held at your facility avoiding rental fees.

References of Recent Engagement

Your request is for clients during the last 18 months. Due to the severity of budget constraints few nonprofits have been engaging in extensive planning processes. Most hire me for one-day retreats. Some of those have been:

Center for the Global Learner

Durham Technical Community College
Constanza Gomez-Joiner, Ed.D., Executive Director
919-536-7200 x4051
gomezc@durhamtech.edu

Chatham Trades

Daniel Stroupe
919.663.3481
dstroupe@chathamtrades.org

Durham Youth Initiative / Connect By 25

William (Bill) Ingram, Ed.D., President, Durham Technical Community College
919.536.7200 x6000
ingramb@durhamtech.edu

International Affairs Council

Todd Culpepper, Executive Director
919.838.9191
tculpepper@iacnc.org

Nourish International

Ryan Allis, Board Chair (CEO, iContact)

SEANC (State Employees Association of North Carolina)

Dana Cope
919.833.6436
dcope@seanc.org

Other Related Work

Lutheran Family Services in the Carolinas

I led an extensive visioning process for LFS more than 3 years ago. That process may have a number of similarities to what CCCHUU wants. Driven primarily by radical changes in state funding LFS is undergoing a major restructuring and has just recently re-engaged my services. Suzanne Wise, President and CEO (recently retired) Myra Griffie, COO, fully participated in the previous process and is now leading the organization

Town of Robbins

I have worked on a number of contracts over the last few years with the North Carolina Rural Economic Development Center. One of those was to serve as a coach to the Town of Robbins to

guide it through a community-wide strategic planning process as part of the NC STEP (Small Towns Economic Prosperity) program. That process involved engaging all stakeholder groups, identifying the Town's assets, and developing a strategic plan.

Theron Bell, Mayor

Randall Moore, (former) Director of Marketing

North Chatham Community Meetings

And, recently, I have been leading an effort to engage folks in the faith community to work collaboratively with one another and those in nonprofits and governmental agencies. We have convened two community meetings for North Chatham County. Concurrent with this, I was recently elected to the Board of Interfaith Ministries of Chatham County where I hope to expand this work to the entire county.

Bio

Mark Molitor provides consulting, facilitation and leadership coaching services. He has committed most of his professional career serving nonprofit organizations, helping them to effectively address immediate challenges, to build adaptive capacity, and to achieve long-term results. Engagements have included board and staff retreats, strategic visioning and planning, transition management, community building, leadership team development, mergers and acquisitions, expanding into new service lines, and business process redesign.

Mark has extensive experience in collaboration, planning and innovation design facilitation. He has trained and worked with the founding developers of large group methodologies such as DesignShop™, Conference Model™, Future Search, and Open Space. He facilitates dialogue groups of nonprofit CEOs, one of which has been meeting monthly for more than 13 continuous years. He also is a co-designer and the current Director of the Personal Leadership Development Program at Leadership Triangle.

Mark has served a wide range of industries beyond nonprofit and human service organizations including associations, foundations, state and municipal governments, healthcare, software, biotech, environmental health, automotive, and banking. As a contractor with the MG Taylor Corporation and Ernst & Young Management Consulting, he worked with numerous Fortune 500 clients. In this capacity Mark also served as the project leader for teams of consultants with varied expertise to bring a seamless delivery of services to clients.

Mark co-founded a computer software company that achieved a leadership position in the human service and nonprofit market. As Chairman and CEO for more than 11 years he led the company through substantial growth as well as a merger and two acquisitions to serve over 1,000 client organizations in all 50 states and Canada.

Mark is a graduate of the Johns Hopkins University, has a Master of Arts degree in Clinical Psychology from Loyola University Maryland, and has completed post-graduate studies at the University of Maryland Smith School of Business and the School of Social Work and Community Planning. He has also served as an instructor in the Duke Certificate Program in Nonprofit Management.

Document 5: V/SP minutes August 1 meeting

**Notes from Strategic Taskforce - Vision Planning Group (STF-VPG) Mtg
Monday, Aug 1, 2011**

**Present: Steve Marshall, Mark Molitor (consultant), Carolyn Holt,
Caroline Pence, Laura Gillion, Marion Hirsch**

Absent: Kari Andrade (health), Mariana Fiorentino (travel)

Fall Goal: Create a Vision Statement for the Church

Design thoughts on the vision statement process (incl. Congregational workshops):

1. Congregational workshops: booked for Sat Sept 24, the evening of Fri Oct 21, and Sat Oct 22.
2. Mark: Need to make Congregational workshops attractive so that people will come
3. Mark: Need to generate real *understanding* on the text of a proposed Vision among a large number of people – ideally, the congregational vote in Jan should be something of a formality because everyone is excited and on the same page
4. Mark/All: Fulfilling the requirements of the UUA’s Gather Here process – this should be a secondary (not primary) objective of our process
 - a. perhaps Kari or Steve can work with someone like Joan Garrett to complete this in the spring
 - b. Steve will inform the board of our status with regard to the UUA’s Gather Here.
5. Mark: In Congregational workshops, I prefer to go deeper with a smaller number of people rather than “shallow” with a larger number of people
6. Carolyn: quantitative data is important in our community
7. Marion: important get input from a broad range of people. We ensure that people who cannot come to workshops should still have ownership of the final statement
8. Carolyn: communications group should emphasize fun and learning aspect – a good name for this process is needed!
9. Mark: September: could be a Vision Generation Mtg; October could be a Vision Refinement Mtg (but there will be overlap!)
10. Mark: Questions that could be asked in a SurveyMonkey, or at Cottage Meetings, prior to Sept Vision Generation Mtg:
 - a. Why did you choose this church?
 - b. What is special about this community for you?
 - c. Where do you think we should be in 5 years? 10 years?
 - d. Exercise: its 2020: how many members do we have? Are we one site or multiple sites? Do we have satellite churches? Do we have 1, 2, 3, or 4 services per weekend?
11. Caroline: Concerns about the timeline: is it better to aim for Oct as the main mtg rather than Sept?
12. Caroline: Impt that we reach younger (child/youth) and older (70+) members

How to make the Vision Process a regular feature of church communications this Fall:

1. Steve: Important to use Sundays: information tables on Sunday; WTW; tables
2. Steve: Impt to brief program council ; use children’s worship
3. Marion: need a web page; need a link off the main Wiki page; bulletin inserts; postal mailings; my sermon on aug 21st;
4. Laura: make sure that MJB mentions it regularly in Sunday service
5. **SEE ALSO MARION’S NOTES IN SEPARATE DOCUMENT**

Logistics of Congregational workshops:

1. Carolyn: logistics group should provide childcare and food
2. Caroline: registration is imp't to build a sense of commitment
3. Mark: agreed, but also, not being registered should not be a barrier
4. Mark: in latter part of mtgs, may break into small groups around topics
5. **SEE ALSO MARION'S NOTES IN SEPARATE DOCUMENT**
6. Marion: Sept 24 conflicts with NC Pride (Gay Pride march at 1pm).
 - o Could make it clear that some people can leave at noon to go to NC pride. Would need to make it clear that people can leave ONLY for NC Pride. Could schedule a makeup for those leaving to go to NC Pride?
 - o Mark and Marion: How many will come? Perhaps 60? How many will leave? Perhaps 20?
 - o All: alternate dates: one is Oct 1. Currently scheduled for P&J discernment by MBJ and Nato. This also overlaps with Mark's vacation! Mark: I need also need a full of day of work after the workshop to organize notes and prepare a summary
 - o December 3rd and 10th are other options. Dec 3rd is greening from 3p-10p. Dec 10th is city Xmas parade
 - o **DECISION:** Elected to stick with current dates (Sat Sept 24, the evening of Fri Oct 21, and Sat Oct 22) but acknowledge that this conflicts with NC Pride.

Specific To-Dos:

Steve: brief the Board on the progress to date and the Fall process; esp. wrt UUA's Gather Here.

Steve: attend next program council to brief the council. Invite Mark to come.

Marion: liaise with NC Pride supporters in church.

Steve: organize attendance data and historical results from last vision process

All: think of an exciting name for this process!

Next Mtgs:

*****Monday August 8, 12 Noon-2 PM (Caroline cannot attend; Laura needs to leave early)**

*****Monday August 15, 12 Noon-2 PM (Laura needs to leave early)**

All Mtgs are in the Kirby Room

NOTE THAT AUG 8 MEETING IS NEWLY SCHEDULED!

Document 6: Marion's Notes on August 1 meeting

Strategic Taskforce - Vision Planning Group (STF-VPG) Mtg

Marion's notes on Communications and Logistics

Aug 1, 2011

Communications Plan

PR Factoid: People need 9 contacts to be really aware.

Goal:

- To encourage people to participate
- To make process clear and transparent
- To share information
- If people have concerns they will know early and have a constructive way to share them early so that everyone is on board at the end and comfortable.
- Should convey that it will be a good time, a learning experience that you can take to other organizations, invigorating
- Should include a sense of accountability for focus who agree to participate

Methods:

o Items of Immediate Interest on Home Page	o Maj-Britt from pulpit
o Web page	o Bulletin Boards
o Weekly Update in Bulletin	o Church Council
o Monthly Newsletter	o Committees
o Inserts in Bulletin	o Children's Service
o WTW	o Twitter
o Mailings for non-computer folks	o Facebook
o Personal contacts	

Logistics Plan

- o Registration--make it easy for folks to just come but accountable if they agree to come
- o Food
- o Set Up
- o Clean Up
- o AV
- o Childcare

Document 6: Within These Walls for August 7

Within These Walls on August 7 on Vision Statement Development

Good morning. My name is Steve Marshall. I am a member of this congregation and a member of the church board.

The Board is working on developing a strategic plan for the church. The first step in developing in a strategic plan – and perhaps the most important step – is writing a Vision Statement. This morning, I am here to tell about our process for writing a Vision Statement, as a community.

What is a Vision Statement? A Vision Statement tells you where you are going. Its navigation. Its different from a Mission Statement. Mission is what you stand for. Its “engine room”. It what we do. Our mission is *nurture spiritual growth, care for each other, and change the world.* Vision is how we implement that Mission over the next 9 years.

Vision is the question of: What should this church look like in the year 2020? We all need to dream big. Nothing is sacred. One question to ask yourself: what is the single big issue that will shape the world over the next 30 years? The environment? Is this the single focus that we need to pursue over the next 10 years? Do we want our church to grow, and if so, how quickly? How do we plan for parking, for RE growth? Do we need a satellite campus? If we had a satellite campus, how could it further our mission?

These are just off-the-cuff ideas that I am throwing out there. They are not ideas that are seriously under consideration. The point is, we want to get your ideas and input. We need everyone to engage in the process of developing our new Vision. In Sept, October, Nov , December, we will be actively soliciting your input. I see this as a very proactively democratic process. That means you may get sick of hearing from us as we pester you for your thoughts and input. But I don't want anyone to miss out on the chance for input.

For me, this is an exciting time to be a member and a board member. Do not underestimate the significance of this process!